
FACTORS INFLUENCING EMPLOYEES RETENTION IN PRIVATE ORGANIZATIONS IN KENYA: A CASE OF CELLULANT LIMITED NAIROBI**WAITHIRA Mary¹, DR. WERE Susan²****^{1,2} Jomo Kenyatta University of Agriculture and Technology****Abstract**

Empirical studies reviewed indicate that employee retention factors vary from one industry to the other and a factor could rank high in one industry, lower or is very irrelevant, hence the research gap. There is need to conduct a study to establish factors influencing employees' retention in private organizations in Kenya. This study adopted a descriptive survey and a case study research design. The study population was composed of 150 members of staff in different managerial levels currently working at Cellulant Limited. Stratified proportionate random sampling technique was used to select the sample of 109 respondents. Primary data was collected using pre-determined questionnaires. The study used both primary and secondary data. The researcher first conducted a pilot study in order to test validity of the questionnaire to be used. Quantitative data collected was analyzed by the use of descriptive statistics using Statistical Package for Social Sciences (SPSS) computer software version 20 which allows the researcher to follow clear set of quantitative data analysis procedures that lead to increased data validity and reliability and demonstrates the relationship between the research variables. Content analysis was used to test data that is qualitative in nature or aspect of the data collected from the open ended questions. Inferential statistics through multiple regression and correlation analysis was used. Quantitative data was presented through statistical tools such as frequency distribution tables, pie charts, bar graphs and in prose form for easy understanding. The study found out that there was a strong positive relationship between work environment and employee retention. The study also found that increase in leadership styles would positively influence retention of employees in private companies on Kenya. The study further established that increase in rewards positively influenced retention of employees in private companies on Kenya. The study found that an increase in training and development would lead to increase employee retention. The study recommends that management of Cellulant limited should provide a safe and conducive work environment to their employees. The study recommends that management of Cellulant limited should adapt the best leadership style in their organization. The study recommends that Cellulant limited should provide rewards to their employees and hence, this will increase employee retention. The study recommends that Cellulant limited should provide training for their employees so that they develop their talents.

Keywords: Leadership, Retention, Rewards, Training, Work Environment and Development

Introduction

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention is beneficial for the organization as well as the employee. For any organization, employees are very important, and they are treated as the asset of the organization. The chapter presents the background of the study, statement of the problem, the general and specific objectives and research questions. In addition, there is the justification to the study, the scope and limitations to the study. Employee retention is concerned with keeping or encouraging employees to remain in an organization for a maximum period. Mita, Aarti and Ravneeta (2014) defined employee retention as “a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements.” (Bidisha, 2013) described it as “a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project”. It involves taking actions that motivate and tempt employees to stay with the organization for the maximum period of time (Chen, 2014).

Many variables are forced upon employees when deciding whether they will remain in their current company or leave the company. According to Ghapanchi and Aurum (2011), retention factors include remuneration and benefits, training opportunities, fair and equal treatment, organizational culture. Christeen (2015), identified eight retention factors: management, conducive environment, social support and development opportunities, autonomy, compensation, crafted workload, and work-life balance. Employees leave organizations for all sorts of reasons. Some find a different job, some go back to school, and some follow a spouse who has been transferred out of town. Others retire, get angry about something and quit on impulse, or never intended to keep working after earning a certain amount of money. Still others get fired or laid off, or they come into money (a lottery win, an inheritance) and decide they no longer need a job.

Cellulant is a leading payments business. They run an ecosystem of consumers, merchants and banks in which they facilitate payments and build value through the value-added services. In building this ecosystem, they serve different types of customers with different products, in a range that includes mobile banking products, mobile credit products, USSD, SMS, and digital content. Cellulant is currently serving merchants and banks across 10 countries, and a wide set of industries. Cellulant has grown from a start-up with \$3,000 investment in 2003, to a profitable content business, to a mobile banking business serving 30% of the market in Kenya, with a Pan-African client base. In the last 2 years payments have become an increasingly important part of our DNA. Over the last 6 months, we’ve decided it is our future. Today they serve about 33 banks such as Barclays, Standard Chartered etc. across several markets; 27 payments platform customers including the likes of Kenya Airways, Government of Nigeria and work with 35 mobile networks including Safaricom, MTN. They serve most of these customers across multiple markets. Cellulant’s true competitive advantage lies in the ecosystem they are building if they do a good job over the next few years, it will be the glue that will connect everyone to everything every consumer to every business in Africa.

