

European Journal of
Business and Strategic Management
(*EJBSM*)

Strategy

**The Influence of Perceived Organization Support (POS) on Negative Staff Turn-Over
(Retention) in African Union-United Nations Hybrid Mission Operations in Darfur-Sudan
(UNAMID)**

George M. Osoo and Prof. Filippo Wezel.

The Influence of Perceived Organization Support (POS) on Negative Staff Turn-Over (Retention) in African Union-United Nations Hybrid Mission Operations in Darfur-Sudan (UNAMID)

^{1*}George M. Osoo

^{1*}Post graduate student

University of Switzerland

*Corresponding Author's Email: georgemito@gmail.com

²Prof. Filippo Wezel

School of Human Logistics and Management (HLM)

University of Switzerland

Abstract

Purpose: The purpose of this study was to establish the influence of Perceived Organization Support (POS) on negative Staff Turn-Over (retention) in African Union-United Nations Hybrid Mission Operations in Darfur-Sudan

Methodology: The research design used for this study was a descriptive survey design. This involves explanation of causes and effects of the independent and dependent variables associated with the problem. The study population was 1,242 international staff, 520 UN volunteers and 3,019 national personnel and this was a total of 4781 personnel. The sample size was 200 respondents. Data was collected by the use of questionnaires. The questionnaire consists of both closed and few open ended statements. Data was analyzed mainly by use of descriptive and inferential statistics. Descriptive statistics included mean. Inferential statistical techniques like correlation and regression coefficients were used.

Results: The findings indicated that perceived organization support (POS) was a strong determinant of negative Staff Turn-Over (retention) since it was statistically significant in explaining turnover.

Unique contribution to theory, practice and policy: The management of UNAMID will be able to appreciate the importance of perceived organization support (POS) in the retention of employees. Additionally, human resource managers will be able to establish competitive human resource practices that are meant to control negative Staff Turn-Over (retention). The study recommends that the management of UNAMID in Sudan to conduct a market survey in order to establish optimal remuneration levels for UNAMID employees in order to control and mitigate the outcomes that are associated with negative Staff Turn-Over (retention).

Keywords: *perceived organization support (POS), negative staff turn-over, hybrid mission operations African union-united nations (UNAMID)*

1.0 INTRODUCTION

“Overstrained,” “under-resourced,” and “overmatched” are terms commonly used to describe UN peacekeeping. The first is a result of the massive number of conflicts the Security Council has chosen to address with peace operations. The second is due to lack of available specialized equipment, highly trained personnel, and funds as a constraint compounded by global recession. The final descriptor, “overmatched,” is partially, a consequence of the challenging, complex environment in which the UN functions. “The range of performers involved, the unpredictability of the environment, and the enormous difficulties to sustainable peace all suggest a complexity through which the UN, a large organization dependent on the will and the bulk of its member states is often unprepared to navigate” (Clement & Smith, 2009).

Flexibility and the capacity to adapt are essential to making missions more effective. Dealing with a difficult environment and the changeable security situation requires the flexible capability to acquire and familiarize to the dynamic challenging circumstances and the capacity to institutionalize those lessons learned into policies, procedures, and guidelines. Unfortunately, peacekeeping is at a structural disadvantage when it comes to organizational learning. Peace operations are temporary and ad hoc by nature, contracts are often a short term, training opportunities are limited and consequently, staff turnover is always high. Exacerbating this is the constant state of crisis and response that typifies a peace operation in the field, making it difficult to prioritize systematic learning. Dedicated best-practice officers in every mission, increased staff retention through harmonized conditions of service, defined career paths, and regularized training would all assist the organizational learning process (HPG Report 11, 2007).

Induction and training, developing, maintaining are organization incentives to retaining employees in their organization. Managers should reduce employee’s turnover so as to increase organization production. Kevin, Joan & Adrian (2004) notes that there is no standard outline for understanding staff turnover process as whole, factors like work environment, training and organization commitment have been found suitable in explaining staff turnover. It is important come up with a better understanding of the staff turnover. That is what causes staff turnover, the consequences and tactics that managers can put in place to reduce turnover. With globalization which is intensifying rivalry, organizations must develop tangible products and provide services which are based on strategies created by employees. “These employees are extremely vital to the organization since their importance to the organization is basically intangible and not easily replicated” (Meaghan *et al.*, 2002). Employee’s s must be recognized major contributors to the efficient accomplishment of the organization’s success. “Employee turnover should be reduced for the benefit of the organization production”

There are compelling reasons why humanitarian agencies should encourage a certain level of staff turnover. When turnover is too low, fresh blood and new ideas are lacking and an organization can quickly find itself turning into an ageing machine, unable to cope with change. Some staff turnover has benefits, and can help increase productivity by ensuring better matches between jobs and workers, as well as offering more flexibility to promote and develop valued staff. It can also allow an organization to adapt to market changes without going through costly layoffs. “MS France, for example, accepts a relatively high level of staff turnover because it keeps the organization dynamic” (Richardson, 2005).

Peacekeeping provides security, political and early peace building support to assist countries affected by conflict to enhance durable peace. The Department of Peacekeeping Operations (DPKO) strategizes, deploys, guides and controlling peacekeeping and other operations under its responsibility. This ensures the maximum morals in the implementation of Security Council resolutions and other mandates. “Therefore the military and police components delivering peace should have a relatively high level of staff turnover because it keeps the organization dynamic” (United Nations Peace keeping, 2014).

