Personality Traits and Employee Turnover in the Insurance Industry in Kenya

Esther Nyandoya Azinga[1*], Dr. Alice Simiyu[1], Dr. Josphat Kwasira[1], Dr. Magdalene Ndeto[1]

[1]Jomo Kenyatta University of Agriculture and Technology

[*]Corresponding Author's Email:
enyandoya@gmail.com

Abstract

Aim: The aim of this study was to examine the relationship between personality traits and employee turnover in the Insurance Industry in Kenya. The study also aimed to evaluate the moderating effect of firm characteristics on the relationship between personality traits and employee turnover in the Insurance Industry in Kenya.

Methods: This study adopted a combination of descriptive and correlational research designs. The insurance companies from which data was collected were the top 5 insurance companies based on market share in general insurance. The employees of those companies were drawn from the following cadres: middle-level managers, heads of departments, supervisors, and operational staff. This study utilized multi-stage sampling technique involving deliberate sampling and stratified random sampling. A sample size of 338 employees was used in the study and data was collected using a semi structured questionnaire. Descriptive analysis entailed means and standard deviations while inferential analysis entailed regression analysis.

Results: Results showed that there was a positive and significant relationship between personality traits and employee turnover in the Insurance Industry in Kenya. It was also found that firm characteristics have no significant moderating effect on the relationship between personality traits and employee turnover in the Insurance Industry in Kenya

Conclusion: The personality traits utilized in the management of employees by the organizational management in insurance firms determines the retention and turnover of employees in those companies.

Recommendations: The management of insurance companies should increase the use of aptitude tests during recruitment to determine the personality traits of employees so that when they engage them in various jobs. Their personality traits would enhance the performance of their jobs and cause them to be retained in their jobs for a long period before thinking of going elsewhere and hence leading to insurance companies using lots of money on the high frequency of recruiting of employees.

Keywords: _Personality traits, diversity, employee turnover, insurance industry_

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1.0 INTRODUCTION

1.1 Background of the Study

In the 21st century, workplaces operate in an increasingly turbulent environment characterized by high competition, diversity complexities, artificial intelligence, and globalization. These factors affect the performance of many organizations in the world. Companies are employing think tanks to come up with new strategies that will counter this great force. Dejene and Getnet (2022) aver that there are growing changes and challenges taking place within work organizations, which have an impact on people management and performance. Human resource managers are included in the business strategies of most organizations since top-level management has realized that the most ingenious asset in the organization is the human resource (Hamid, Reihaneh & Zakipoor, 2016). An important aspect that human resource managers are taking interest in is how to mitigate high employee turnover at the workplace.

Employee turnover is defined as the ratio of the number of employees that leave a firm through attrition, dismissal, or resignation during a period to the number of employees on payroll during the same period. It describes the rate at which an organization gains and losses staff (Effiong, 2017). In the past few years, many organizations in the world have experienced a high rate of employees leaving organizations a few months or a few years after they sign a job contract. This is a problem that has occupied the agenda of many human resource managers meetings in boardrooms.

Walid et al. (2020) echo that employee turnover is a serious problem for many organizations, especially in today's intense global competition. This phenomenon negatively affects the performance and profitability of an organization and increase the chances of losing talented employees. Ogony and Majola (2018) postulate some studies have been carried out to comprehend the causes of employee turnover. Few studies have invested in measures that help solve the problem of employee turnover. The rate of turnover varies from industry to industry and its level varies from one region to another region. Employee turnover is costly; it causes workforce instability and reduced efficiency. In Asia, voluntary turnover is a major problem. Fanou (2018) reveals that according to Employment Labour Statistics Korea (2016), statistics show that the average employee turnover in the year 2011 to 2015 was 3.6% in the construction industry; accommodation and food service had 5.2% and business facilities management and business support services were at (3.9%). The United States of America (USA) is affected by employee turnover as revealed in the PayScale survey (2015) that employee loyalty is currently at record lows.

Ohemeng and Sedegah (2018) opine that labour turnover is posing a major concern for organizations, especially in the hotel service sector due to the sleepless nights it gives human resource managers in this sector. The hospitality industry is one of the world's fastest-growing industries and is also affected by this phenomenon. Effiong (2017) stresses that where an organization experiences a high labour turnover rate compared to its competitors, it portrays that workers in the firm have a shorter tenure than those of its competitors" firms operating in the same industrial sector.