Cellulant has a presence and team of 250 people in 10 countries: Kenya, Nigeria, Uganda, Tanzania, Ghana, Zambia, Zimbabwe, Malawi, Botswana, and Mozambique. Cellulant is on

a mission to being a US\$1Bn revenue business by 2019/2020. Cellulant's Purpose is to empower all consumers across Africa to get the best possible value from their money, by delivering the most connected one stop mobile payments and digital commerce service.

Statement of the Problem

According to statistics by PWC (2016), voluntary turnover at Cellulant is at 20% in six months, this is considered as high turnover. Total turnover is 22.9%, which is an indication that most turnovers is voluntary which is not desirable, the yearly turnover at Cellulant strands at 40%. Between 2015 and 2016, 40% of employees left the company after serving the company for less than 1 year, in the same period 148 employees resigned from their positions in the organization citing low interest in their job, low salaries, working environment, leadership styles among other factors (PWC, 2016).

Employee turnover is problematic because recruitment and training of new employees is time consuming and costly. Retention of employees is becoming a challenge in today's operating environment as employers begin to realize the value of people that make up the organization. The employment relationship is undergoing fundamental challenges that have the implication for the attraction, motivation and retention of talented employees and talent shortage has resulted in fierce competition (Flippo, 2011). Fitz-enz, (2013) states that long-term success of an organization depends largely on its ability to effectively manage and utilize its human resources, which are considered as the most crucial. Loss of several members of core staff in the same unit or team can lead to instability of the entire organization.

Empirical studies done in relation to employee retention includes, Mulwa (2010), carried out a research on factors that influence staff turnover in World Vision, Otieno (2010), studied the causes of staff turnover in Private Primary Schools, Muiruri (2013) examined the factors influencing staff turnover at Jertec Junior academy in Nairobi. Manyura (2012) investigated perceived factors affecting employee retention at Kenya Commercial Bank Limited Headquarters. Even with the vast literature that is present on employee retention aimed at identifying the factors that lead to employees quit, less known regarding the factors that make workers stay in organizations (Griffeth, Hom & Gaertner, 2010). Empirical studies reviewed indicate that employee retention factors vary from one industry to the other and a factor could rank high in one industry, lower or is very irreverent, hence the research gap. There is need to conduct a study to establish factors influencing employees' retention in private organizations in Kenya.

Objectives of the Study

The general objective of the study was to establish factors influencing employee's retention in private organizations in Kenya. The study was guided by the following objectives

1. To find out how the work environment influence retention of employees in private companies on Kenya
2. To determine how leadership styles, influence retention of employees in private companies on Kenya
3. To examine how rewards influence retention of employees in private companies on Kenya
4. To determine how training and development influence retention of employees in private companies on Kenya

Theoretical Review

This study sought to establish factors influencing employee's retention in private organizations in Kenya. Maslow's Hierarchy of Needs, Equity Theory, Herzberg's Two Factor Theory and Social Exchange Theory will guide it.

Maslow's Hierarchy of Needs

Maslow (1943) stated that people are motivated by the desire to achieve or maintain the various conditions upon which these basic satisfactions rest and by certain more intellectual desires as the average number of societies is most often partially satisfied and partially unsatisfied in all of one's wants. He believed that human beings aspire to become self-actualized and viewed human potential as a vastly underestimated and unexplained territory (Stephens, 2000). Maslow was of the view that human beings go through a set of five needs i.e. physiological, safety, love, esteem and self-actualization whereby, the first, which is physiological need is the broadest stage which includes the need for food, shelter, clothing, physical comfort etc. this stage provides the basis of life. The second level is safety/security need; this involves avoidance from danger, threat and deprivation. It also involves physical and job security. Social needs are third with the need for affection, belonging and social contact. The fourth level is self-esteem, which involves need or desire for recognition, appreciation and respect from others. The final and the highest is self-actualization, it is categorized as growth need. It is defined as one's full human potential. This stage presents the biggest leadership challenge, as it is difficult for organizations to provide an environment for this stage as discussed by Stephens.