Two organizations ALNAP and HAP have been helpful in improving accountability and performance in Humanitarian agencies. ALNAP established in 1997, the Active Learning Network for Accountability and Performance in Humanitarian Action is an international, sector-wide membership forum which aims to promote a culture of learning across the humanitarian sector in order to improve performance. Humanitarian Accountability Partnership International HAP: was founded in 2003 by a group of humanitarian agencies devoted to making their work more liable to its proposed beneficiaries, following on from several years of research and field trials conducted by HAP’s antecedents, the Humanitarian Ombudsman Project (1999-2001) and the Humanitarian Accountability Project (2001-2003) (ALNAP, 2013).

Employee turnover is a ratio assessment of the number of employees a company has. Once there is turnover organization replace in a given time period to the average number of total employees. The cause of alarm to most Organizations/companies is a cost expense mostly in lower paying job roles, for which the staff turnover rate is highest. Reasons for the employee turnover of any Organization can be caused by either the employer or employees. Wages, organization benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. “Companies take a deep interest in their employee turnover rate because it is a costly part of doing business” (Beam, 2009).

The factors prompting turnover are different, and this can affect staff turnover in both positive and negative ways. A certain level of turnover and mobility between working locations is both necessary and healthy: when priorities change, there are good reasons for moving staff from one location to another or rotating staff. Controlled turnover aids in keeping the workforce fresh, and confirms opportunities for rising talent and promotion. “There is also some evidence that employees and employers gain from the variety of experience which is provided through temporary assignments within the context of a longer-term career” (Richardson, 2005). Top and senior management should prioritize on working out the negative consequences of staff turnover. The most noted factors that lead to staff turnover is the kind and framework of emergency work, the use of temporarily contracts which derives the feeling of job insecurity, poor leadership style and the general quality of Human Resources systems, as well as constraints related to people’s private life are the factors that seem to have more influence on turnover (Jacobs & Roodt, 2007).

High level of staff turnover arises at a significant cost and results in considerable inefficiencies in most cases. Constantly employing and inducting new staff is very expensive. The impact of extra workloads on existing staff, missed opportunities for learning, delays in project delivery and general inefficiencies resulting from the lack of continuity in management all present serious challenges to humanitarian agencies and UN Peace keeping Missions.

The following are the core functions of multi-dimensional UN peacekeeping operations: Create a secure and stable environment while strengthening the State’s ability to provide security, with

full respect for the rule of law and human rights; facilitate the political process by promoting dialogue and reconciliation and supporting the establishment of legitimate and effective governance; provide a framework for ensuring that all United Nations pursue their activities at the country-level in a coherent and coordinated manner.

The African Union/UN Hybrid operation in Darfur, referred to by its acronym UNAMID, was established on 31 July 2007 with the adoption of Security Council resolution 1769. UNAMID is the largest peacekeeping mission in the world. It was deployed in 2007 and by April 2013 had deployed 20,852 personnel, mostly from African countries. UNAMID has the protection of civilians as its core mandate, but is also tasked with contributing to security for humanitarian assistance, monitoring and verifying implementation of agreements, assisting an inclusive political process, contributing to the promotion of human rights, the rule of law and monitoring and reporting on the situation along the borders with Chad and the Central African Republic (CAR).

The Darfur region has been the scene of a low-intensity conflict whose pinnacle in 2003-2004 claimed the lives of more than 300,000 people and led to the displacement of 2.7 million, according to UN figures. UNAMID replaced the African Union peacekeeping mission in Darfur (AMIS). By April 2013, 44 peacekeeping soldiers had been killed in Darfur. The Mission's headquarters is in El Fasher, the capital of North Darfur, with further deployment locations throughout the current five Darfur states. The Mission conducts an average of more than 200 patrols a day, attempting to increase its robustness, often in the face of bureaucratic or armed obstruction. By resolution 2063 of 31 July 2012, the Security Council decided to decrease strength of military and police components. The Mission has now an authorized strength of 26,167 personnel (UNAMID, 2012). This includes up to 20,890 uniformed peacekeepers (16,200 troops, 2,310 police advisors and 2,380 formed police units) and a civilian component of up to 5,277 peacekeepers (1,242 international staff, 520 UN volunteers and 3,019 national personnel). The aim is to do everything in its power to protect civilians in Darfur, facilitate the humanitarian aid operation to all areas, regardless of who controls them, and to help provide an environment in which peace can take root. "UNAMID also works to address some of the critical roots of the conflict through activities such as the Darfur International Conference on Water for Sustainable Peace" (Loquercio, Hammersley & Emmens, 2006; UNAMID, 2014).

1.2 Problem Statement

UNAMID is confronted with numerous logistical and security constraints as it must operate in unforgiving terrain and in a complex and often hostile political environment. The Mission also faces shortfalls in critical transport, equipment, infrastructure and aviation assets.

The environment in Darfur is difficult: it is hot, hygiene conditions are poor and security conditions are unstable and always unpredictable, taking a heavy toll on the wellbeing of staff. "Problems are compounded by poor cooperation from the national authorities, who make operations more difficult by imposing strict procedures, for example in the hiring of staff" (Mayhew, 2002).