In the quest to understand the cause of employee turnover, this study sought to explore whether some aspects of personality traits may be the cause of the high employee turnover. Previous studies

focused on other industries, others focused on how some aspects of diversity influenced the performance or contributed to the retention of employees. While other studies did a case study of specific insurance companies, this one looked at all the licensed insurance companies in Kenya.

1.2 Problem Statement

Globalization has reduced the labour market to a small village where there is an increase in cross boarder labour search. This has been complicated by a high rate of unemployment and underemployment, resulting to labour migration. In Africa, labour migration has brought about cross-cultural, socio-economic mix and a new gender interaction. These have highly promoted the concept of workplace diversity. It is revealed that employee turnover in the insurance industry in Kenya is 20% (IRA, 2021). Retaining employees has become so volatile. In 2021, Britam Holdings in Kenya retrenched up to 130 employees in a process that cost it up to Sh700 million. That was a second wave of layoffs at the company because in 2018 it spent Sh664 million to let go of 110 employees (Juma, 2021).

UAP Old Mutual Holdings Limited posted a loss of Kenya shillings 518 million in the year 2018 (Owino, 2019). The company attributed the loss to the one-off restructuring that saw 89 employees leave the insurance at a cost of Kenya shillings 342 million in the first half of 2018 (UAP Old Mutual Holdings, 2020). This is a big dip in profit that affected the market share of the company. Alushula (2020) opines that Jubilee Insurance Holding determined that 52 roles, representing 8.2 percent of the more than 600 full-time positions, were declared redundant and a severance pay of 15 days for every year of completed service paid. The turnover rate in most insurance companies has been of great concern to insurance company managers. This is not good news because the industry significantly contributes about 4% of the GDP to the financial intermediation of the economy in Kenya (IRA, 2022). According to the African Insurance Organisation (AIO) (2021), increased employee turnover in the insurance industry is a major impediment to the overall success of the sector, and this could have damaging effects on continued insurance penetration across Africa.

Empirical evidence shows that workplace diversity is one of the fundamental determinants of employee turnover, especially in the current global economy (Ahmad & Rahman, 2019). A study by Chapman et al. (2022) on the role played by workplace diversity on employee turnover among companies in the United Kingdom revealed that diversity based on demographic factors and socio-economic factors had a significant impact on employee turnover. Rodprayoon and Maj (2021) while evaluating the effect of workforce diversity on employee retention among organizations in Thailand, revealed that diversity through job characteristics and personality traits significantly influenced employee retention. Although these studies portray the essence of workplace diversity on employee retention, they focus on different contexts which may not be generalized to the Kenyan perspective, particularly in the insurance sector.

According to Hoch and Seyberth (2021), organization's workplace diversity and the significance of the diversity in steering employee behaviour including turnover is determined by key characteristics of the firm such as size, age and structure. However, most of the available empirical evidence on workplace diversity have left out the concept of firm characteristics, despite this being attributed to play a role in the extent to which a workplace is diverse (Lee & Kim, 2020). The current study, therefore, sought to fill these gaps by examining the relationship between personality traits and employee turnover in the Insurance Industry in Kenya.

1.3 Objectives

1. To examine the relationship between personality traits and employee turnover in the Insurance Industry in Kenya.

2. To evaluate the moderating effect of firm characteristics on the relationship between personality traits and employee turnover in the Insurance Industry in Kenya.

1.4 Research Hypothesis

1. There is no significant relationship between personality traits and employee turnover in the Insurance industry in Kenya.

2. Firm characteristics have no significant moderating effect on the relationship between personality traits and employee turnover in the Insurance Industry in Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 The Big-Five Model

The personality traits variable was premised on the Big-Five model which is also known as the Five-Factor Model. Many theories have been established to distinguish people's personalities, from the simple ones that categorize personalities to extroverts and introverts to complex ones, but the study chose this model because Power and Pluess (2015) aver that the Big Five personality traits model is one of the most recognized, established and widely accepted approaches to describe and measure individual personality differences. Studies by Barrick and Mount (1991) have shown that the Big Five personality concepts are predictive of an extensive variety of important organizational outcomes.

Ahmad et al. (2016) postulate that the big five personality traits signify the five attributes of personality types: conscientiousness, agreeableness, extroversion, neuroticism, and openness to experience as is also seen in the study carried out earlier by (Barrick & Mount,1991). Every type is a combination of numerous traits like conscientiousness including the attributes such as organized, careful, hardworking, and responsible etc. According to Goldberg (1990), the individuals who score high in conscientiousness are mostly meticulous, risk-averse, and steadfast. Similarly, Barrick and Mount (1991) stressed the extended traits of extroversions like assertiveness, outgoing, talkativeness, ambition, expression, and sociability. They further stress that the agreeable have possessed the attributes of forgiving, cooperative, good-natured, courteous, flexible, trusting, etc. Openness to experience too encompasses a variety of traits like broad-minded, artistically sensitive, intelligent, original, curious, cultured and imaginative, etc. (Barrick & Mount, 1991). The big five personality traits have a significant effect on work attitudes.

