

# Mentored Staff Induction and Employee Turnover in Advertising Firms in Kenya

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**Abstract**— Organizations use mentored induction programs to provide new employees with a systematic structure of support that helps them become familiar with their current and future work environment. In Kenya, firms and Government agencies have adopted mentored staff induction programs for the purposes of guiding the newly recruited staff in their personal and professional growth. A number of researchers have strongly emphasized the positive relationship between mentored staff induction and employee retention, however no research has been conducted exploring the relationship between staff induction and employee turnover, specifically not in advertising firms in Kenya. Accordingly, this paper is focused on the effect of mentored staff induction on employee turnover in advertising firms in Kenya. Specifically, the study sought to establish the effect of senior staff, peer mentoring, and ongoing staff support in mentored induction programs on employee turnover in advertising firms in Kenya. The overall theory used in the study was the TPI theory of induction. The target population of the study was 750 employees working with the 19 advertising firms in Kenya that are registered with the Association of Practitioners in Advertising. The sample size for the study was 254 respondents obtained using simple random sampling technique. Data was collected using a semi-structured questionnaire. Data analysis entailed descriptive and inferential analysis using the Statistical Package for Social Sciences. The study findings established that mentored staff induction had a positive significant relationship with employee turnover in advertising firms in Kenya. This was indicated by an overall mean score of 4.025, normality test score of 0.768 and linearity test of  $r=0.624$ ,  $p<0.05$ . The study recommended that advertising companies in Kenya should focus on ongoing staff support as a key method of implementing mentored induction programs. The method obtained an overwhelming approval by the respondents as the best way of managing employee turnover.

**Keywords**— Mentored Staff Induction: Employee Turnover: Advertising Firms.

## I. INTRODUCTION

Mentored staff induction is the process used within organizations where employees who are more experienced and knowledgeable welcome and guide new employees or new graduates, in order to prepare them for their new roles (McArthur Rouse, 2008). Organizations use mentored induction programs to provide new employees or fresh college graduates with a systematic structure of support that helps them become familiar with their current or future work environment. Mentored induction programs should include development of theoretical and practical skills, but also meet interaction needs that exist among the new employees (Robinson, 2014). In Kenya, firms and Government agencies have adopted mentored staff induction programs for the purposes of guiding the newly recruited staff in their personal and professional growth, and for sharing essential career knowledge in the respective fields (Tettey, 2006).

A number of researchers have strongly emphasized the positive relationship between mentored staff induction programs and employee retention, however no research has been conducted exploring the relationship between staff induction and employee turnover, and specifically in advertising firms in Kenya. According to Ahmed (2014), properly planned mentored induction programs give a positive return for the company through employee retention. Chidambaram, Ramachandran, and Thevar (2013) further identify lack of proper mentored induction programs as among the key causes of employees wanting to leave companies. Globally, mentored induction of new hires has become the norm. The central focus of human resource managers in a company is to understand the causes of turnover among employees in order to diminish its rate in the organization (Noe, Hollenbeck, Gerhart & Wright, 2017). Yet, some companies underrate the role of mentored employee induction and take the risk of employee turnover. Nica (2016) studied employee voluntary turnover as a negative indicator of effectiveness in the organization and reported a relationship between the study variables. The study however used organizational effectiveness as the dependent variables and voluntary turnover as independent variable

Korri (2018) explored the expected outcome of human resource practices on labour turnover in Kenyan restaurants and confirmed that human resource practices contribute to labour turnover. However, the study explored the broad effect of the human resource practices in restaurants in Kenya which is different from the focus of this study. The high mobility of workers in the advertising firms in Kenya is an issue of much concern to the operators of the industry. Sheehan (2013) observed that there is a high employee turnover rate in the advertising agencies and that the advertising industry has a retention problem. The average staff turnover rate in the advertising sector is much higher than 30 percent, second only to tourism. This study therefore filled the identified gaps by considering the effect of mentored staff induction on employee turnover in advertising firms in Kenya.

## 1.1 Objectives

### 1.1.1 Overall objective

The main objective of this study was to establish the effect of mentored staff induction on employee turnover in advertising firms in Kenya.

### 1.1.2 Specific Objective

- 1) To establish the effect of use of Senior Staff in mentored staff induction programs on employee turnover in advertising firms in Kenya.
- 2) To determine the effect of Peer Mentoring in mentored staff induction programs on employee turnover in advertising firms in Kenya.
- 3) To find out the effect of Ongoing Staff Support in mentored staff induction programs on employee turnover in advertising firms in Kenya.

### 1.1.3 Research hypotheses

The study was guided by three hypotheses below;

- i. H<sub>01</sub>: Use of senior staff in mentored induction program has no effect on employee turnover in advertising firms in Kenya.
- ii. H<sub>02</sub>: Peer mentoring in mentored induction program has no effect on employee Turnover in advertising firms in Kenya.
- iii. H<sub>03</sub>: Ongoing staff support in mentored induction program has no effect on employee turnover in advertising firms in Kenya.