According to Maslow (1943), higher order needs such as self-esteem or social needs should determine behavior only when lower needs are satisfied. Convincing empirical evidence for this satisfaction progression is lacking. So also, workers move up and down the pyramid during their employment experience. This theory suggests that for managers to motivate employees, they need to devise programs or practices aimed at satisfying emerging or unmet needs since most of the lower needs are felt repeatedly. When the need hierarchy concept is applied to work organizations, managers have the responsibility to create a proper climate in which employees can develop to their fullest potential. Failure to provide such a climate would theoretically decrease employee satisfaction and could result in poor performance, lower job satisfaction and increased withdrawal from the organization. This theory of Maslow's supports the variable work environment in this study where provision of an improved and comfortable work environment leads to employees being satisfied in the workplace. This means that there is high retention rate as compared to when employees feel that the environment at the workplace does not satisfy ones needs especially the emerging ones. Hence, a good work environment ought to make sure that there is satisfaction progression at the organization. The Maslow's Hierarchy of Needs is used in this study to find out how the work environment influences retention of employees in private companies on Kenya.

Equity Theory

John S. Adams, who asserted that employees seek to maintain equity between the inputs that they bring to a job and then outcomes that they receive from it against the perceived inputs and outcomes of others (Pritchard, 1969), first developed equity theory in 1963. It is very important to apply equity theory if one wants to retain employees because, in belief that people value fair treatment in relation to the amount of work that has been assigned to them and this causes them to be motivated in maintaining relationships with their co-workers and the organization, as the structure of equity in the workplace is based on the ratio of inputs to outcomes. An individual will consider that he is treated fairly if he perceives the ratio of his inputs to his outcomes to be equivalent to those around him. The way people base their experience with satisfaction for their job is to make comparisons with themselves to people they work with. If an employee notices that another person is getting more recognition and rewards for their contributions, even when both have done the same amount and quality of work, it would persuade the employee to be dissatisfied (Pritchard, 1969). The equity theory supports the variable leadership style. Good leaders will seek to make sure that all employees are satisfied and are treated equally at the workplace. In addition, the management or employer ought to make sure that rewards are fair on all the employees that perform well which will make the employees feel appreciated hence improving their retention rates at the organization. The study will use the equity theory to determine how leadership styles influence retention of employees in private companies on Kenya

Herzberg's Two Factor Theory

The Two-factor theory developed by Herzberg (1959) a Psychologist, (also known as Herzberg's motivation-hygiene theory and Dual-Factor Theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction. Two-factor theory fundamentals: Attitudes and their connection with industrial mental health are related to Maslow's theory of motivation. In relation to intrinsic and extrinsic, Herzberg derived hygiene (dis-satisfiers) factors associated with the conditions under which the work is performed i.e. salary, benefits, company policy, supervisor, work conditions or working with competent and social co-workers; and motivation factors that consist of work dimensions of autonomy and responsibility. Motivators sometimes referred to as satisfiers encourage employee growth and development resulting in satisfaction whereas, hygiene factors also called dissatisfies can prevent dissatisfaction with a job, but do not contribute to job satisfaction. His findings have had a considerable theoretical, as well as a practical, influence on attitudes toward administration.