2.1.2 The Aston Group Theory

The moderating variable of this study, firm characteristics which can be clearly defined under organizational structure was anchored on the Aston Group theory. According to Donaldson and Luo (2014), The Aston Group of Pugh, Hickson, Hinings, MacDonald, Turner, and Lupton (1963) adopted Weber's view that the growth of bureaucratic administration was functional, leading to efficiency, but they did challenge Weber's concept of bureaucracy. The Aston Group study found that size was related to organizational structure. The theory states that factors such as size (which

is one of the most influential characteristics in organizational studies), technology, location, and type of ownership affect the structure of the organization (Cole, 2011). This theory operationalized organizational size as the number of full-time employees (part-time employees were counted as being half an employee).

Donaldson and Luo (2014) postulate that the results of the Aston studies gave support to the proposal that was presented earlier stating that the Astonian type of relationships between size and structure need to be culture-free so that all countries would have them, or have them modified to only a degree, according to cultural regions of the world (Brossard & Maurice, 1976). Inkson, et al. (1970) found similarities regarding both organizational structure and managerial roles between managers in England and the USA.

2.2 Empirical Review

Shanks (2020) carried out a study on personality, job satisfaction, and turnover in long-term care nursing assistants in the United States of America. The study sought to assess the relationship between openness, conscientiousness, agreeableness, extraversion, and neuroticism; length of employment; and job satisfaction among nursing assistants. This study was premised on two theories; the five-factor personality theory and Herzberg's two-factor motivation-hygiene theory. It adopted a quantitative, cross-sectional correlational design. The sampling technique used was a non-probability convenience sample. The target population was all the nursing assistants working in long-term care in the United States. The sample size was 109 and data was collected via a web-based questionnaire through the SoGoSurvey survey platform. Multiple linear regression was used to analyse the data.

According to the findings of Shanks (2020), there was a significant positive correlation between the five-factor personality traits of open-mindedness, conscientiousness, agreeableness, extraversion, and neuroticism and job satisfaction, but no significant relationship was found between the five-factor personality traits of open-mindedness, conscientiousness, agreeableness, extraversion, and neuroticism and length of employment.

Sitthiwarongchai et al. (2019) examined the effect of personality traits on employees' turnover intentions in Bangkok's hospitality and tourism industry. The study intended to examine the relationship between openness, conscientiousness, extraversion, agreeableness and emotional stability, and turnover intentions. The two theories on which the study was anchored were; the beliefs-attitude-behavioural intention model and the big-five model. It adopted a quantitative research design. Systematic random technique was used to collect the information from hotel employees in Bangkok, Thailand. The target population was: low-level to mid-level employees in the hotel industry. The sample size was 340 and structured questionnaires were employed to collect data. The data were analysed using the regression method.

The findings by Sitthiwarongchai et al. (2019) showed that agreeableness, conscientiousness, emotional stability, and openness significantly influenced employees' turnover intentions in the Thai hospitality industry. However, one of the dimensions of personality traits that did not have a significant influence on turnover intention was extraversion. Hirtz (2017) carried out a longitudinal examination of personality at work: to examine the relationship between variability in personality and job performance and turnover intentions. The study tested 21 hypotheses and it also tested the mediating effects of self-esteem, leader-member exchange, anxiety and job satisfaction.