Deployment and orientation of staff are also problematic, particularly in the first few months, and there is a lack of efficient management and appropriate support. The continuous influx of expatriate staff means additional administrative and logistical burdens: organizing arrivals, often at short notice, providing accommodation and arranging briefings. "In the field, logistics failures

and a lack of flexibility prevented staff from doing their work properly, affecting moral and wellbeing” (Richardson, 2005). Approximate staffing of African Union-United Nations Hybrid Mission Operations in Darfur (UNAMID) is about 1060 International staff in the year 2014. Level of current turnover at UNAMID from July 2012-January 2014 out of 1060, there were 145 new employees as opposed to 192 departures or those who separated for various reasons (UNAMID Human Resources).

Studies on staff turnover include Akeyo (2013) who conducted a study on factors influencing staff turnover in logistics management: a survey of humanitarian agencies operating in Afghanistan that concluded that remuneration, Job specific, work environment and supervision greatly influence staff turnover. However, Akeyo (2013) had a methodological gap as it did not use a triangulation design or mixed research design to capture qualitative data through interviews. In addition it used different variables in a bid to assess factors affecting staff turnover. The study found out that remuneration and work environment were statistically significant factors in influencing staff turnover while job specific factors and supervision were not. Khan (2014) sought to find out the relationship of the factors such as retirement benefits, job security and financial crises affecting the turnover of an employee in an organization. The study found out that the retirement benefits, job security and financial crises have a very pertinent and significant impact on the Turnover of the Employee. Shah, Fakhr, Ahmad and Zaman (2010) conducted a study on measuring push, pull and personal factors affecting turnover intention: a case of university teachers in Pakistan and found that the all factors (personal, pull and push) have contributed in the employees turnover intentions. Therefore, there may be a lot of contributing factors that can give rise to high staff turnover but the studies lack conclusion. It is for this research gap that the study wishes to establish the factor influencing Staff Turn-Over in African Union-United Nations Hybrid Mission Operations in Darfur (UNAMID) Sudan

1.3 Study Objective

To establish the influence of Perceived Organization Support (POS) on negative Staff Turn-Over (retention) in African Union-United Nations Hybrid Mission Operations in Darfur (UNAMID) Sudan

2.0 LITERATURE REVIEW

2.1 Theoretical Literature Review

Need Hierarchy Theory

Abraham Maslow's hierarchy of human needs theory is the most widely discussed theory on motivation and so relevant to this study. According to the theory; Human beings behaviors are driven by wants and desires; only unsatisfied needs can influence behavior, satisfied needs cannot. Since wants are several, they are ranked in order of importance, from the basic to the complex. The progression to the next level of wants is necessary only after the minor level wants are at least minimally satisfied to a certain level. The further the progress up the hierarchy, the more personality, humanness and mental health a person will show (Eugene. 2005)

Herzberg's two factor theory

Frederick Herzberg's noted that certain dynamics in the workplace end up in job satisfaction, while others lead to discontent.

He differentiated between: Motivators giving an example of challenging work, acknowledgement, obligation which results to positive contentment, and Hygiene factors giving an example of rank, job security, pay and fringe benefits which do give morale to employees, but if absent end up in de-motivation.

The theory is sometimes called the "Motivator-Hygiene Theory (Eugene. 2005).

Theoretical Approach to Motivation

There are different definitions of Motivation. Kreitner (1995) defines motivation as the mental process that gives behavior drive and path. Buford, Bedeian, & Lindner, (1995) defines motivation as a predisposition to perform in a purposive manner to attain specific un-met needs and the will to achieve (Bedeian, 1993). For this paper, motivation is operationally defined as the inner force that drives individuals to complete personal and organizational goals.

Motivation, like intelligence, can't be directly observed, instead, it can only be inferred by noting a person's behavior. There are three components of motivation that include Direction – where a person is trying to go to, Effort – how hard a person is trying to do something in the same capacity and Persistence – how long a person keeps on trying to do something at the same level.

In the advent of humanity, motivation was an element which was measured by observation as individuals observed the reaction of others as well as animals when a stimulus was introduced. Collaboration studies done by Moss *et al.* used a unit known as MOTIVA to measure the level of motivation exhibited by students. The SI unit MOTIVA was a factor of: a number of classes attended, the number of assignments handed in and the punctuality of students. In business circles, managers rely on the Likert scale to measure the level of motivation exhibited by employees.

2.2 Empirical Literature Review

Rhoades and Eisenberger (2002), asserts that that if employees feel that they receive more support from the organization, they are more likely to develop positive views of an organization. Similarly, it was also noted that support from the organization reduced absenteeism and increased organization citizenship behavior and employee performance. High levels of Perceived organization support (POS) are believed to influence thoughts of conviction and strong feelings of classification with the organization. Since employees often respond positively to the support they receive from their organization it is anticipated that Perceived organization support will encourage a desire to stay with the organization (Sherony and Green, 2002). Employees with high Perceived organization support would be less likely to search for another employment in other organizations.