## II. THEORETICAL FOUNDATION AND EMPIRICAL REVIEW

### 2.1 Theoretical Framework

This study was hinged on the TPI theory of induction. The TPI theory of induction was developed by Adams (2010) when carrying out a study on integration. The focus of the study was on the importance of mentored induction programs on the integration of employees and it was established that there are key areas that employers need to focus on when they acquire new hires. The key areas include; Theoretical (T) knowledge, Practical (P) knowledge, and Integration (I), thus the TPI theory of induction. This theory seeks to resolve the concept of socialization commonly offered in theory, such as the processes of assimilation or integration. The theory of induction is an approach useful in the understanding of the effect of assimilation as well as integration.

The TPI theory proposes that new employees should improve on their skills theoretically and practically to enable them to adequately perform their new jobs, and fulfil the needs of integration occurring among workers (Bauer & Erdogan, 2011). The three situations must be satisfied for an employee to become completely assimilated in the group. In view of the TPI theory of induction, firms can give support in three crucial areas since when new workers join the company they should put into practice the theoretical knowledge they gain. The firm, on the other hand, has to give support to new hires through initial training, workshops, and seminars for the employees to better their practical skills (Ndebele, 2013). Companies should fulfil the needs of integration among new workers and with the other present employees.

The organization can achieve this through organizing corporate events, staff meetings, as well as departmental meetings to allow new hires to interact with other workers (Maruhi, 2018). Nevertheless, this theory has some weaknesses such as the view that induction training is basically centred on applied knowledge as well as skills and less on theoretical knowledge. However, despite the limitation, the TPI theory of induction was found applicable in this study in support of the independent variable, mentored staff induction. For example; peer mentoring familiarizes new workers with the company and the existing staff. Use of senior staff in mentored induction program enables a new employee to turn out to be productive as quickly as possible. Finally, through ongoing staff support, employees produce their best results and achieve organizational objectives.

### 2.2 Empirical Review

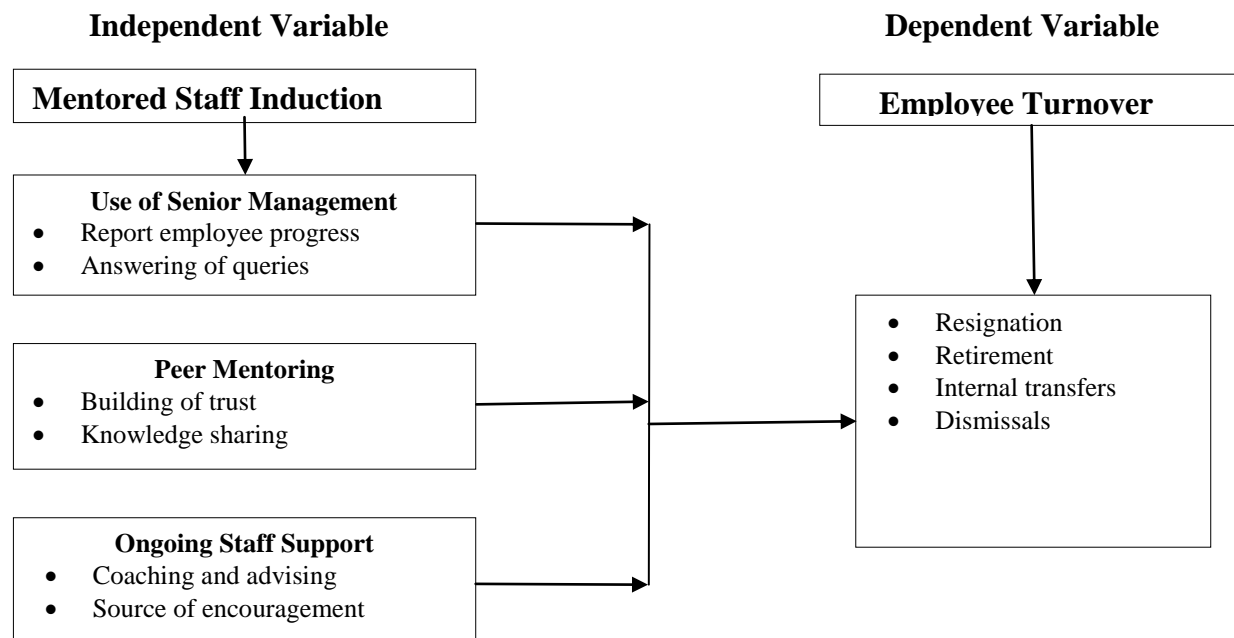
One of the methods of implementing mentored staff induction programs is to assign a senior employee to one or a group of new and junior employees or new graduates, and let him have frequent one-to-one sessions to monitor progress over, say, a six-month period. During this time, they will concentrate on a range of skills which includes both soft and hard skills (Heidari, 2007). The senior employee will form a relationship with the mentees, be available for any queries, and report each employee's progress. Having the senior employee observing the new employees as they grow over a long period can help management make crucial business decisions, such as aligning the career path of an employee with their strongest skills for the business (Robinson, 2014). According to Mavrinnac (2005) peer mentoring in a mentored induction program has a strong potential to build trust in the organization because opportunities are available to all motivated and interested employees. It provides opportunity for the peer mentor to share knowledge with the mentee as well as to provide him with support and guidance. Further, peer mentoring in a mentored induction program formalizes and encourages non-hierarchical developmental relationships that already occur in many work settings and therefore provides an open environment for feedback. According to Gilles and Wilson (2007), mentored staff induction is also concerned with providing ongoing staff support. It includes providing guidance and support to the mentee based on his or her unique developmental needs. At different points in the relationship, it will take on some or all of the roles which include; coach or advisor, source of encouragement or support, resource person, champion and devil's advocate. Mogusu and Atambo (2016) investigated the factors affecting induction of new workers in tea factories in Nyamira County in Kenya through a descriptive design. The accessible population of the study was 350 workers