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Experience sampling methodology was used to repeatedly measure working participants' state personalities over the course of two weeks. The sample size was composed of 209 participants.
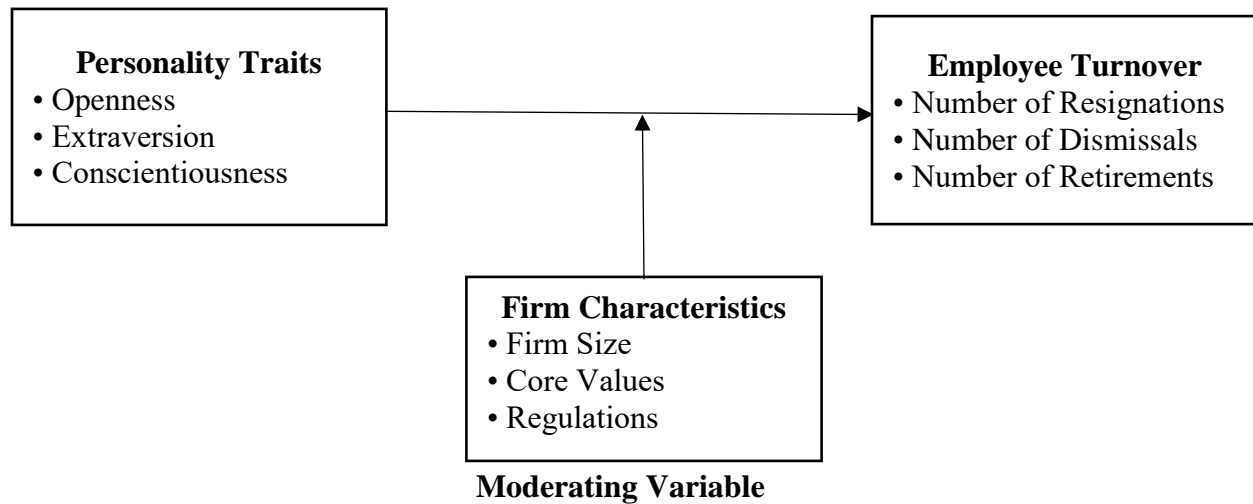
The results of the study carried out by Hirtz (2017) showed that variability in a general factor of personality had significant relationships with anxiety, leader-member exchange, job satisfaction, and self-rated counterproductive work behaviors (CWBs). Additional models were tested on the individual facets of the Big Five, with conscientiousness and neuroticism showing significant relationships to multiple mediators and outcomes. Finally, the situational contingency results showed a statistically significant relationship between the friendliness of interactions to state extraversion and state agreeableness.

Miroslava and Ondrej (2018) examined the relationship between personality traits and turnover intentions of qualified employees in the manufacturing industry in the Slovak Republic. The purpose was to discover whether conscientiousness, extraversion, agreeableness, openness to experience, emotional stability, aspiration level, and willingness to take risks had a relationship with turnover intentions. The research design was descriptive to obtain information that would systematically describe turnover intention. The research sample consisted of 229 respondents, of which 63.3% (145) were men and 36.7% (84) were women, aged between 21 and 60. The data were analyzed using Pearson's correlation coefficient to determine the related personality traits and turnover intentions. Linear regression (the Enter method) was used to determine the predictive power of personality traits concerning the examined variable.

The results by Miroslava et al. (2018) showed that there was a positive significant relationship between neuroticism (emotional stability) and turnover intentions. They also found a weak positive relationship between the willingness to take risks and the level of turnover intentions. Other personality variables (extraversion, conscientiousness, openness to experience, agreeableness, and aspiration level) did not contribute significantly to explaining the turnover intentions variance. They discovered that their study would have been more informative if they did a study on employee turnover.

Conteet al. (2016) carried out a study on a person-centric investigation of personality types, job performance, and attrition in the United States of America. The study aimed at finding out the relationship between resilient, over-controlled, and under-controlled personalities to job performance and attrition. The theories anchored on were; Five-Factor Model (FFM) and the Person-centred approach. The research design was a longitudinal study where the researchers conducted several observations of personality profiles of the Army recruits and linked them with supervisor's job performance ratings of discipline and effort as well as 24- and 48-month attrition over some time. The target population was army recruits in the United States of America. The sample size was composed of 4763 Army recruits. This study utilized a person-centred approach and latent profile analysis using the Tailored Adaptive Personality Assessment System (TAPAS) personality dimensions to investigate relationships among personality, attrition, and performance and the regression method was used to analyze the relationship. Chi-squared analyses were used to examine the attrition outcomes.

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2.3 Conceptual Framework

Personality Traits
• Openness
• Extraversion
• Conscientiousness

Employee Turnover
• Number of Resignations
• Number of Dismissals
• Number of Retirements

Firm Characteristics
• Firm Size
• Core Values
• Regulations

Moderating Variable

Figure 1: Conceptual framework

3.0 RESEARCH METHODOLOGY

3.1 Research Design

This study adopted a combination of descriptive and correlational research designs.