This theory of Herzberg supports the variable rewards in the retention of employees in an organization. Herzberg notes that for employees to be satisfied at the work place, the management ought to not only consider salary increment as the only way of motivating employees but ought to look at other factors that improve job attitudes and productivity such as achievement, recognition, responsibility, advancement, and the nature of the work. These could be classified as rewards and the management ought to address all of them as some might cause dissatisfaction if they are the only ones attended. For instance, some employees might feel that continuous salary increment does not motivate them while recognition of their tasks

at the work place could make them feel more satisfied. The study will use the Herzberg's Two Factor Theory to examine how rewards influence retention of employees in private companies on Kenya

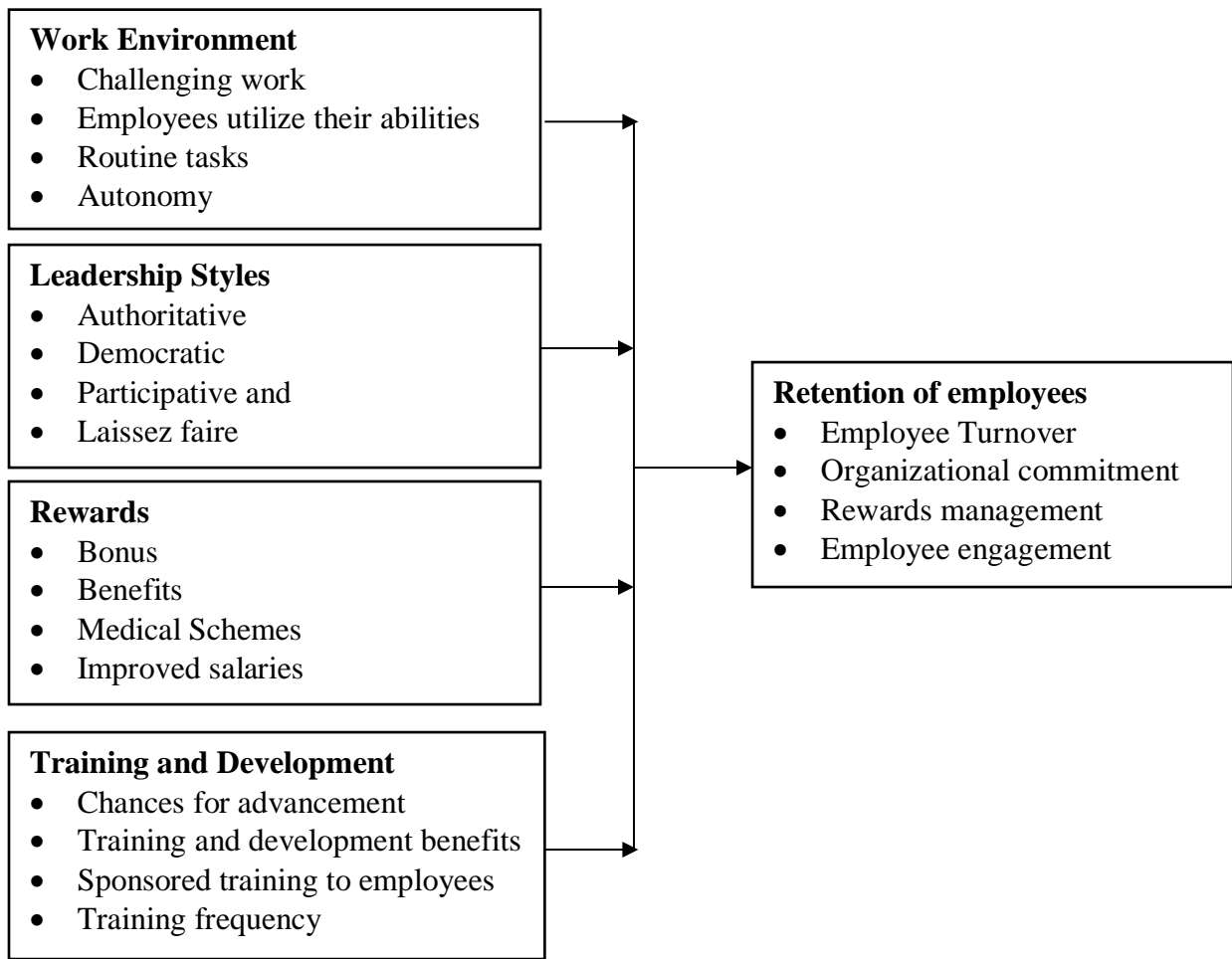
Social Exchange Theory

Social exchange theorists have produced significant quantities of research that support the theory that the level of commitment to the employee demonstrated by an organization will have a direct impact on the commitment that employees show to the organization in return (Cook, Cheshire, Rice & Nakagawa, 2013; Cropanzano & Mitchell, 2005). One useful mechanism for understanding commitment behaviors is to consider them the relationship between the employer and employee as one of a fair exchange with the way in which an employer treats employee having a direct bearing on their performance, attitude and commitment to the organization.