in seven tea factories in Nyamira County. Data collection was through a questionnaire and data was analysed through the SPSS. Results indicated that there was a statistically insignificant relationship between mentorship and induction. As a result, the relationship may not be causal. Even though the relationship was statistically insignificant, it is important noting that there existed a strong positive relationship between mentorship and induction. Therefore, this study seeks to establish the effect of mentorship as an employee induction program on employee turnover in advertising firms in Kenya.

Aman (2015) examined the effect of mentoring on military personnel retention in Ethiopian military academies. The study adopted a quantitative approach and consisted of both the descriptive and explanatory designs. The study employed stratified random sampling targeting the protégés of military academies in Ethiopia. Data was collected using a structured questionnaire and analysed. Using descriptive as well as inferential statistics. Results of Pearson correlation regression analysis showed that mentoring positively and significantly relates to personnel retention, career development, and psychological readiness. The study results support Conboy and Kelly (2016) that focused on the evidence that mentoring works to retain as well as promote employees, particularly diverse Workers, within a single firm. The study established that mentoring is more successful in promoting diversity at the workplace than diversity in training programs alone. The study however was a case study of the military personnel in Ethiopia while this study will target the advertising firms in Kenya.

Nyamori (2015) conducted a case study of SOS Children’s villages examining the effect of workplace mentoring on employee performance. A descriptive study was conducted whereby 160 employees of the SOS Children’s Villages were targeted. The primary data gathering methods involved the use of questionnaires and data was analysed statistically using SPSS. The study computed inferential as well as descriptive statistics. Results showed that mentorship enables new hires to set as well as achieve goals for their job role. The study findings confirmed that just as Conboy and Kelly (2016) and Aman (2015) assert that mentoring is important in organizations, mentorship increases staff proficiency on the job as it motivates them. However, these study findings cannot be generalized to advertising firms because the study was limited to SOS Children’s villages and the study used employee performance as the dependent variable instead of employee turnover.

2.3 Conceptual Framework



Source: Author (2020)

III. METHODOLOGIES

3.1 Research Design

The study adopted a descriptive research design. Descriptive research design was applicable to this study because it sought to establish the effect of mentored staff induction on employee turnover in advertising firms in Kenya. A descriptive design allowed for making observations on the natural behaviour of the subjects without influencing or affecting them in any way (Ogalo, 2018).

3.2 Empirical Model

The study adopted multiple linear regression model since it has three independent variables, that is; Use of Senior Staff, Peer Mentoring, and Ongoing Staff Support that influence employee turnover in advertising firms in Kenya. The model was expressed as follows;

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

Where;

Y = Employee turnover

$\beta_0$  = Coefficient of intercept

X1 = Use of Senior Staff

X2 = Peer Mentoring

X3 = Ongoing Staff Support

$\epsilon$  = Error term

$\beta_1, \dots, \beta_3$  = Corresponding coefficients for the independent variables

### 3.3 Target Population

The target population for the study was 750 employees comprising of both management and non-management staff of the 19 advertising agencies registered with the APA (2018).

### 3.4 Sampling and Sample Size

The study employed a simple random sampling technique and the table by Krejcie and Morgan (1970) was used in determining the sample size from a definite population. According to the table if N (target population) is 750 with a confidence level of 95%, then the sample size should be 254 respondents. The sample size was thus 254 respondents (employees) currently working with the 19 advertising agencies registered with the APA.