3.2 Target Population and Sampling

The target population of this study was; employees in all the 56 licensed insurance companies in Kenya as listed by the Insurance Regulatory Authority (Annual Insurance Industry Report, 2019). The total population of employees in the insurance industry in Kenya was 10, 634 according to the Kenya national bureau of statistics' Economic Survey (2015). The insurance companies from which data was collected were the top 5 insurance companies based on market share in general insurance as listed in (Annual Insurance Industry Report, 2022). These companies were Jubilee Insurance, CIC Insurance, UAP Insurance, APA Insurance, and Britam Insurance with a total of 2167 employees. The employees of those companies were drawn from the following cadres: middle-level managers, heads of departments, supervisors, and operational staff.

The study adopted the simplified sample size formula by Yamane (1967) as quoted by Mumo (2017) which states that, the desired sample size is a function of the target population and the maximum acceptable margin of error and it is expressed mathematically. The sample size was 338 employees derived using the formula below:

$$n = \frac{N}{1 + N\varepsilon^2}$$

Where:

n = Sample size

N = Target population

ε = maximum acceptable margin of error (5%)

$$n = \frac{2167}{1 + 2167(0.05)^2}$$

n = 338

This study utilized multi-stage sampling techniques to obtain the sample size for the study. In the initial stage, purposive sampling, was used to select the top 5 insurance companies that had high market share. In the second stage, stratified random sampling was used to obtain a representative sample of 338 employees.

3.2 Data Collection, Analysis and Presentation

This study utilized primary data which was collected using a semi structured questionnaire. The obtained data was analyzed using descriptive and inferential statistics. The descriptive statistics were means and standard deviations while the inferential statistics involved regression analysis which was used for hypothesis testing. Data analysis was done using (SPSS) version 23.0. Qualitative data was analyzed using thematic content analysis. These were used to corroborate the findings of this study to communicate findings and make recommendations. The data were presented in figures, tables, charts, and graphs.

4.0 FINDINGS

4.1 Response rate

A total of 338 questionnaires were administered out of which 297 respondents satisfactorily filled and returned the questionnaires for analysis.

4.2 Descriptive Statistics for the Study Variables

4.2.1 Descriptive Statistics for Personality Traits

The study aimed to determine the relationship between personality traits and employee turnover among insurance companies in Kenya. Five-points Likert's scale was used where different wordings were used based on the form of the question. A mean of 1-2 implies that many of the respondents indicated 1 or 2.5 which were strongly disagree and disagree respectively an indication that the statements are not true as per their view while a mean of 2.5 to 3.5 means that most of the respondents indicated 3 which means they are neutral and a mean of 3.6 to 5.0 indicates that majority of the respondents agreed and strongly agreed with the statements respectively.

As the findings portray, most of the respondents agreed that their employees are always eager to explore new experiences and ideas as shown by the mean of 3.76 and a standard deviation of 1.28. They further agreed that the employees in their organizations enjoy learning about and understanding diverse perspectives (Mean =3.74; standard deviation= 1.08) and that their employees are comfortable with change and adapt easily to new situations (Mean = 3.95; standard deviation= 1.01). The respondents further agreed that their employees are open to trying unconventional or non-traditional approaches to problem-solving (Mean = 3.98) and agreed that their respective organizations encouraged the employees to persevere until the tasks allocated to them were complete (Mean = 4.32). The respondents also agreed that having workmates full of energy had made teams perform better in their respective organizations (Mean = 4.29) and that efficiency was encouraged among the employees in their respective organizations. The findings further revealed that most of the respondents affirmed the statement that the employees in their

organizations had been embracing enthusiasm in doing their assigned duties as evidenced by a mean of 3.75 and a standard deviation of 1.19. The respondents were neutral on the statement that the embrace of personalities in their organizations had been encouraged the is evidenced by the Mean of 3.54 and a standard deviation of 1.28.

Responding to the open-ended question on personality traits and their retention in their respective organizations, the respondents indicated that the ability of their organizations to encourage them to be open and speak their minds encouraged them to stay in the respective organizations. One of the respondents stated;

> "I feel accepted when I am allowed to speak my mind. I agree I have personality traits that define who I am and which may not necessarily blend with those of everyone else in the organization. However, letting me be, and allowing me be is essential in my continued retention at the firm"

The findings concur with those by Olorunleke et al. (2020) who found out that personality traits were essential in determining the individual commitment of employees towards the organizational goals and objectives. The authors further argued that through personality traits such as openness, extraversion, agreeableness, and conscientiousness, employees develop a more interesting and satisfying work experience, thus their retention is enhanced. A study carried out by Kiarie, Maru, and Cheruiyot (2017) revealed that extraversion, openness to new experiences, emotional stability, conscientiousness, and agreeableness have been found to have significant effects on employee job satisfaction and William and Tashchian (2017) indicate that the personality traits portrayed by individuals are what define them and that such traits play an essential role in enhancing the level of satisfaction. Employees continue embracing the aspects of an organization because of the integration of their traits with the organizational framework and internal processes. Emecheta et al. (2016) allude that the retention of an employee is determined by their characteristics such as their open-mindedness, acceptability within the organization, and their perception of the willingness of their superiors to accept and embrace them.