Social exchange theory hypothesizes that if an individual enters into a relationship within which both parties can identify a benefit, then a set of obligations is created that both parties feel obliged to fulfill. The social exchange theory supports the variable training and development. If an organization provides a level of commitment to the employee, it certainly helps in raising the morale and improving the commitment levels to the workplace tasks. Through training and development, employees will feel that the organization is seeking to improve their knowledge as well as broaden their knowledge on how to carry out tasks. This feeling will lead to retention of employees, as they will feel satisfied at the workplace. The social exchange theory is used in this study to determine how training and development influence retention of employees in private companies on Kenya

Conceptual Framework

As defined by Jabareen (2011), a conceptual framework is a network of linked concepts that together provide a comprehensive understanding of a phenomenon or phenomena. The concepts that constitute a conceptual framework support one another, articulate their respective phenomena, and establish a framework-specific philosophy (Jabareen, 2011). A conceptual framework is the diagrammatic presentation of variables, showing the relationship between the independent variable, moderating variable and the dependent variables. In this study, the independent variables are the work environment, leadership styles, rewards and training and development. The study seeks to understand how these independent variables influence retention of employees, which is the dependent variable. This relationship is presented figure 1.



Independent Variables

Dependent Variables

Figure 1: Conceptual Framework

Critique of Existing Literature

Literature review has given an account on the as to how employees can be influenced to stay in the organization, however motivation theories of Herzberg as stated in Saleemi 2005, states that, the same factor that can be a satisfier for one individual can also be a satisfier for the other individual for example salary may have significant motivation value for people in developing country like Kenya. The definition of ‘good pay’ is itself subjective, a certain level of wage might be seen as excellent by one person but as a paltry for another, (Bennet 1997).According to Bennet, (1997) employees often wish to assert their independence from management and may do this through the formation of tightly-knit and socially coherent work groups which influences workers’ behavior more forcefully than prospects of higher wages. Maslow’s approach has a number of problems associated with it. The theory states that the individual will seek to attain higher-level needs only when the lower needs have been satisfied, however people are acutely conscious of higher needs even though their fundamental physiological needs not been fully met (Saleemi, 2005).

Research Gaps

Most of the studies on employee turnover and retention have been undertaken in the context of public organizations. There is not much research work carried out in the context of private organizations. In addition, practitioners agree that there is a growing problem related to employee retention in the private sector and therefore this area merits serious research attention (Kim, Leong & Lee, 2015). Turnover costs of many companies are very high and significantly affect the financial performance of the company. Direct costs include recruitment, selection, and training of new people. Much time and expense go into this process. Indirect costs include specific things as increased workloads and overtime expenses for co-workers, as well as reduced productivity associated with low employee morale. Moreover, employee turnover could also bring negatively impact morale, employee training and transfers. Labor turnover is very costly to any Company because it affects its productivity and reputation. Apart from a few studies mentioned above, most studies on employee retention have been carried out in the western context and not the Kenyan context. In addition, related studies undertaken to provide insight on employee retention with aim of increasing retention have indicated a gap, which could have been occasioned by poor sampling methods, unrepresentative target population, poor data collection tools and techniques, poor analysis and wrong interpretation of results (Zografos, 2016). The study thus identified this as a gap to be filled by conducting such a study. The purpose of this study was to determine the factors influencing employee retention in private multinational companies, with an aim of coming up with recommendations aimed at curbing or significantly reducing it and enhancing staff retention at Cellulant limited.

