

**ASSESSMENT OF ONBOARDING PROGRAMS ON EMPLOYEE TURNOVER IN
SELECTED NON-PROFIT MAKING ORGANIZATIONS IN NAIROBI COUNTY**

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MBA/2013/42027**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTERS IN BUSINESS
ADMINISTRATION AT SCHOOL OF BUSINESS, MOUNT KENYA UNIVERSITY**

JUNE, 2015

ABSTRACT

It takes between 25-50% of the annual cost of employment to replace an employee and at higher levels of an organization, the cost is even higher after factoring lost relationships and business contacts that exiting employees carry with them. The purpose of this study was to explore the impact of onboarding programs on employee turnover in selected non-profit making organisations in Nairobi County, Kenya. It sought to establish the policies and procedures of onboarding programs in these organizations. The study specifically established how the selected non-profit making organisations conduct their onboarding programs. Review of what onboarding programs are and how they are conducted and their impact on employee turnover from previous studies was cited. There is however, little documentation on employee turnover index rate and its impact in Kenya. Direct and indirect costs incurred as a result of turnover can be reduced by reducing turnover rates for any organisation. The study was a descriptive correlational study. The research was conducted through closed and open-ended questionnaires that were randomly administered to the employees of the selected non-profit making organisations. Both primary and secondary data was used. Primary data was from responses to the questionnaires administered to the employees, whereas secondary data was from the Human Resource department in the selected non-profit making organisations on the record of number of employees for the period January 2009- December 2013 (five years period). Descriptive and inferential statistics was used to analyse the data collected and to make conclusions. The study showed that most employees were at the age of 43 and had worked for less than four years in the current organization, indicating high employee turnover as most of the organizations have been in existence for over 50 years. Recommendations have been made dependent on the findings on how the onboarding programs can be improved to reduce employee turnover in the selected non-profit making organisations in Nairobi County and other organisations at large. From the study training and induction of new employees rarely offered and when it was done it was not sufficient. Policies and procedures did not encourage early engagement of employees in activities of the organization which led to high employee turnover. The study thus recommends that training and induction of new employees be done sufficiently to ensure proper boarding into the organization. Policies and procedures governing the onboarding process should be clear allowing for monitoring to give positive feedback to the new employee to reduce employee turnover during the first months after engagement. Onboarding practices should be focused on retaining new hires to reduce organizational costs related to employee turnover.