Table 1: Findings on Personality Traits

Measurement Aspects	Mean	Std. Dev.
Our employees are always eager to explore new experiences and ideas	3.76	1.28
Employees in our organization enjoy learning about and understanding diverse perspectives	3.74	1.08
Our employees are comfortable with change and adapt easily to new situations	3.95	1.01
Our employees are open to trying unconventional or non-traditional approaches to problem-solving	3.98	1.22
Our organization encourages the employees to persevere until the tasks allocated are complete	4.32	1.14
Having workmates full of energy has made teams in our organization perform better	4.29	1.13

Efficiency is encouraged among the employees in our organization	3.97	1.19
The ability to make plans and follow through to see their success has been embraced by most employees in our organization	3.69	1.22
The ability to be outgoing and sociable has been embraced by most of the employees in our organization	3.54	1.27
Most of the employees in the organization had been embracing enthusiasm in doing their assigned duties	3.75	1.19
The organization has been encouraging the employees to communicate their minds to get assisted	3.83	1.17
The embrace of personality traits in the organization has encouraged most of the employees to continue working here	3.54	1.28
Average	**3.86**	**1.18**

4.2.2 Descriptive Statistics for Firm Characteristics

The findings revealed that most of the respondents highly rated the conduciveness of their working environment as shown by a mean of 4.21 and a standard deviation of 0.84. The respondents were further asked to rate their comfort with the set rules and values of the firm where the majority said that they were comfortable with the rules as indicated by a mean of 4.18 and a standard deviation of 0.80.

The majority of the respondents disagreed that the size of their respective firms assured them of their job security hence convincing them to continue working for the firm as evidenced by a mean of 3.99 and a standard deviation of 1.28 while the statement that the support and conduciveness the employees got from the organization and colleagues influenced their continued stay in their respective organization's majority were neutral as evidenced by a mean of 3.25 and a standard deviation of 1.15.

The respondents further were neutral that the definition and layout of the rules and values in their respective organizations influenced their retention as shown by a mean of 3.82 and a standard deviation of 1.22. The findings imply that the employees in the insurance firms were not retained by the size of their firms although they considered this as a good aspect of enhancing firm performance and profitability.

The study also sought to find out the respondent's views on the role of firm characteristics on employee turnover through an open-ended question where they were to give explanations and elaborations. The study found that most of the respondents indicated that the characteristics of the firm were not a major driver in their retention. The respondents explained that the size of the firm as well as the rules and values did not play much impact in their decision to continue working at the firm since what mattered most was their salary and motivation. This is a clear indication that firm characteristics may not moderate or influence employee turnover directly.

According to Park and Gursoy (2012), the size of the firm creates trust in the customers and the employees on the continued sustainability but it does not necessarily influence employee turnover since there are other aspects connected to employees' retention such as promotions, rewards, and

compensation. In addition to this discourse, Getachew (2016) posits that many factors are embedded in an organization and work as push factors for employees to quit. Among those factors which are derived from various studies are salary, size of the organization.

Table 2: Findings on firm characteristics

Statement	Mean	Std. Dev.
My working environment is conducive for me to effectively perform my duties	4.21	0.84
I am comfortable with the set rules and values in my organization	4.18	0.80
The size of my organization convinces me of job security/an opportunity to grow thus my continued stay at the firm	3.99	1.28
Employees have previously left the organization while citing the conditions of work and the unfriendliness of the firm	3.86	1.09
The support and conduciveness I get from the organization and colleagues influence my continued stay in the firm	3.25	1.15
The working conditions and the environment in my firm have influenced my continued stay at the organization	3.81	1.12
The definition and layout of the rules and values in the organization have a hand in determining my stay at the firm	3.82	1.22
Average	**3.74**	**1.09**

4.2.2 Descriptive Statistics for Employee Turnover

The respondents were asked to indicate the frequency at which they planned or were convinced to leave their respective organizations and as shown in Table 3, most of the respondents, to a moderate extent, planned to leave their respective organizations as shown by a mean of 3.54 and a standard deviation of 0.94. Most of the respondents agreed that economic conditions and performance challenges have led to the retrenchment of employees in my organization as agreed by most of the respondents (mean=3.88).