Research Methodology

This study adopted a descriptive survey, Kothari, (2004) describes descriptive research as including survey and facts finding enquiries adding that the major purpose of descriptive research is description of affairs, as it exists at present. The study population for this study was the employee of Cellulant Limited, in Nairobi. The study population composed of 150 members of staff in different managerial levels currently working at the Cellulant Limited. Sampling frame was the list of 150 respondent working with Cellulant Limited, from where the respondent was selected. The sample size of the study was arrived at using the below scientific formula. Stratified proportionate random sampling technique was used to select the sample. From each stratum, the study used simple random sampling to select a sample 109, which represent 72.67%. According to Mugenda and Mugenda, (2003) a sample of 30% is appropriate. Ngechu (2004) underscores the importance of selecting a representative sample through making a sampling frame. According to Cooper and Schindler (2003), random sampling frequently minimizes the sampling error in the population. This in turn increases the precision of any estimation methods used.

Table 1: Sample Size

Level	Frequency	Proportion	Sample Size
Top Management	6	72.67%	4
Middle Level Management	50	72.67%	36
Low Level Management	94	72.67%	69
Total	150	72.67%	109

Source: HR Records (2017)

Primary data was collected using pre-determined questionnaires. Both open and closed ended questions were used to collect primary data. The study used both primary and secondary data. The researcher conducted a pilot study in order to test validity of the questionnaire to be used. Quantitative data collected was analyzed by the use of descriptive statistics using Statistical Package for Social Sciences (SPSS) computer software version 20 which allows the researcher to follow clear set of quantitative data analysis procedures that lead to increased data validity and reliability and demonstrates the relationship between the research variables. Inferential statistics through multiple regression analysis was used. A correlation matrix was developed to analyze the relationships between the independent variables, as this would assist in developing a prediction multiple model.

Results and Discussion

Descriptive and inferential statistics were used to discuss the findings of the study. The study targeted a sample size of 109 respondents from which 100 filled in and returned the questionnaires making a response rate of 91.7%. This response rate was satisfactory to make conclusions for the study. The response rate was representative. According to Mugenda and Mugenda (2008), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered to excellent.

In this study, the reliability of the instrument was tested using Cronbach alpha. Cronbach alpha value was used in the research to verify the reliability of the construct. Reliability of all the four constructs representing the independent variables work environment, leadership style, rewards and training and development management attracted a Cronbach alpha statistic of more than 0.7. A Cronbach alpha of more than 0.7 indicates that the data collection instrument is reliable (Sekaran, 2003). The reliability results are presented in Table 2.

Table 2:Reliability Analysis

Scale	Cronbach's Alpha	Number of Items
Work environment	0.876	5
Leadership style	0.889	9
Rewards	0.891	6
Training and Development	0.854	7

Correlation Analysis

The study carried out correlation matrix analysis to examine the association between the study variables. The results of Pearson Moment Correlation analysis is depicted in Table 4.8 and illustrates that there was a strong positive correlation between work environment and employee retention as shown by $r = 0.881$; there was also a strong correlation between leadership style and employee retention as shown by $r=0.678$; there was a strong and positive relationship between rewards and employee retention as shown by $r=0.720$; and there was a strong correlation between training and development and employee retention as shown by

$r=0.825$. The finding shows that work environment, leadership style, rewards and training and development relates with employee retention.

Table 3: Correlation Results

		Employee Retention	Work Environment	Leadership Style	Rewards	Training and Development
Employee Retention	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	100				
Work Environment	Pearson Correlation	.881**	1			
	Sig. (2-tailed)	.003				
	N	100	100			
Leadership Style	Pearson Correlation	.678**	-.041	1		
	Sig. (2-tailed)	.022	.002			
	N	100	100	100		
Rewards	Pearson Correlation	.720**	.119	.205	1	
	Sig. (2-tailed)	.004	.003	.004		
	N	100	100	100	100	
Training and Development	Pearson Correlation	.825**	.129	.035	.546**	1
	Sig. (2-tailed)	.003	.002	.001	.000	
	N	100	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Model Summary

Regression analysis is a statistical process for estimating the relationships among variables. Regression analysis results are shown in table 4, reveal r^2 of 0.773 and significant variables all at 5% level of significance. This implies that 77.3% change in the dependent variable (retention of employees) can be attributed to changes in the independent variables namely, work environment, leadership style, rewards and training and development.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879(a)	.773	.741	.001440

Analysis of Variance

From the ANOVA statistics, the processed data, which is the population parameters, had a significance level of 0.001 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The F calculated value was greater than the F critical value ($13.157 < 2.467$) an indication that work environment, leadership style, rewards, training, and development significantly influence employee retention. The significance value was less than 0.05, an indication that the model was statistically significant. This shows that model had goodness of fit.