Tuzun and Kalemci (2012) examined the relationship between Perceived Organizational Support (POS), Perceived Supervisory Support (PSS) and turnover intentions. The aim of the paper was to investigate whether employee's individual cultural values concerning socialism and individuality moderate the link between Perceived organization support and turnover intentions. 304 full-time employees working in insurance companies in Turkey were sampled. Results revealed that employees who perceive high levels of PSS but report low levels of POS will also report high levels of turnover intentions compared to employees who perceive low PSS and low POS. The implication of the study was that for increasing POS to be successful, managers must

adopt new ways to increase their public backing. Managers may gain from considering cultural values during the support process. Additionally organizations may adopt different support policies for employees.

Newman, Thanacoody and Hui (2012) investigated the impact of Perceived Organizational Support (POS), Perceived Supervisor Support (PSS) and intra-organizational network resources on the turnover intentions of the Chinese employees of multinational enterprises. The study employed structured equation modeling to analyze survey data. 437 Chinese employees from five multinational enterprises operating in the Chinese service sector were sampled. Results revealed that Perceived Organizational Support (POS) had a positive and significant effect on affective organizational commitment, but negatively related to turnover intentions. Results also indicated that there was a correlation between PSS and turnover intentions, as well as an interceded relationship through Perceived Organizational Support (POS). In contrast, the link between intra-organizational network resources and turnover intentions was fully mediated through POS. The study recommended that multinational enterprises operating in China should start offering visible support to their employees such as cultivating supervisor support which is cheap and hands-on as compared to other means such as improving employee compensation, training and career development and this could enhance employee retention. Organizations should also consider improving employees inter relationship in the workplace which allows employees to have network resources.

Allen, Shore, & Griffeth (2003) noted that an employee perceiving support from the organization should perceive greater incentives and these can possibly increase his/her instances of positive mood at work, which could then cause positive emotional associations with the organization itself, thereby increasing affective commitment and decreasing turnover intention. Rhoades et al. (2001) also noted that the POS effect on turnover was fully mediated through affective commitment. However, Tekleab, Takeuchi, and Taylor (2005) did not measure organizational commitment but found that “all effects of POS on turnover intentions were mediated through global job satisfaction”.

2.3 Conceptual Framework

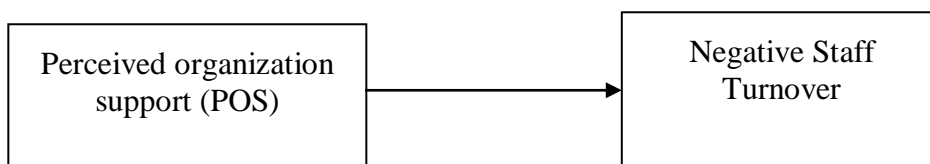


Figure 1: Conceptual Framework

3.0 RESEARCH METHODOLOGY

The study employed a descriptive survey design. The study population was 1,242 international staff, 520 UN volunteers and 3,019 national personnel and this was a total of 4781 personnel. The sampling frame (a complete list of all the staff) was obtained from UNAMID Human Resource Department). Random sampling was the preferred sampling technique because of the ease of assembling the sample. The study used primary data which was collected through use of a questionnaire. Structured questionnaire addressing research questions and Objectives were used to gather information from the Nine UNAMID Offices. A Likert scale questionnaire was used. The data collection instrument which was the questionnaire was tested on 5% of the sample of questionnaires to ensure that it was relevant and effective. Reliability was tested using the questionnaire duly completed by ten (10) randomly selected respondents. The questionnaire responses were input into the statistical package for social sciences (SPSS) and Cronbach's alpha coefficient generated to assess reliability. The survey used the quantitative method of data analysis which included inferential and descriptive statistics. The Statistical Package for Social Sciences (SPSS version 20) program was used to generate the frequencies, means and percentages of the responses. The results were presented using tables and pie charts to give a clear picture of the research findings at a glance with all relevant explanations.

4.0 RESULTS AND DISCUSSIONS

4.1 Response Rate

The number of questionnaires that were administered was 100. A total of 80 questionnaires were properly filled and returned. This represented an overall successful response rate of 80% as shown on Table 1.

Table 1: Response Rate

| Response | Frequency | Percentage |
|-----------------|------------------|-------------------|
| Returned | 124 | 62% |
| Unreturned | 76 | 38% |
| Total | 200 | 100% |

4.2 Demographic Characteristics

4.2.1 Job Category

The respondents were required to indicate their job category. Results on Figure 2 show that 90% of the respondents were national staff, United Nations volunteers and other international staff officers while 10 % were at managerial positions of decision making at their respective managerial levels. This is an implication that most jobs offered in UNAMID were non managerial. Officers are more likely to have higher turnover than managers. The difference was significant as revealed by F statistics of 35.017 and a p value of 0.000. This implied that the juniors were likely to have misunderstanding with their seniors and hence the exit.