### 3.5 Data Collection and Analysis

The study used a semi-structured questionnaire to collect primary data. Both primary and secondary data was used in this study. Secondary data was obtained from official documents. The researcher obtained a letter from Kenyatta University which acted as an introduction to the management of the advertising firms in Kenya. The questionnaire was also accompanied by a research permit from the National Commission for Science Technology and Innovation (NACOSTI). The study conducted a pilot study at the Yellow Agency (Ya) head office and Prosel Ltd, which represents approximately 10 % of the target population. Face validity of the research questionnaire was achieved through proof reading of the questions by the participants and strong references drawn through meta-analysis on past research as well as related theory on staff induction programs and employee turnover (Subekti, 2016). Experts' opinion was included on the content of the questionnaires. Reliability of the research questionnaire was established through conducting a pilot study. The Cronbach-Alpha coefficient was used to measure the reliability coefficient. The values of the Cronbach's Alpha coefficient range from 0-1. The collected data was verified for correctness as well as completeness, and then coded and analysed using qualitative as well as with quantitative techniques using the SPSS software. The study used descriptive statistics involving percentages, frequencies, mean, and standard deviation as well as inferential statistics comprising of correlational analysis and regression analysis. The results were presented under appropriate sub-headings corresponding to the objectives of the study. The results were then summarized in the form of tables, pie charts, and graphs.

### 3.6 Ethical Consideration

The researcher assured the respondents of confidentiality and that the data collected was used for research purposes only and not to cause damage to their integrity and interests at the workplace. Permission was sought from the management of advertising firms in Kenya and the respondents were informed that participation in the study was voluntary. Additionally, information from other authors was fully acknowledged.

## IV. RESULTS AND DISCUSSION

### 4.1 Response Rate

The return rate of questionnaires distributed to the various respondents was high. A total of 254 questionnaires were distributed to selected advertising companies in Kenya. Questionnaires were distributed to 254 respondents and only 200 were returned fully completed. This constituted a response rate of 78.7%. This was acceptable according to (Mugenda & Mugenda, 2003) who observes that a response rate of 50% is adequate, 60% good and above 70% is rated very good. This method also ensured that the respondent's queries concerning clarity were addressed at the point of data collection; however, caution was exercised so as not to introduce bias in the process. The other questionnaires were found to be unusable for the study; hence, their results were not included in the findings.

Table 4.1: Response Rate of the Questionnaires

Category	Frequency	Percentage
Questionnaires Returned	200	78.7%
Questionnaires Not Returned	54	21.3%
<b>Total</b>	<b>254</b>	<b>100%</b>

Source: Research Data (2020)

#### 4.2 Reliability Test

The researcher administered a set of designed structured and unstructured questionnaires through a pilot study to appraise the questionnaire’s soundness of the items and to estimate time required to answer the items. The pilot study covered some of the 20 respondents not covered in the sampled population. The results of the pilot study were discussed with the respondents to make the required adjustments. The major objective was to test the instrument’s reliability and validity.

Table 4.2 Reliability Analysis

Item	Questions	Cronbach Alpha	Comment
Use of Senior Staff	5	.764	Reliable
Peer Mentoring	5	.772	Reliable
Ongoing Staff Support	5	.784	Reliable
Employee Turnover	5	.792	Reliable

Source: Research Data (2020)

#### 4.3 Demographic Characteristics

##### 4.3 Advertising Companies

The questionnaires received from study showed that Saracen Media had the highest response rate, this was represented by 10.5% of the target population. Consequently Express DDB Kenya and Brainwave Kenya tied with the least response rates represented by 3% each. From the findings it showed that the advertising agencies clearly, cooperated in giving information relevant to the study.

##### 4.3.1 Gender

From the findings in table 4.4, it was clear that female respondents represented a higher percentage in comparison to their male companions in the study. Male respondents accounted for 40% and 60% respondents represented female. This indicates that the advertising companies were eager to recruit females due to their dynamism in the field of advertising.

Table 4.4: Gender of Respondents

Category	Frequency	Percentage
Male	80	40%
Female	120	60%
<b>Total</b>	<b>200</b>	<b>100%</b>

Source: Research Data (2020)

##### 4.3.2: Age of respondents

The results in Table 4.5 indicate that majority of the respondents were between the age of 25 -30 years, this was represented by 35% of the target population. Respondents who were over the age of 40 were the least, this was represented by 5% of the total population. This indicates that the advertising companies had young people due to their dynamism and need to mould them and build their career in advertising.

Table 4.5: Age of Respondents

Category	Frequency	Percentage
Below 25 years	40	20%
25 -30 years	70	35%
31 -35 years	60	30%
36 -40 years	20	10%
Over 40 years	10	5%
<b>Total</b>	<b>200</b>	<b>100</b>

Source: Research Data (2020)