The respondents further indicated that the employees were dismissed by the management to a moderate extent as shown by a mean of 3.48 and a standard deviation of 1.0. The findings further showed that most of the respondents agreed that the resignation level of employees was high and that the organizational management was keen on dismissing poor-performing and unproductive employees (mean =3.46). The study further revealed that most of the respondents neither agreed nor disagreed that their respective organizations through the management had been encouraging early retirement on some employees while encouraging prolonged stay by others (mean=3.54). The findings are presented based on the mean and standard deviation. Majority of the respondents also agreed that once an employee leaves the organization a replacement is done immediately (Mean=3.68).

A mean of 1-2 implies that most of the respondents indicated 1 or 2.5 which were strongly disagree and disagree respectively an indication that the statements are not true as per their view while a

mean of 2.5 to 3.5 means that most of the respondents indicated 3 which means they are neutral and a mean of 3.6 to 5.0 indicates that majority of the respondents agreed and strongly agreed with the statements respectively. The respondents were further asked to indicate their views on employee turnover in their respective organizations as far as workplace diversity was concerned. An open-ended question was used and the respondents were to give their responses in terms of explanations. Most of the respondents indicated that the employee turnover in their respective organizations was high and that the employees left their current jobs for greener pastures even in other industries. One of the respondents indicated;

> "The turnover has been high for the past 2 years. Those who have been leaving the organization are joining other industries such as banking while others opt to venture into other businesses"

The findings imply that many employees considered their stay at their respective firms was not conventional since the majority left the firms but did not plan for their exit before their retirement, dismissal, or resignation. According to Richard et al. (2013), as much as employees may not be comfortable at their present jobs, they are likely to continue prolonging their stay at such organizations because of saturation in the labor market and the unavailability of jobs in the market.

Table 3: Likert's scale rating on aspects of employee turnover

Statement	Mean	Std. Dev.
I rarely think and plan of resigning from my current job in the organization	3.54	0.94
The management rarely dismisses the employees from their job in our organization	3.48	1.00
Economic conditions and performance challenges have led to the retrenchment of employees in my organization	3.88	1.01
The resignation level at my organization has been high for the last five years	3.23	1.41
Employees in my organization are issued with warnings before they are dismissed	4.44	0.99
The organizational management has been keen on dismissing poor-performing/unproductive employees	4.36	1.08
The level at which the employees have been leaving my organization has been high over the recent past	3.71	0.94
The firm has been encouraging early retirements of some employees while extending the retirement for others	3.54	1.24
Once an employee leaves the organization a replacement is done immediately	3.68	1.03
Overall Mean	**3.76**	**1.07**

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4.3 Correlation Analysis on Personality Traits and Employee Turnover

The study sought to establish the correlation between personality traits and employee turnover among insurance companies in Kenya. The results revealed that the Pearson Correlation (r) on the relationship between personality traits and employee turnover among insurance companies was 0.710, at a significant level of 0.000<0.05. The findings imply that personality traits had a significant and strong correlation with employee turnover among insurance companies in Kenya.

Table 4: Correlation results on personality traits

		Employee Turnover	Personality Traits
Employee Turnover	Pearson Correlation	1	.710[**]
	Sig. (2-tailed)		.000
	N	297	297
Personality Traits	Pearson Correlation	.710[**]	1
	Sig. (2-tailed)	.000	
	N	297	297

4.4 Inferential Analysis of the Study Model and Hypothesis Testing

The study aimed at assessing the relationship between personality traits and employee turnover in the Insurance Industry in Kenya. The null hypothesis was:

HO: Personality Traits have no significant influence on employee turnover in the Insurance Industry in Kenya.

The model for this variable was:

$Y = \beta_0 + \beta_1 X_1 + e.$

Where Y is employee turnover, β_0 is the Y-intercept, β_2 is the gradient of the regression line, X_2 is personality traits while *e* is the error term.

The model revealed that the R-value was 0.710 while the R^2 for the variable was 0.504 implying that 50.4% of the variations in employee turnover were explained by the variation of personality traits. These results show that an increase in personality traits accounts for 50.4% of the variation in the turnover of employees in insurance companies in Kenya. Other factors may perhaps explain 49.6% of variations in employee turnover. This means there is a strong relationship between personality traits and employee turnover in the Insurance Industry in Kenya. The findings are in line with the literature by Sitthiwarongchai et al., (2019) showed that agreeableness, conscientiousness, emotional stability, and openness significantly influenced employees' turnover intentions in the Thai hospitality industry. Conversely, the study by Shanks (2020) indicated there was no significant relationship between the five-factor personality traits of open-mindedness, conscientiousness, agreeableness, extraversion, and neuroticism and length of employment in an organization. Nwokocha and Iheriohanma (2015) who established that personality traits brought together the employees and the management thus making them work towards a common goal.