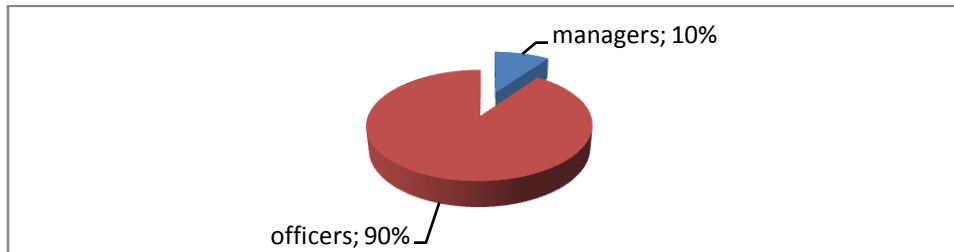


Figure 2: Category

4.2.2 Gender

The respondents were required to indicate their gender. Results on Figure 3 show that 81% of the respondents were males while 19% were females. Thus there was a significant gender disparity amongst the respondents and the indication of a male dominated working environment in the UNAMID coupled by the fact that UNAMID Mission is a non-family duty station and the security situation is volatile that justifies the existence of the mission itself. Males are significantly more likely to have negative staff turnover (retention) than females. The difference was significant as revealed by F statistics of 51.052 and a p value of 0.000.

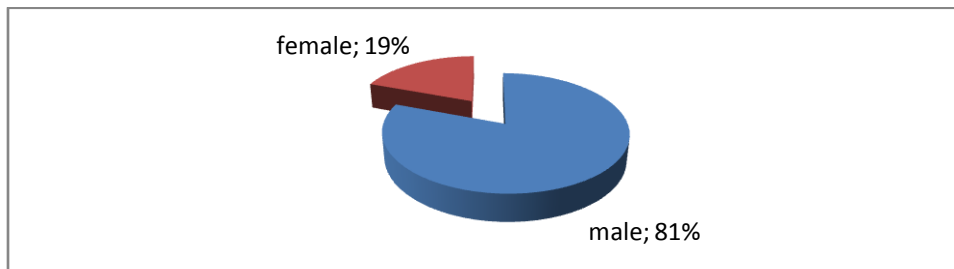


Figure 3: Gender

4.2.3 Job Position

The respondents were asked to indicate their job positions. Majority 56% of the respondents indicated that they were international staffs, 26% of the respondents indicated that they were National Staffs. 14% of the respondents indicated that they were United Nations Volunteers while 4% of the respondents indicated that they were international contractors. This implied that the employees in the UNAMID are from different continent and so different countries and categories of employees. Job position was an insignificant factor in determining staff turnover (retention). The difference was insignificant as revealed by F statistics of 1.576 and a p value of 0.199. This implied that despite the job position one was stationed it didn't influence negative staff turnover (retention)

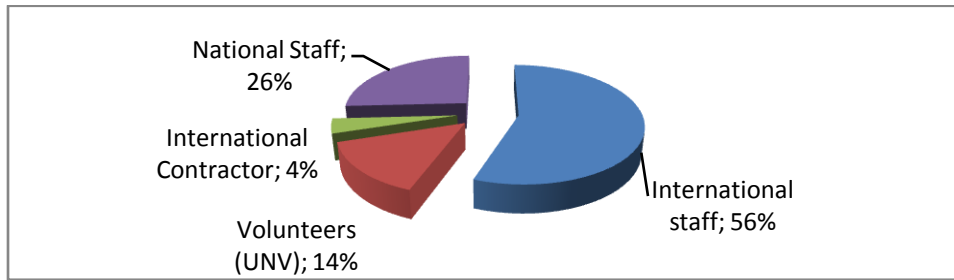


Figure 4: Job Position

4.2.4 Nationality

The respondents were required to indicate their Nationality. The nationalities were then grouped along continents. Results on Table 2 show that majority (78%) of the respondents were from Africa, 12% were from Middle East, 3%, from Europe, India and South America respectively. Thus, UNAMID seems to have a policy for equal work opportunities for Africans as shown by high proportion of Africans working in UNAMID. Nationality was an insignificant factor in determining staff turnover (retention). The difference was insignificant as revealed by F statistics of 1.198 and a p value of 0.267.

Table 2: Nationality

| Row Labels | Frequency | Percent |
|--------------------|------------|------------|
| Africa | 97 | 78 |
| Europe | 4 | 3 |
| India | 4 | 3 |
| Middle East | 15 | 12 |
| South America | 4 | 3 |
| Grand Total | 124 | 100 |

4.2.5 Section/Unit

The respondents were asked to indicate the Section/Unit in which they were working. Results on Table 3 show that overwhelming majority of 80.6 % were from MSD which included, Human Resources, MSC, EEPS, GITTS, Movcon, Aviation, Finance, Administration, Supply, Training sections that participated in the Survey. 19.4 % from Substantive sections that included Civil Affairs, Gender, Political Affairs, Human Rights, Rule of Law and Safety and Security. The findings imply that the respondents were well spread across the sections and units within UNAMID and this may have impacted positively on the representativeness of the results. Section/unit was an insignificant factor in determining negative staff turnover (retention). The difference was insignificant as revealed by F statistics of 1.212 and a p value of 0.231.

Table 3: Section/Unit

| Section Unit | Frequency | Percent |
|--------------------------|------------|------------|
| Substantive Sections | 24 | 19.4 |
| Mission Support Division | 100 | 80.6 |
| Grand Total | 124 | 100 |

4.2.6 Age

The respondents were told to indicate their age as in figure 5.