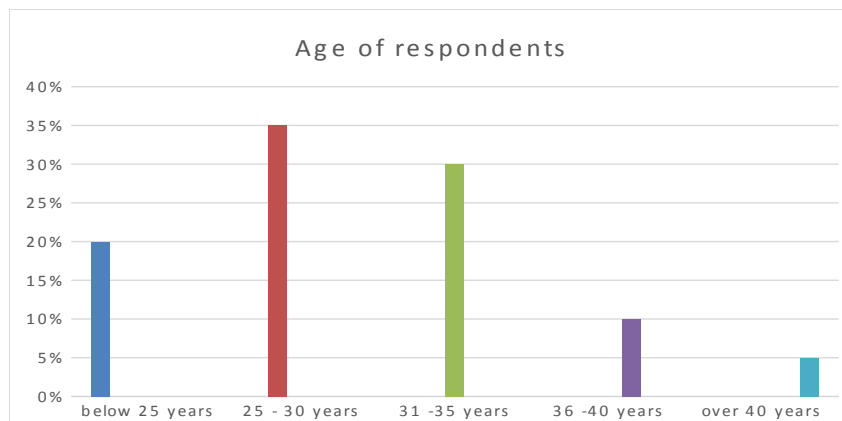


Fig 1.3 Age of Respondents

Source: Research Data (2020)

#### 4.3.3: Years of working in the agency

The study findings in table 4.6, clearly show that, most of the respondents had worked for a period of less than 1 year, this was represented by 78 (39 %). This clearly shows that some of the employees were on a contract basis at the advertising firms. Respondents who had worked for a period of 1 -5 years, were represented by 68 (34%) of the target population. Respondents who had worked in the advertising firms for a period of 6 -10 years were represented by 38 (19 %). Some of the respondents had been working in the advertising agency for over 10 years this was represented by 16 (8 %). This is a clear indication that these are employees who are in the management department and are major shareholders in the advertising companies.

Table 4.6 Years of Working in the Agency

Category	Frequency	Percentage
Less than 1 year	78	39%
1 – 5 years	68	34%
6 – 10 years	38	19%
Over 10 years	16	8%
<b>Total</b>	<b>200</b>	<b>100%</b>

Source: Research Data (2020)

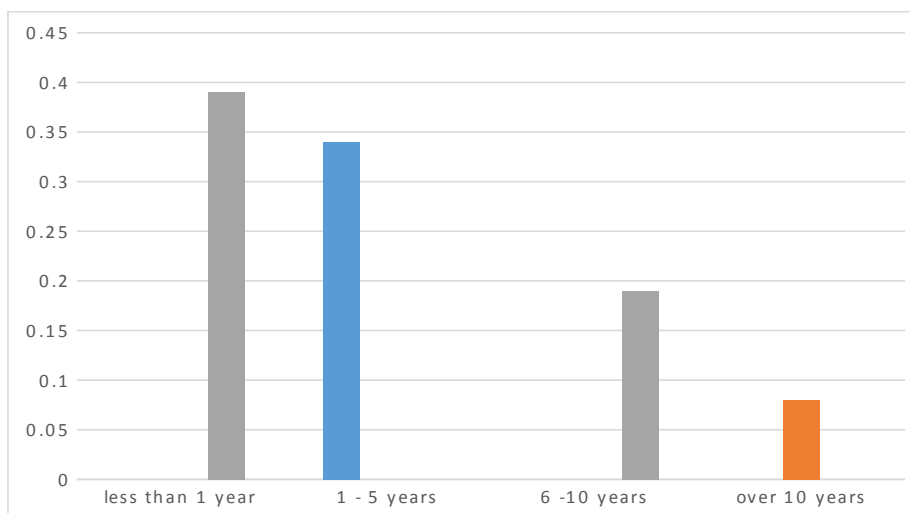


Fig 1.4 Years of Working in the Agency

Source: Research Data (2020)

#### 4.3.4 Level of education

The results also suggest that most (40%) of the respondents had diploma level of education as their highest academic qualifications indicating that the advertising companies were keen on recruiting quality staff. This could have been informed by the fact that well educated staff require only minimum supervision and are more productive.

Table 4.7: Respondents Highest Level of Education

Category	Frequency	Percentage
PHD	4	2%
Masters	12	6%
Degree	30	15%
Diploma	80	40%
Certificate	74	37%
<b>Total</b>	<b>200</b>	<b>100%</b>

Source: Research Data (2020)

#### 4.3.5 Previous work experience

From the study the findings in table 4.8 clearly show that the majority of employees in the advertising firms responded that they had no previous work experience before joining the advertising companies. This was represented by 110 (55%) of the target population, whereas those that had previous work experience were represented by 90 (45%) of the target population. The study findings, clearly indicate that there is need for staff induction in order to improve on employee turnover.

Table 4.8: Respondents Previous Work Experience

Category	Frequency	Percentage
Yes	90	45%
No	110	55%
<b>Total</b>	<b>200</b>	<b>100%</b>

Source: Research Data (2020)



#### 4.3.6 Induction for new employees

From the study findings in table 4.9 it clearly shows that advertising companies hold induction programs for new employees. This was represented by 56% of the target population. From the study it was clear that, 44% of the advertising companies do not hold induction programs for their employees.