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Table 5: Model summary on personality traits

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.710[a]	.504	.498	.35374

a. Predictors: (Constant), Personality Traits

b. Dependent Variable: Employee Turnover

The results of the analysis of variance (ANOVA) are shown in Table 5. The output revealed that the F-calculated value was 83.44 which is higher than the F-critical which is 1.96 while the P-value was 0.000 which again is less than the standard p-value of 0.05 implying that the variable personality traits are significantly related to employee turnover in the insurance industry in Kenya.

Table 6: ANOVA results for personality traits

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.441	1	10.441	83.440	.000[b]
	Residual	10.261	295	.035		
	Total	20.702	296			

a. Dependent Variable: Employee Turnover

b. Predictors: (Constant), Personality Traits

The regression coefficients of the model are shown in Table 6. The results revealed that the Beta coefficient for the constant was 0.710 while the constant was 0.417. The new model now becomes;

$Y = 0.417 + 0.710X_2 + e.$

The findings imply that at the significance level of 0.000, a unit change in personality traits explained up to a 71.0% increase in employee turnover. The results, therefore, justify the decision to reject the null hypothesis that personality traits have no significant influence on employee turnover in the Insurance Industry in Kenya.

This implies that personality traits have a significant influence on employee turnover in the Insurance Industry in Kenya. A study carried out by Hirtz (2017) showed that variability in a general factor of personality had statistically significant relationships with anxiety, job satisfaction, and counterproductive work behaviours. Teshome (2011) argued that utilizing a leadership style that knows how to handle employees with different personality traits makes them feel part and parcel of the organization and influences their retention and commitment to the organizational goals and objectives hence preventing turnover.

Table 7: Regression coefficients for personality traits

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.417	.118		3.524	.001
Personality Traits	.710	.078	.710	9.135	.000

a. Dependent Variable: Employee Turnover

4.5 Moderating Effect of Firm Characteristics

The second objective of the study was to evaluate the moderating effect of firm characteristics on the relationship between personality traits and employee turnover in the Insurance Industry in Kenya. The null hypothesis was:

H0: Firm characteristics have no significant moderating effect on the relationship between workplace diversity and employee turnover in the Insurance Industry in Kenya.

The findings revealed that the p-values for the variables are insignificant, an indication that the introduction of firm characteristics negatively moderated the relationship between personality traits variable and employee turnover.

The Beta coefficients for the variables were reduced to even negative despite them being positive in the regression model without the moderator. The study therefore accepts the null hypothesis that firm characteristics have no significant moderating influence on the relationship between workplace diversity and employee turnover in the Insurance Industry in Kenya. This implies that firm characteristics negatively and insignificantly moderate all the aspects of workplace diversity and employee turnover among insurance companies in Kenya.

The findings are in line with those by Chen et al., (2016) who posited that firm characteristics did not influence firm performance nor did it determine the level of employee commitment and performance towards the success of the organization. They also concur with those of Ose et al. (2018) that showed a negative correlation between organizational culture and turnover intention of library staff in Private universities in Nigeria. According to Chen et al. (2016), employee turnover is an aspect driven by the level of satisfaction by the employee through strategies such as motivation, rewards, and recognition as well as the level of pay but not influenced by the firm size, values of the firm and the policies.

Table 8: Moderating role of firm characteristics

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.016	.049		.328	.744
Personality traits	-.017	.036	-.017	-.467	.641
Firm Characteristics	.947	.058	.949	16.328	.000

a. Dependent Variable: Employee Turnover

5.0 CONCLUSION

The study concluded that the personality traits utilized in the management of employees by the top management in insurance firms determines the retention and turnover of employees in those companies. Management needs to understand the personality traits of employees for effective placement in teams.

6.0 RECOMMENDATIONS

The management of insurance companies should increase the use of aptitude tests during recruitment to assess employees' personality traits. This would allow them to assign employees to roles where their traits enhance job performance. As a result, employees are likely to stay longer in their positions, reducing the high costs associated with frequent recruitment. Firms should create work teams and groups consisting of diverse personality traits to maximize on their giftedness, talent and way of carrying out duties, which will create a workplace that is conducive for employee engagement.

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