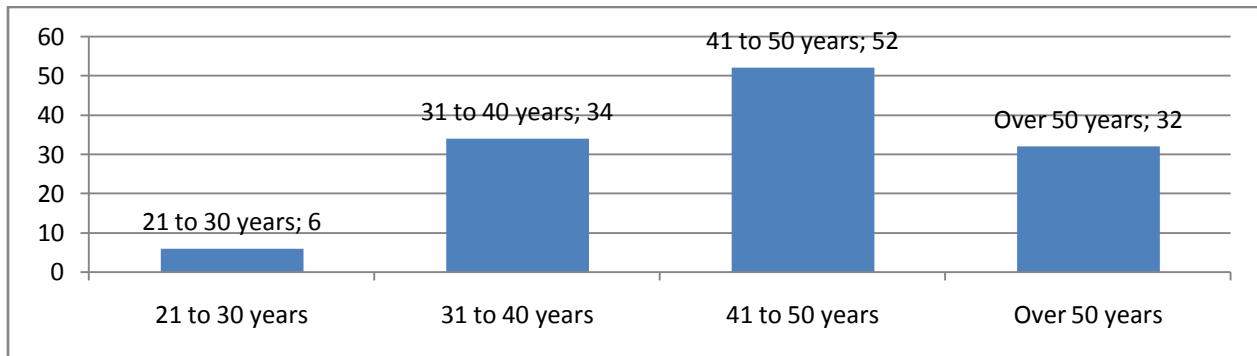


Figure 5: Age

Results in Figure 5 below show that most of the respondent as shown 42% indicated that they were aged between 41 to 50 years, 27% of the respondents indicated that they were aged between 31 to 40years. 26% of the respondent indicated that they were aged above 50 years while 5% of the respondent indicated that they were aged between 21 to 30 years. These results suggested that most of the employees were mature. Mature people were likely to have negative staff turnover. The difference was significant as revealed by F statistics of 3.524 and a p value of 0.017. This implies that mature people are settled and focused hence the retention.

4.2.7 Highest Level of education

The respondents were told to indicate their highest level of education attained. The responses on this question are depicted in Figure 6.

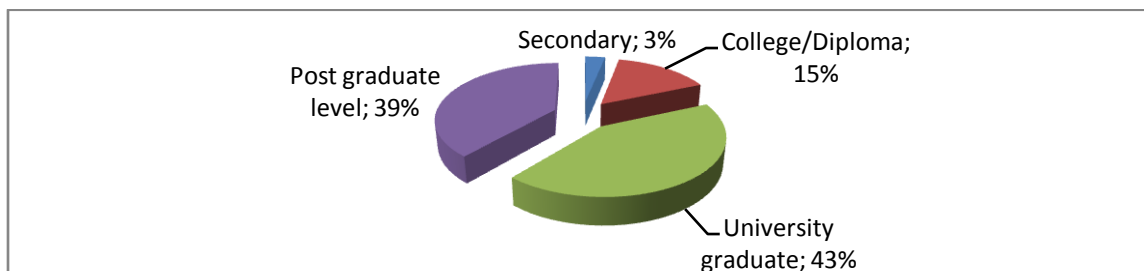


Figure 6: highest level of education

The level of education was important in that it helped the researcher to determine the expertise and specialization of most of the employees in the UNAMID.

Majority (43%) of the respondents reiterated that they were university graduates, 39% post graduates, 15% College/Diplomas while 3% of them had secondary education. This implied that the respondents had attained high education which could be attributed to the fact that UNAMID offer high-paying jobs most of which require at least a bachelor's degree and some require a postgraduate degree though the minimum requirement for most none managerial posts are high school. This also confirms that UNAMID has competent, professional and staff of high integrity in addition to respect for diversity as the core values in addition to managerial competencies. Most educated people are more likely to exit their jobs hence high turnover. The difference was insignificant as revealed by F statistics of 0.106 and a p value of 0.957. This implies that those have attained high education level were likely to exit to search for promotions and better pays.

4.2.8 Years worked with UNAMID

The respondents were told to indicate the number of years they had worked with UNAMID. Majority 64% of the respondents indicated that they had operated between 2-5 years, 22% of the respondents indicated they had worked with UNAMID for over 5 years, 27 % of the respondents indicated that they had worked with UNAMID between 3 to 5 years.

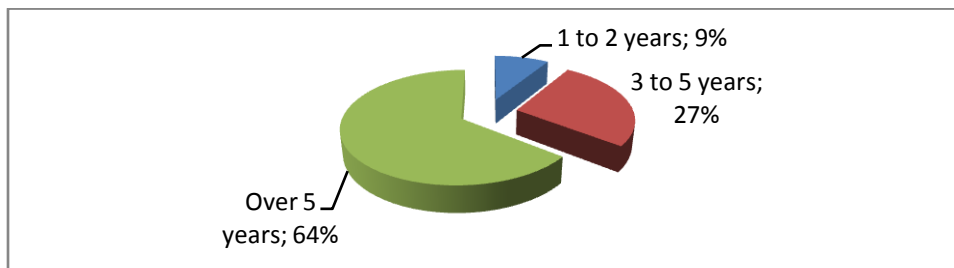


Figure 7: Years worked with UNAMID

Further, nine 9% of the respondents indicated that they had they had worked with UNAMID between 1 to 2 years. This implied that the respondents had gained a good experience working with UNAMID and therefore they were reliable for the study. Period worked had an insignificant effect over negative staff turnover. The difference was insignificant as revealed by F statistics of 0.204 and a p value of 0.893. This implies that the period worked have less impact on individual retention.