Table 5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.684	4	0.671	13.157	.001 ^b
	Residual	4.845	95	0.051		
	Total	7.529	99			

βeta Coefficients

From the above coefficients, the established regression equation was:

$$Y = 0.518 + 0.437 X_1 + 0.531 X_2 + 0.339 X_3 + 0.481 X_4$$

The equation above reveals that holding work environment, leadership styles, rewards and training and development, employee retention would be at 0.518

Work environment and employee retention

The results on Table 6 reveal that work environment had a significant coefficient ($\beta = 0.437$, p value=0.012). This implies that work environment had positive significant effect on employee retention. This is an indication that a unit increase in work environment will lead to increase in employee retention.

Leadership style and employee retention

The finding of the study on Table 6 reveal that leadership styles had a significant coefficient ($\beta = 0.531$, p value=0.001). This implies that leadership styles had positive significant effect on employee retention. This is an indication that a unit increase in leadership styles will lead to increase in employee retention.

Rewards and employee retention

The findings in Table 6 further revealed that rewards had a significant coefficient ($\beta = 0.339$, p value=0.023). This implies that rewards had positive significant effect on retention. This is an indication that a unit increase in retention will lead to increase in employee retention.

Training and development

The finding of the study on Table 6 reveal that training and development had a significant coefficient ($\beta = 0.481$, p value=0.010). This implies that training and development had positive significant effect on employee retention. This is an indication that a unit increase in training and development will lead to increase in employee retention.

Table 6: β Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
1 Constant	0.518	0.053		9.774	0.000
Work Environment	0.437	0.106	0.198	4.123	0.012
Leadership Style	0.531	0.096	0.245	5.531	0.001
Rewards	0.339	0.105	0.008	3.229	0.023
Training and Development	0.481	0.094	0.031	5.117	0.000

$p < 0.05$, dependent variable; employee retention

Conclusions

The study found out that there was a strong positive relationship between work environment and employee retention. The study found that an increase in work environment would lead to increase employee retention. From the findings the study concludes that work environment positively influence retention of employees in private companies on Kenya. The study established that there was a strong positive relationship between leadership style and employee retention in private companies on Kenya. The study also found that increase in leadership styles would positively influence retention of employees in private companies on Kenya. From the findings, the study concludes that leadership styles positively influence retention of employees in private companies on Kenya.

The study established that there was strong positive relationship between rewards and employee retention in private companies in Kenya. The study further established that increase in rewards positively influenced retention of employees in private companies on Kenya. From the findings, the study concludes that rewards positively influenced retention of employees in private companies on Kenya. The study found out that there was a strong correlation between training and development and employee retention in private companies on Kenya. The study found that an increase in training and development would lead to increase employee retention. From the findings, the study concludes that training and development positively influence retention of employees in private companies on Kenya.

Recommendations

The study recommends that management of Cellulant limited should provide a safe and conducive work environment to their employees as the study found that work environment positively influenced retention of employees in private companies on Kenya. The study recommends that management of Cellulant limited should adapt the best leadership style in

their organization, hence retaining their employees as the study found that leadership styles positively influence retention of employees in private companies on Kenya.

The study recommends that Cellulant limited should provide rewards to their employees and hence, this will increase employee retention as it was found that rewards positively influenced retention of employees in private companies on Kenya. The study recommends that Cellulant limited should provide training for their employees so that they develop their talents hence, this will increase employee retention as the study established that training and development positively influence retention of employees in private companies on Kenya.

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