Table 4.9 Induction for new employees

Category	Frequency	Percentage
Yes	112	56%
No	88	44%
<b>Total</b>	<b>200</b>	<b>100%</b>

Source: Research Data (2020)

#### 4.3.7: Employee cadre

From the study findings in table 4.10 it was clear that most of the respondents were from the non-management cadre, this was represented by 136 (68%) of the target population. From the findings it was clear that respondents in the management cadre were 64 (32%). From these findings It is clear that most advertising companies do not retain most of their employees on a permanent basis.

Table 4.10 Respondents Employee Cadre

Category	Frequency	Percentage
Management	64	32%
Non- management	136	68%
<b>Total</b>	<b>200</b>	<b>100%</b>

Source: Research Data (2020)

### 4.4 Descriptive Statistics

#### 4.4.1 Use of senior staff and employee turnover

The first objective of the study was to analyse how use of senior staff in mentored induction programs influence employee turnover in advertising Companies in Kenya. Use of senior staff in mentored induction programs was measured using indicators comprising; Reporting employee progress and Answering queries. This objective was realized by asking the respondents to respond to several statements pertaining to their feelings on the use of senior staff in mentored induction programs in their advertising Companies. The status of effects of this variable was rated on a 5 point Likert scale ranging from; 1 = Strongly Agree to 5 = Strongly Disagree. The results of this are summarized in Table 4.11

Table 4.11: Use of Senior Staff in Mentored Induction Programs and Employee Turnover

Item	N	Mean	SD
This advertising agency uses Senior Staff in mentored induction programs .	200	3.96	1.299
This advertising agency makes appropriate business decisions related to employees because it uses Senior Staff in mentored induction programs.	200	3.95	1.168
The firm receives timely mentored induction progress report because it uses Senior Staff in the program.	200	3.95	1.168
Senior Staff when used in mentored induction program in this agency, take charge of answering queries from both the new employee and the management.	200	4.1	1.09
Good relationship is built with the new employee in this company when Senior Staff is used in mentored induction programs.	200	3.895	1.192
<b>Aggregate scores</b>	<b>200</b>	<b>3.971</b>	<b>1.183</b>

Source: Research Data (2020)

The overall findings of the respondents showed that the respondents agreed with the statements in correspondence to the study. The aggregate mean was 3.971 and the standard deviation was 1.183. From the findings in table 4.7, it can be deduced that the respondents agreed with the statements given. It was found that the respondents agreed that when senior staff are used in mentored induction program, they take charge of answering queries from both the new employee and the management. This was represented by a mean of 4.1 and a standard deviation of 1.09. From the findings it was clear that, the respondents agreed that the advertising agencies make appropriate business decisions related to employees because they use senior staff in mentored induction programs and they also agreed to the statement that the firm receives timely mentored induction progress report because it uses senior staff in the program, this was represented by a mean of 3.95 respectively. They also agreed to the statement that good relationship is built with the new employee when senior staff is used in mentored induction programs, this was represented by a mean of 3.895. Hence, it is evident from these findings that use of senior staff in mentored induction program was instrumental in developing employees' confidence in the organization and self in the advertising companies.

#### 4.4.2 Peer mentoring induction program and employee turnover

The second objective of the study was to establish the relationship between peer mentoring induction program and employee turnover on advertising companies in Kenya. Peer mentoring staff induction was measured by the indicators that entail; building of trust and knowledge sharing. This objective was measured by asking the respondents to react to various statements concerning their satisfaction with their work resulting from peer mentoring induction process. The status of this variable was described and

rated on a 5 point Likert scale ranging from; 1 = Strongly Agree to 5 = Strongly Disagree. These results are presented in Table 4.12.

Table 4.12: Peer Mentoring Induction Program and Employee Turnover

Item	N	Mean	SD
The Company encourages the use of peer mentoring in the induction program.	200	3.55	1.420
The new employees in this advertising agency get more conversant with the company environment when mentored by an experienced colleague in the same group and in the same department.	200	3.705	1.344
The new employees in this advertising agency builds more trust in the Company when mentored by a more experienced colleague in the same group and in the same department.	200	4.185	1.067
The new employee and a mentor who is a more experienced colleague in the same group and in the same department in this agency benefit from knowledge sharing.	200	4.045	1.118
The new employee in this Company get more acquainted with the basics of the organization’s vision and mission when mentored by experienced colleague in the same group and in the same department.	200	3.9	1.207
<b>Aggregate scores</b>	<b>200</b>	<b>3.867</b>	<b>1.2312</b>

Source: Research Data (2020)

From the findings it was evident that the respondents agreed with the findings that the new employee builds more trust in the company when mentored by a more experienced colleague in the same group and in the same department. This was represented by a mean of 4.185 and a standard deviation of 1.067. The respondents also agreed with the statement that the new employee and a mentor who is a more experienced colleague in the same group and in the same department benefited from knowledge sharing. This was represented by a mean of 4.045 and a standard deviation of 1.118. From the findings in the table the respondents equally agreed that, the new employee in the advertising agency gets more conversant with the company environment when mentored by an experienced colleague in the same group and in the same department, this was represented by a mean of 3.705 and a standard deviation of 1.334. The aggregate scores from the table also reveal that, the respondents agreed with the statements, this was represented by a mean of 3.867 and a standard deviation of 1.2312. The overall conclusions of these findings were that peer mentoring induction program enables knowledge sharing and building of trust making the new employee to become confident and develop a sense of job security.

4.4.3: Ongoing staff support in mentored induction program and employee turnover

Ongoing staff support in mentored induction program was measured by the indicators which include; coaching and advising and source of encouragement. In order to achieve this objective, the respondents were asked to respond to various questions describing the different indicators to ongoing staff support in mentored induction program they had observed in the advertising companies. The responses of this variable were rated on a 5 point Likert scale ranging from; 1 = Strongly Agree to 5 = Strongly Disagree. These results are presented in Table 4.13.

Table 4.13: Ongoing Staff Support in Mentored Induction Program And Employee Turnover

Item	N	Mean	SD
The senior employees in this advertising agency take the ultimate responsibility of coaching and advising new employees.	200	4.25	.905
The firm management is a source of encouragement of the new employee.	200	4.14	1.01
The Company provides the necessary resources and tools needed to support performance of new employee.	200	4.1	1.12
The Company guides new employees to the path of career development.	200	4.0	1.18
There is easy access to information in the company by the new employees.	200	3.635	1.407
<b>Aggregate Scores</b>	<b>200</b>	<b>4.025</b>	<b>1.124</b>

Source: Research Data (2020)

From the study findings it was clear that the respondents agreed that, the senior employees in the advertising agency take the ultimate responsibility of coaching and advising new employees, this was represented by a mean of 4.25. The respondents also agreed to the statement that the firm management is a source of encouragement to the new employee; this was represented by a mean of 4.14. From the respondents’ responses, there was concurrence that, the company guides new employees to the path of career development; this was represented by mean of 4.0. The response with the least mean was the response that there is easy access to information in the company by the new employees with a mean of 3.635. The overall mean proved that most of the respondents agreed to the statements, the overall mean was 4.025. These findings suggest that majority of the employees at the institution had benefited considerably from the ongoing staff support in mentored induction programs and were drawing some satisfaction from their jobs as a result.

4.4.4 Employee turnover in advertising agencies in Kenya

Employee turnover was the dependent variable in the study. It was measured by various indicators that entailed; resignation, retirement, internal transfers and dismissals. In order to achieve this objective, the respondents were asked to respond to various questions describing the different indicators to employee turnover they had observed in the advertising companies. The responses of this variable were rated on a 5 point Likert scale ranging from; 1 = Strongly Agree to 5 = Strongly Disagree. These results are presented in Table 4.14.



Table 4.14 Employee Turnover in Advertising Agencies

Item	N	Mean	SD
Poor mentored induction in this advertising agency leads to employee resignations.	200	4.175	.948
Early retirements in this advertising agency are caused by poor mentored staff induction.	200	2.25	1.35
Poor mentored staff induction in this advertising agency leads to increased levels of internal transfers within the organisation.	200	3.42	.89
Poor mentored staff induction in this advertising agency leads to employee dismissals.	200	2.13	1.23
Poor mentored staff induction in this advertising agency increases the employees' intention to leave the organisation.	200	2.98	1.18
<b>Aggregate Scores</b>	<b>200</b>	<b>2.991</b>	<b>1.1196</b>

Source: Research Data (2020)

From the responses most of the respondents did not agree with the statements, whereas others were not sure with if really the advertisement firms adhered to the given statements. Hence the overall mean was 2.991. Some of the respondents agreed to the statements that, Poor mentored staff induction in this advertising agency leads to employee resignations, the mean was 4.175. Some of the respondents did not agree with the statement that Poor mentored staff induction in this advertising agency leads to employee dismissals. This was represented by a mean of 2.13. The respondents did not agree to the statement that, Early retirements in this advertising agency are caused by poor mentored staff induction, this was represented by a mean of 2.25. From the study findings some of the respondents were not sure that, Poor mentored staff induction in this advertising agency increases the employees' intention to leave the organisation, this was represented by a mean of 2.98. The overall finding on employee turnover is that, poor mentored staff induction may lead to poor employee turnover in the advertising companies.

#### 4.5 Inferential Statistics

This section presents the results of the correlation and regression analysis done in the study to evaluate the relationships between the dependent and independent variables. Pearson's product moment correlation was used as well as multiple regressions.

#### 4.6 Regression Analysis

To compute the strength between dependent variable and the independent variables the researcher conducted several forms of inferential analysis on the study data. In particular, the researcher conducted a multiple regression analysis, an Analysis of Variance (ANOVA), and evaluated the study's coefficient of determination.

##### 4.6.1 Regression of use of mentored induction program and employee turnover in advertising firms in Kenya

Table 4.19 (i) Regression of Mentored Induction Program and Employee Turnover in Advertising Firms in Kenya

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
	.768 <sup>a</sup>	.621	.784	.1803

a) **Dependent variable: Employee Turnover**

Source: Research Data (2020)

Table 4.19 (i) indicates that the adjusted R<sup>2</sup>, also called the coefficient of multiple determinations, is the percent of the variance in the dependent variable explained uniquely or jointly by the independent variables. The model had an R square coefficient of determination of 0.621 which implied that 62.1% of the variations on mentored induction program were explained by employee Turnover, while the rest are explained by variables not fitted in the model.

Table 4.19 (ii) ANOVA of Mentored Induction Program

Model		Sum of Squares	Df	mean	F	Sig
1	<b>Regression</b>	10.345	3	3.756	118.061	.000 <sup>b</sup>
	<b>Residual</b>	9.213	197	.161		
	<b>Total</b>	19.558	200			

a). **Dependent Variable: Employee Turnover In Advertising Firms**

Source: Research Data (2020)

The ANOVA results, Table 4.19 (ii), show statistically significant relationship between mentored induction program and employee turnover. The F-test results 118.061, was positive and significant at  $p = 0.000 < 0.05$ . Therefore, the null hypothesis was rejected and concluded that there was significant relationship between mentored induction program and employee turnover.

Table 4.19 (iii) Coefficient of Mentored Induction Program and Employee Turnovers

		Unstandardised Coefficients	Std. Error	Standardised Coefficients	T	Sig
		B		Beta		
	(constant)	.254	.188	.187	3.563	0.000
	Use of senior staff	.357	.076	.316	4.315	0.000
	Peer mentoring	.526	.082			
	Ongoing staff support	.461	.0.83	.284	4.108	0.000

Source: Research Data (2020)

Results in Table 4.19 (iii) indicate a multiple linear regression of mentored induction program and employee turnover in advertising firms in Kenya.

$$Y=0.254+0.357X_1+0.526X_2+0.461X_3+\varepsilon\dots\dots\dots(i)$$

From the above regression equation, it was revealed that if; use of senior staff, peer mentoring and ongoing staff support remains at a constant zero, employee turnover of advertising firms would be at 25.4%, a unit change in use of senior staff would lead to 35.7% change in employee turnover, while a unit change in peer mentoring would change employee turnover by 52.6%, and a unit change in ongoing staff support would change the employee turnover by 46.1%. The study findings indicate that the overall mentored induction program was important, with impact on results of all variables on employee turnover.

## V. CONCLUSIONS

Employee turnover is a key focus in the management of today's organizations and specifically the advertising firms in Kenya. This study investigated the relationship between mentored staff induction programs and employee turnover. Based on the findings of this study, it is reasonable to conclude that mentored staff induction programs contributed to employee turnover of advertising firms in Kenya. Accordingly, on the basis of the findings, the researcher concluded on some important relationships in the study. The use of senior staff in mentored staff induction program was found to have a positive significant relationship in influencing employee turnover through indicators such as; progress report by the mentor, answering of queries from both the management and the new staff and enabling the management to make business sound decisions about its workforce. The responsibility of helping guide someone's career and goals puts the more senior employee in a unique position. This is because the senior staff does not lose his position as a leader even though he needs to teach and to motivate new staff as well as to offer valued feedback.

Peer mentoring in mentored induction programs was found to have a positive significance in relation to employee turnover in advertising companies in Kenya. Peer mentoring benefits the Advertising firms and their new hires in several ways including; the new employee benefit from knowledge sharing which in turn benefits the company due to increased productivity, since the mentee and the mentor share status apart from difference in experience, trust and confidence prevail and therefore the new hire is able to settle quite well, peer mentors provide individualized assistance and instruction to new employees, fostering a more structured and team-oriented workplace and finally peer mentors can provide valuable insight for employers about how best to utilize employee strengths. It was therefore observable in the findings that having peer mentoring in the mentored induction program positively and significantly influenced the rate of employee turnover in the advertising firms.

Finally, the study found that ongoing staff support had a positive significant relationship on employee turnover in advertising firms in Kenya. Comparatively, this variable "ongoing staff support" had the greatest positive influence over employee turnover in the advertising firms. Ongoing new staff support can be carried out in several ways. However, the study discovered two main ways by which the advertising firms in Kenya implement ongoing staff support in the process of mentored induction; first, through coaching and advising. The first step in any effort to improve employee performance is counselling or coaching. Coaching and advising are part of the day-to-day interaction between a supervisor and an employee who reports to him or her, or an HR professional or line manager. Coaching and advising often provides positive feedback about employee contributions. Employees need to know when they are effective contributors. Second, the study showed that the advertising firms provide a source of encouragement to their new hires. Companies understand that as soon as a new employee steps through the door, the honeymoon phase begins to deteriorate. They feel as though they are just another warm body, hired to complete tasks on command. Therefore they need encouragement to stick around. The study therefore concluded that ongoing staff support through coaching and advising as well as encouragement, significantly influence employee turnover in advertising firms in Kenya.

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