4.2.9 Years of Professional work experience do you have including UNAMID

The respondents were told to indicate their professional work experience including UNAMID Majority 41% of the respondents indicated that they had 11-20 years of professional work experience, 29% of the respondents indicated they had 0-10 years of professional work experience, 21 % of the respondents indicated that they had 21-30 years of professional work experience and 9% of the residents indicated that they had 31-40 years of professional work experience. This implied that the respondents had enough professional work experience which is also a requirement before being employed by United Nations. Work experience have an

insignificant effect over negative staff turnover. The difference was insignificant as revealed by F statistics of 0.659 and a p value of 0.579.

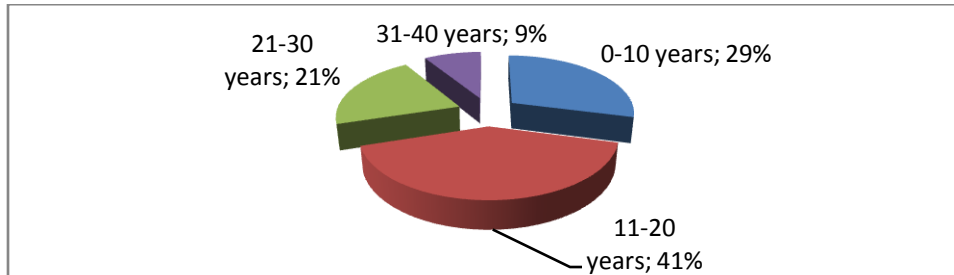


Figure 8: Years of Professional work experience do you have including UNAMID

4.3 Descriptive Statistics

Table 4 presents results of responses that addressed the second objective of the study. Results indicate that 43.6% of the respondents agreed that the Mission was helping them further improve their capacity and skills (training), 41.2% of the respondents agreed that the Mission offered them with career development opportunities. 58.9% of the respondents agreed that the Mission was paying a competitive salaries and remuneration, 76.6% of the respondents agreed that the Mission ensured that Salaries/payments and allowances to staff were promptly paid while 65.4% of the respondents UNAMID had clear SOPs, Policies procedures and guidelines that facilitated and supported their work. Another 67.0% of the respondents agreed that they received adequate supervision from the Managers/Supervisors and 45.9% of the respondents agreed that the Mission tried to make sure that there was back up continuation of work by providing coworkers or assisted by colleagues to perform their respective duties.

Table 4: Perceived Organization Support (POS) on negative Staff Turn-Over (retention)

| Statement | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Mean | Std Dev |
|--|-------------------|----------|---------|-------|----------------|------|---------|
| The Mission is helping me further improve my capacity and skills (training) | 3.2% | 23.4% | 29.8% | 35.5% | 8.1% | 3.2 | 1 |
| The Mission offers me with career development opportunities | 5.6% | 31.5% | 21.8% | 34.7% | 6.5% | 3.00 | 1.10 |
| The Mission is paying competitive salaries and remuneration | 2.4% | 10.5% | 28.2% | 36.3% | 22.6% | 3.70 | 1.00 |
| The Mission Ensures that Salaries/payments and allowances to staff are promptly paid | 4.0% | 10.5% | 8.9% | 50.0% | 26.6% | 3.80 | 1.10 |
| UNAMID has clear SOPs, Policies, procedures and guidelines that facilitate and support my work | 1.6% | 12.9% | 20.2% | 46.0% | 19.4% | 3.70 | 1.00 |
| I receive adequate supervision from Managers/Supervisors | 2.4% | 13.7% | 16.9% | 57.3% | 9.7% | 3.60 | 0.90 |
| The Mission tries to make sure that there is back up continuation of work by providing coworkers | 4.8% | 20.2% | 29.0% | 40.3% | 5.6% | 3.20 | 1.00 |

4.4 Inferential Statistics

4.4.1 Correlation

Bivariate correlation indicates the relationship between two variables. It ranges from 1 to -1 where 1 indicates a strong positive correlation and a -1 indicates a strong negative correlation and a zero indicates lack of relationship between the two variables.

Table 5: Pearson's Correlation

| Variable | | Negative Staff Turnover(Retention) | Perceived Organization Support |
|---------------------------------------|---|---------------------------------------|-----------------------------------|
| Negative Staff turnover(Retention) | Pearson Correlation Sig. (2-tailed) | 1 | |
| perceived organization support | Pearson Correlation Sig. (2-tailed) | 0.561** 0.000 | 1 |

The closer the correlation tends to zero the weaker it becomes. The correlation between negative Staff Turn-Over (retention) and perceived organization support was 0.561 and had a statistically significant relationship.

4.4.2 Regression Analysis

The study employed linear regression analysis in testing the influence of the predictor variable on the dependent variable. Table 6 shows the results for testing the robustness of the regression model. The results indicate that the regression model best description that explains negative Staff Turn-Over (retention). This is supported by a composite strong and positive correlation 0.692 and a coefficient of determination (R Square) of 0.479. This means that the predictor variable of the study can explain at least 47.9% of the variation in negative Staff Turn-Over (retention). The standard error of estimate (0.45646) is negligible which shows that the sample is close representative of the study population.

Table 6: Regression Model Fitness

| Indicator | Coefficient |
|----------------------------|-------------|
| R | 0.692 |
| R Square | 0.479 |
| Std. Error of the Estimate | 0.45646 |

Table 7 shows the results of the analysis of variance which indicate that the effect of the predictor variable is significant in the explanation of staff turnover with an F statistic of 36.711 and a p value of 0.000.

Table 7: Analysis of Variance (ANOVA)

| Indicator | Sum of Squares | Df | Mean Square | F | P value |
|------------|----------------|-----|-------------|--------|---------|
| Regression | 22.947 | 3 | 7.649 | 36.711 | 0.000 |
| Residual | 25.003 | 120 | 0.208 | | |
| Total | 47.95 | 123 | | | |

Table 8 displays the regression output of the predictor variable.

Table 8: Regression Coefficients

| Variable | Beta | Std. Error | T | Sig.(p value) |
|--------------------------------|-------|------------|-------|---------------|
| Constant | 0.225 | 0.332 | 0.678 | 0.499 |
| Perceived organization support | 0.332 | 0.082 | 4.051 | 0.000 |

The results indicate that Perceived organization support (POS) is a statistically significant factor in influencing negative Staff Turn-Over (retention). The beta coefficient indicates the direction and degree of influence of the predictor variable on the dependent variable. For example, a beta coefficient 0.332 means that unit changes in perceived organization support causes or leads to a 0.332 positive unit change in negative Staff Turn-Over (retention).

5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussion

The objective was to establish the influence of perceived organization support (POS) on staff turnover. The results from this data analysis show that perceived organization support is important in determining negative Staff Turn-Over (retention) as demonstrated by a p value of 0.000 and a beta coefficient of 0.332. This implies that perceived organization support (POS) is a statistically significant predictor of negative Staff Turn-Over (retention).

5.2 Conclusions

Based on findings it is possible to conclude that perceived organization support (POS) affect staff turnover. Employees feel empowered to work in an organization that facilitate and support their work. Therefore it can be concluded that the mission is supportive hence the less turnover.

5.3 Recommendations

The findings and conclusions of this study can add value to various stakeholders. The management of UNAMID will be able to appreciate the importance of perceived organization support (POS) in the retention of employees. Additionally, human resource managers will be able to establish competitive human resource practices that are meant to control staff turnover. For example, it is recommended to the management of UNAMID in Sudan to conduct a market survey in order to establish optimal remuneration levels for UNAMID employee in order to control or retain staff.

5.4 Areas for Further Studies

This study was not exhaustive by any means and therefore it is recommended that another study be conducted in Sudan and include other variables like work life balance practices on negative Staff Turn-Over (retention). For instance, it would be very important to investigate whether work life balance policies alleviate negative Staff Turn-Over (retention).

It may also be important to compare the level of turnover across different categories of humanitarian organizations. Studies may lead to an understanding of whether different Sudan categories. The same study can be conducted in another other Missions to test whether the findings of this study will hold true in a different context.

The study excluded both the Military and the Police who are the majority and contribute heavily on the mandate by providing both Protection and substantive activities in support of the Mandate.

REFERENCES

- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29, 99–118.
- Clement, C. and Smith, C. (2009). *Managing Complexity: Political and Managerial Challenges in United Nations Peace Operations*, New York: International Peace Institute
- HPG Report 11. (2007). The New Humanitarianism: A review of trends in a global Humanitarian Action. Humanitarian policy group. Overseas Development Institute www.odihpn.org
- Jacobs, E. & Roodt, G. (2007). The development of a knowledge sharing construct to predict turnover intentions. *Adlib Proceedings: New Information Perspectives*, 59(3), 229-248.
- Loquercio, D., Hammersley, M and Emmens, B (2006). Understanding and addressing staff turnover in humanitarian agencies. Humanitarian Practice Network. Retrieved from <http://www.odihpn.org/documents/networkpaper055.pdf>
- Mayhew, B. (2002) 'Finding, Developing and Keeping Programme Managers: A Sector-wide Problem', Humanitarian Exchange, no. 22, November 2002, www.odihpn.org.
- Richardson, F. (2005). How Can International Non-Governmental Organizations' Resourcing and Reward Models Support Wider Humanitarian Impact?, unpublished report, Oxfam GB.
- United Nations Peace Keeping (2014). Peacekeeping operations. Retrieved from <https://www.un.org/en/peacekeeping/operations/>
- Newman, A., Thanacoody, R and Hui, W. (2012). The effects of perceived organizational support, perceived supervisor support and intra-organizational network resources on turnover intentions: *Personnel Review*, Vol. 41 Iss: 1, pp.56 – 72
- Tekleab, A. G., Takeuchi, R., & Taylor, M. S. (2005). Extending the chain of relationships among organizational justice, social exchange, and employee reactions: The role of contract violations. *Academy of Management Journal*, 48, 146–157
- Beam, J. (2009, November 12). What is Employee Turnover? Retrieved November 13, 2009, from WiseGEEK: