

**INFLUENCE OF MENTORING ON EMPLOYEE RETENTION WITHIN THE
ELEVATOR INSTALLATION FIRMS IN NAIROBI COUNTY**

BY

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DECLARATION

This research project is my original work and has never been submitted in any other university for the award of a degree.

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This research work has been submitted with my approval as the University Supervisor.

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DEDICATION

This research project is dedicated to my family - Dennis, Sifa and Zuri - who have been there for me all through the pursuance of this course. Thank you for continually being supportive and encouraging me all through this research work. To my Mother Susan, thank you for cheering me on.

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ABSTRACT

The world of business has over the years depended on mentoring as a key feature in ensuring talents in organizations is developed. The idea of mentoring in organizations is constantly being revived as the organizational leaders have recognized the existing benefits of ensuring knowledge is transferred among employees. Currently, there exists an eminent challenge in organizations with regard to mentoring as well as the retention of productive employees. Various literature on mentoring in human resource with regard to employee retention still exists, and especially in the elevator industry, very little if not none has been done on mentoring of employees in this sector. This study had an objective of establishing the impact of mentoring on employee retention within elevator installation firms within Nairobi County. This study was guided by two theories which are; The Social Exchange and two-factor Theories. The use of descriptive research design was employed in order to determine the association between the mentoring of employees and their retention thereof. The target population was all the registered elevator installation firms in Nairobi County which are a total of 40 firms. The respondents were the employees, management and the supervisors of these firms, a total of 206 employees. The sample size was 50% of the target population which resulted to 103 targeted employees and management personnel. The study employed the use of primary data which was obtained via closed-ended questionnaires. Analysis of the obtained data was carried out by means of SPSS and presentation done via table of frequencies, percentages, means as well as standard deviations. The ethical considerations for this study were integrity and quality as the researcher communicated clearly about the intent of the research. Confidentiality was also considered as respondents remained anonymous. No coercion whatsoever on the respondents. From the study findings, mentoring was found to be statistically significant in influencing the retention of employees in elevator installation companies within Nairobi County. Employee retention was found to be influenced also by other factors such as employee sense of value, compensation and rewards, training and career development programs as well as the relationship of employees and their superiors. The study concludes that in elevator installation firms, both formal and informal mentoring practices are applicable as the different firms have different financial capabilities to cater for the form of mentoring that is to be adopted. The human resource department of these elevator installation firms should have mentoring as a tool for developing know-how, skills as well as employee capabilities. The study recommends that the studied elevator installation firms can improve employee retention by providing other services that improve employee sense of value such as compensation and rewards, training and career development programs as well as the relationship of employees and their superiors. The study was carried out on the elevator installation companies in Nairobi County. However, further research could be carried out on the various counties where elevator companies are based to determine whether the results as well the conclusions were applicable to all elevator installation companies within Kenya or even major towns. The study recommends the need to carry out further studies on the factors considered to influence the retention of employees apart from mentoring.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The business environment today has changed and is faced with numerous challenges. This includes among other things employee retention. The business environment has people of various ages, skills and capabilities. There is the young generation that is getting into the work place and is not as experienced or skilled as the outgoing older generation. This group wants mentors as opposed to managers (Katwa, 2017). Though the concept of mentoring is not new in the society and the business world per se is only in the last 25 years that numerous researches on the same has been conducted (Scandura, 2007). It is a concept that has been used since time immemorial and is considered the oldest form of knowledge transfer where the older generation would mentor the younger generation and skills and knowledge were handed over from one generation to the next through mentorship (Nkomo, 2016). Mentoring becomes handy as the older must ensure the younger get their grip on things within the shortest time possible. The rationale behind mentoring therefore is to help the younger or less skilled employees to learn, and be able to keep the coming generations sufficient of the necessary information and expertise and by doing so, ensure continuity of the skill or knowledge and retention of the person.

Mentoring is not static and it varies from one person/environment to the next. Therefore, for it to be successful, there are some conditions that need to be met such as the business case or the need to have mentorship in place. However, for it to be beneficial to the parties involved, all these parties ought to be allowed to choose and not imposed upon each other. The mentor then takes on the role of giving assistance, clarifying issues, encouraging and occasionally confronting through questioning, listening and giving feedback though before then he/she should develop an environment of safety and act as a protector and guide so that the mentee gains confidence. However, with time this should minimise as the mentee is expected to become more independent (McKimm, 2007).

This study was guided by the social exchange as well as the two factor theories. The theory of social exchange states the association existing among the individuals in a relationship, formed due to a cost–benefit analysis and comparison of alternatives amid other things and hence the exchange amongst the said party's tend to be just or even fair. The two-factor theory differentiates between intrinsic as well as the extrinsic motivators. According to this theory, intrinsic motivators (also referred to as factors related to the job-content) are used to describe the things done by people in their while doing their job, their tasks given to them as well as

what they have already been able to achieve. These are those factors that amount to satisfaction in the job experienced by the workers at the environment. On the other hand, extrinsic factors (factors related to the job context) simply indicate those factors that the employees are not able to have control over, and most of the times relate to the environment that the individuals live in rather than their respective work they do (Schemerhorn, 2003). From the identification of Herzberg, these are mainly the causes of dissatisfaction in the job. According to Herzberg's Motivation-Hygiene Theory, the factors causing satisfaction and those causing dissatisfaction are quite different and this not possible to consider them to be converses of each other (Herzberg's Motivation-Hygiene Theory, 2002).

The elevator industry is categorised under the industry of construction which is quite vital in the economy of Kenya. It is considered to be a very complex and dynamic industry (Creative Construction Review, 2016). This is because with every new construction undertaken, most likely the team is reconstituted afresh, each project has special characteristics, unique and provides its own challenges as the design materializes. The industry is flexible by nature requiring decision making at all levels of the workforce (Borcherding, 1972). In the last 25 years, Elevator industry in Kenya has witnessed increase in number of players; from the initial two dominant players; Otis and Schindler, to the current 18 players in the market. There has been an increase in skyscrapers especially in big cities. This is to cater for rapid growth in the cities where space is limited, as well as to accommodate the ever-growing population. With land being a resource that does not grow, the only way to increase living space is by going up.

Just like any other industry, there are regulatory bodies that govern operations and development of elevator industry in Kenya. This is to ensure certain standards are met that will protect the customer/end user, the environment as well as the parties involved especially during installation process. These bodies are, National Construction Authority (NCA), Energy Regulatory Commission (ERC), National Environment Management Authority (NEMA) among others. There are different players who work together to assist in sourcing of customers in this business. These are, Electrical and Mechanical engineers, Architects, developers, consultants and government inspectors. These players must work in close collaborations to ensure customer's needs are met. The elevator industry in Kenya only deals with supply, installation and maintenance. All the players have their products manufactured out of the country mostly in Europe and Asia. Since elevators are unique to the building architecture; they are designed based on the number of floors the elevator is meant to serve,

market segment (offices, residential, hospitals, hotels or schools), capacity the lift is meant to carry as well as desired speed. There are no records indicating the worth of elevator industry in Kenya. However, projections by markets and markets (2009-2017) indicates, elevators and escalators global size of the market ought to grow from USD 88.78 Billion in 2015 to USD 125.22 Billion in 2021. Clear indication that elevator industry is a rapidly growing industry.

1.1.1 Concept of Mentoring

Hodgetts (2009) defines mentoring as the single most valuable ingredient in a successful career. This shows that mentoring has benefits if one is to succeed in their career and it can therefore not be taken lightly. Armstrong (2006) describes mentoring as the process of using individuals who are specifically selected and trained to give guidance and realistic advice as well as continued support which is beneficial in ensuring individuals grow and develop. Any institution that carries out mentorship, will then realise that the skills needed for the employees to perform their roles are better passed on and learned this way. Alexa (2008) defines mentoring as relating to the initial goal involved in identifying and nurturing of the probable ability of an individual. This goal can be eternal and the guiding principles may be changed by the one learning. The Centre for Health Leadership and Practice (2003) has defined mentoring to be a way through which a person with adequate experience guides another to ensure they are able to develop their own guiding principles over time through the coaching of these experience personnel. They further explain that the more experienced individual (mentor) assists or helps the person being mentored (mentee) to gain and develop specific skills or capacities.

In an organization, mentoring can be either formal or informal. According to CHLP (1991), formal mentoring moves in stages and achievement in each stage forms the basis for the next. Key to note here is that there is no defined time frame on how long each stage should take. Formal mentoring is mostly an initiative of the organization where the more mature and experienced personnel are tasked with mentoring the younger employees. On the other hand, informal mentoring occurs when there is a relationship or when one gains common interests, approvals or even requirements in the job that necessitate one to possess specific skills or to have the association of several people (Agumba, 2010). The need for mentoring and mentorship cannot be overemphasized in the current work set up. Due to current life demands, at times there is no time to go to a class to learn and even if there was time, there is no that specific training or skills that one needs to learn being offered and therefore, mentoring becomes necessary. Berger et al (2004), in a survey carried out to recommend changes that

would help retain senior executive women, identified mentoring as an essential contributor to retention and growth. It was recommended that mentoring should be emphasized and programs based on mentoring started in the early stages of the women's career. Therefore, mentoring is a key aspect in any organization that endeavours to encourage employee retention and growth.

1.1.2 Employee Retention

Jackson (2009) gave a definition of retention of employees to the overall undertakings that are conducted by the employer in ensuring that the most knowledgeable personnel do not leave the firm. When an employer recognises the usefulness of some of its employees, he could carry out some intentional activities to ensure that they stay on. There is always a reason as to why an employee would want to leave a current position to another one, and usually it is for personal development as well as in search of better prospects such as better pay. The desire of every employer at the point of recruitment is that the person being recruited will serve for a worthwhile term. Unfortunately, this is not always the case in the current market and retention is becoming a key concern.

Berger (2004) says that organizations should be able to manage their workers so as to ensure an improve shareholder value as well as be able to compete advantageously in the industry. This will normally involve identifying, selecting, developing as well as retaining super keepers. Nkomo (2016) observed that the replacement of employees is quite high and the challenges faced by the organization in trying to train the new workforce is significant. He also noted that it takes a substantial amount of time in replacing the skills and the knowledge that the leaving employees depart with. Therefore, each organization should endeavour to retain its best employees of whom it has groomed because losing them equals losing the invested time and money. He further denotes that an institution that as lost its employees due to turnover also losses expertise, essential know-how as well as its business ideas.

1.1.3 Construction Industry in Kenya

The National Construction Authority Act (2011) has defined this industry as that which deals with constructions in the country. These works of construction generally involve installing, extending, maintaining, renovating, demolishing and rebuilding, electrical related works as

well as mechanical jobs among others. In Kenya, this industry is one of the key economic drivers, NCA Strategic plan (2015-2020) and has become very vibrant in the last few years due to the massive constructions going on that are either government sponsored - such as roads, rail and bridges or undertaken by private companies such as the many buildings and skyscrapers coming up all over the city. It has also become an economic performance indicator due to its impact in other industries such as trade as well the number of people employed during the construction phase.

Moavenzadeh (1996) in his report on the construction industry argues that it is a major contributor in ensuring the development of the economy as it improves the employment as well as the GNP of a country. As per the National Construction Authority Survey (2014), the 'data from Kenya National Bureau of Statistics shows that the construction sector had a 5.5% growth contribution to the GDP in 2013 as a result of an increase in the infrastructural development spending by the Government and Improved construction activities from private sector'. Moavenzadeh (1996) further states that the industry brings together many participants such as architects who design the construction, engineers, management consultants, general contractors, specialised contractors, casual construction workers, financiers, insurance agencies, material suppliers, government agencies, building owners and finally the users.

The Kenyan construction industry is under the jurisdiction of the National Construction Authority (NCA) which is the statutory body mandated to oversee construction industry and coordinate its development (NCA Survey, July 2014). Its mission is to 'regulate, streamline and build capacity in the construction industry for sustainable socio-economic development' NCA Strategic Plan (2015-2020). Depending on what an organization can handle, NCA has 8 categories - NCA1 to NCA8, NCA1 being the highest. The current data base, has a total of 13,700 registered contractors with over 22,400 licenses issued under various categories.

1.1.4 Elevator Installation Firms in Nairobi County

The elevator industry in Nairobi has been growing steadily over the last few years and this can be attributed to the growth in the construction industry as well as by-laws passed on the lift requirements in buildings serving more than five floors (The Star,2017). The major elevator companies in Nairobi are owned by multinationals whereas others are fully owned and based in Kenya, but this does not limit their operations within Nairobi. Their broad activities range from installation, modernization, or when necessary, replacement of the existing elevator systems that are within building parameters. The various elevator companies

within Nairobi mainly major with either installation of a specific brand or a combination of various brands with majority of these elevator installation companies having for themselves a brand name that they solely deal with (Softkenya, 2017).

However, there is also a good number of these companies that don't concentrate on the elevator brand. They install or modernize an elevator depending on the requirements of the customer. This is because there are cases where clients import their own elevators depending on their preference or even financial strength and their approach for installation will be limited to only the firms that have no specific brand for installation. There are also those firms that dwell mainly on elevators whereas other deal in both elevators and escalators. This to some extent depends on the customer base, the workforce skills as well as the terms of operation of that particular firm. It is also the responsibility of these companies to ensure that the various installed elevators comply with the requirements for safety and regulations of the country of operation. This is mainly ensured through a service and maintenance routine carried out monthly accompanied with a 24/7 breakdown call-back service as well as Audits & Inspections carried out yearly (Elevator Companies in Kenya, 2017).

Through the approved government inspectors, independent comprehensive reports are given both on the new and old elevators with regard to their service-ability status as well as evaluating their economic viability. In order to gain market access, it is necessary to ensure that the elevators conform to the outlined safety as well as regulating needs of the country of operation (Softkenya Directory, 2017). With the growth in the construction industry, the elevator industry is bound to grow in leaps and bounds. Coughlan (2007), says that technology has been on an upward growth and the desire for skyscrapers signifying prestige has meant developing elevators that can match this vertical ambition. In Nairobi today, we have elevators that serve over 35 floors with speeds of 6 meters per second and this is just the beginning with many more buildings coming up.

1.2 Research Problem

The most valued asset that is available in any organization is the people existing and hence how to retain them in the particular organization is quite essential. With retention becoming a major issue with most employers, mentoring has been acknowledged as one of the tools of ensuring that desired employees are retained (Shenouda, 2015). Regardless of whether they are skilled or unskilled, employees are bound to move from one company to another. This could be due to exposure to opportunities they didn't know existed in the various companies

(Holtom, 2008). To address this issue, the aim of mentoring as a tool for nurturing the growth of the existing workforce talked about as one of the various dealing with employee development. Hence, it does not come as a surprise that mentoring has been put forth in the development of the Human Resource as stated by Wanberg (Wanberg et al, 2003: Allen et al, 2004). Nevertheless, mentoring literature has not been exhaustive and as a result there still remains unanswered questions with regard to it.

Mentoring in the elevator installation companies can be considered to be in two forms; formal as well as informal. In this industry, the degree of mentoring is still low but growing steadily with time as players in the industry realise that the sector is highly specialised and thus difficult to get a person with the required skills (Lankau, 2002). Formally, the companies are intentionally getting interns from the technical colleges and universities and exposing them to elevator installation and maintenance aspects. This is creating a wider pool of people with basic techniques in the elevator industry such that at the point of recruitment, there are many options. Informally, the elevator firms assign a new employee to a specialised employee to lead them over a specific time or task. New workers are also able to act in place of a helper and in the process, learn the skills. Payne (2005) did a study on how mentoring influences the commitment as well as turnover in an organization among army officers in USA and denoted that the mentees who had been subjected to mentoring had a greater level of commitment continuously as compared to those who didn't have any mentoring. Agumba (2010) carried out a study to examine the relationships that exist in organizations on mentoring and especially in the construction sector in South Africa. This study revealed that informal mentoring had been key in conveying new knowledge within those joining an organization, and thus mentoring facilitated the careers of the mainly male mentees hence concluding that mentoring facilitates career growth. This is corroborated by the study done by Njoroge (2007) on the factors influencing retention of employees within the firms in Nairobi that deal with manufacturing. The study denotes that the retention of employees was influenced by mentoring among other factors such as reward and employee motivation. Similarly, a study conducted by Ndinya (2017) on the factors that affect the retention of employees within NGOs in Nairobi indicated that leadership and rewards positively influence the retention of employees in non-governmental organizations.

From the above studies on mentoring in relation to the retention of workers, a relationship is present among mentoring and employee retention. However, despite elevator installation companies being categorised in the construction industries, the conclusions from studies on

the effect of mentoring on employee retention as well as the factors that affect employee retention in construction industries cannot be used for generalization. As a result, there exists a study gap on whether mentoring has any clear or direct influence on employee retention in the elevator installation companies as observed in other sectors. The aim this research study was to bridge this existing gap by contributing to the pool of knowledge by providing probable conclusions on the influence of mentoring on employee retention within the elevator installation firms in Nairobi County.

1.3 Research Objective

The study objective was to determine the influence of mentoring on employee retention within the elevator installation firms in Nairobi County.

1.4 Value of the Study

The study value to the policy makers, that is the government and the ministry of labour will be ensured. The Government is significantly interested in workers welfare, whereas the ministry of labour comes up with necessary policies to address the rights and obligations of workers. The ministry will understand how mentoring affects employee retention and in turn come up with policies to ensure every organization embraces mentoring. This will help in formulating further policy guidelines to regulate the industry.

The study will be of value to scholars and researchers. Currently there is limited information on mentoring and its contribution to employee retention, therefore this study will add to the minimal literature on the impact mentoring has on the retention of employees within elevator installation firms. This study will also be valuable as a source of references for researchers and it will provide suggestions of areas for further research.

The study will be of help the HR Managers by equipping them with a tool to use in ensuring employee retention. This is because it is their responsibility to take care of the people as assets of the firm including ensuring that they stay long enough for the firm to enjoy their contributions. The conclusions drawn from this study will thus be helpful to them in order to evaluate the role mentoring can play and its contribution towards employee retention.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter reviews the theories that relates to the research topic. It also presented a review of existing literature that had been previously carried out as regards to employee mentoring, factors influencing employee retention as well as the empirical review of influence of mentoring on employee retention.

2.2 Theoretical Foundation

The basis of this research was on tow theories: The Social Exchange Theory, which states that the relation between two different parties can be sustained and it should be fair or just; and the Herzberg's two-factor theory, which states that there exist certain job factors that are able to lead to job satisfaction and other that result in job satisfaction and therefore the distinction between extrinsic and intrinsic motivators.

2.2.1 Social Exchange Theory

It is a theory that is a representation of the propositions by Homans (1961). Social Exchange Theory is comprised of various theories that have diverse assumptions dealing with the social exchanges existing among two people (Cropanzano, 2001). Social exchange can thus be stated to be the informal, unrestricted or even the lasting exchange of esteemed transfers that are conditional as well as positive (Feld, 2007). According to Collett (2011), social exchanges may be considered to be both frequent and occasional.

When there is a meaningful social interaction or exchange amongst employees, organizations benefit from this because the interaction gives the employees a positively perceived organizational support (Bies, 2005). It is generally approved that social exchanges comprise of relations that create duties quite independent and based on how other people act which in turn can lead to high quality relationships (Cropanzano, 2005). Over time, associations emerge leading to development of trust, loyalty as well as commitments that are joint. However, for it to get to maturity or desired levels, the individuals involved out to stick to various principles of the relationship. Once each party is familiar with the rules, they bring in their individual effort (resource) for exchange which then results into a relationship. Thus,

social exchange theory emphasizes on relationships formed out of interactions between two or more parties, after following the rules and guidelines and finally a relationship emerges.

Despite the above views on social exchange theory, there has been some observed weaknesses associated with it. In particular, one limitation of social exchange theory is the assumptions that individuals get into a relationship for selfish reasons what they can gain from it and are therefore determined to let it go in instances of costs being more than the expected rewards. The theory does not acknowledge the complexity of human interactions that lead to a firm relationship (wordpress.com). Also, some people have viewed this theory as insensitive, too general way of understanding how humans relate (Miller, 2005).

2.2.2 Two-factor Theory

It is a theory by Frederick Herzberg which states that there are some job factors that result in satisfaction while there are other job factors that lead to job dissatisfaction. Herzberg Two-Factor Theory differentiates motivation as well as job satisfaction into motivation as well as hygiene factors. As per Frederick Herzberg, job content factors are characterised by the factors that cause motivation, which include responsibility, achievement, recognition, possibility of growth, advancement as well as the work itself. On the other hand, hygiene factors comprise of the job context factors which are supervision, company policies, relations with peers, relations with supervisors, working conditions, status, relations with subordinates, individual life, salaries as well as job security (Ruthankoon, 2003).

This theory is used to differentiate between intrinsic and extrinsic motivators. The intrinsic factors are used to refer to the things that the various workers do, the things they are responsible for or even the achievements attained this far. These are the factors that greatly contribute to job satisfaction that workers feel while at work. extrinsic factors on the other hand are those factors that the employees can't control and most of the times relate to the environment other than the work being done (Schermerhorn, 2003). These factors are thus considered to be causing job dissatisfaction among employees. As per Frederick Herzberg, since those factors amounting to satisfaction while in the job as well as those that amount to dissatisfaction while working are different, the two feelings cannot be taken to be opposites. That is to say, satisfaction has its opposite as no satisfaction but not dissatisfaction and vice versa. Whereas this difference may be seemed to be a play with the words, Frederick Herzberg stated that they really portray two totally different types of human needs (Herzberg's theory of motivation, 2002).

Thus, Two-Factor Theory basically holds that for a manager or an employer who wants to improve on job satisfaction and finally job performance of employees or workers, they should emphasize on the factors that influence job satisfaction. According to Herzberg, employees can be motivated by having them given challenging tasks through which they are able to assume responsibilities (Leach, 2000). This statement is applicable in any type of industry. In cases where employees fail to experience any form of responsibility from the work they do, they will always feel unworthy. Similarly, any individual should first believe they can achieve a given goal even before they devote their energy and motivation to the task ahead (Hunsaker, 2005). Employers need to also take into consideration how the employees are dissatisfied in the job. In order to address this, focus must be on the hygiene factors which are deemed to cause job dissatisfaction.

The two-factor theory is associated with weaknesses such as, it has elements of prejudice, as it is mainly based on the formal response from employees with regard to satisfaction or dissatisfaction in the job environment. The tendency is for people to associate dissatisfaction with external factors such as the structure of payment as well the policies in place within the organization. Likewise, employees accredit themselves for the satisfaction they feel at work (Neil, 2011).

2.3 Forms of Mentoring

According to Buell (2004), mentoring is the oldest way through which knowledge transfer was achieved. Over the centuries and especially during the agrarians and hunting societies, individuals surrounded themselves with a good number of adults who acted as role models, i.e. mentors, and the knowledge that these mentors passed on was both beneficial to the specific individuals as well as the whole organization at large (Nkomo, 2016). Mentorship has been considered to be a strong interpersonal exchange that exists between a colleague who has experience (mentor) and a junior colleague who has less experience (mentee) through the guidance and support of the mentor so as to be able to offer feedback with regard to the job as well as personal development of the mentee (Russell, 1997). Karanja (2017) says that the process of mentoring is a key factor that is essential in ensuring the growth of individuals both in their profession or their individuality. Mentoring can take different forms in an organization as indicated below.

According to Agumba (2010), informal form of mentoring occurs naturally as a part of a relationship that emerges in the society and it is an association among two individuals with

one of them gaining the know-how, understanding, unionism, insights as well as support from the other person. Either of the two people can initiate this type of mentoring relationship. According to Cotton (2000), informal mentoring is more beneficial compared to formal mentoring. Thus, informal mentors can provide greater levels of career development not limited to coaching, giving assignments that challenge the protégés as well as improving their exposure and visibility. They can easily result in positive psychological activities associated with their protégés such as offering counselling, being role models, ensuring reliable friendships as well as enabling social interactions. In this type of mentoring, protégés turned out to be more satisfied with their mentors as compared to those in formal mentoring. This difference may be as a result of the existing relationship structures. Relationships related to informal mentoring emerge because mentors identify easily with protégés. Most of the times, the protégés wish to be like the mentors whereas the mentors can relate with the protégés qualities (Chao, 2002). The informal mentoring relationships can take longer than usual as both the mentors and mentees are choosy on who to approach (Nemanick, 2000). Thus, this type of mentoring is so vital in equipping an employee to be better. This is because it is founded on a voluntary relationship between the two parties. It is first based on friendship, then learning and career.

In formal mentoring, a mentor is someone that the organization sets up to run a mentoring program that is led by a program coordinator to facilitate the relationship of mentor and the mentee (CHLP, 1991). This program is normally structured to match specific goals and it is regularly measured to ensure it is able to achieve such goals. This kind of relationship is usually controlled by the organization but not the members. The baseline for this type of mentoring relationship is a formal agreement between the parties (Chao, 2002). It gives guidance on the objectives as well as the goals, how frequent the meetings should be as well as the locations of these meetings, their time frames as well as the content before the program beginning. The mentor and mentee may receive formal trainings in order to ensure that the roles and responsibilities are clearly understood by each. The mentees in these programs are closely monitored to assess their progress with regard to the objectives of the organization.

In developmental mentoring, one-person listens, ask questions and thus enables the other person to set their goals, have plans, be able to make decisions as well as solving problems that relate to ones' career or even their professional growth (DeSimone, 2012). These types of people are usually considered to be enablers. They ensure that their staff members are well developed and more often help others. Their life experiences warrant them to be authoritative

and thus they are able to challenge ones thinking capability and thus helps one to evaluate the various strategies devised to get what one really wants (Tepper, 2003). They always help their mentees to have clarity of vision, set achievable goals as well as creating reasonable plans that will aid in achieving these goals.

According to Russell (1997), reciprocal mentoring exists where there is no chosen mentor and each of the parties involved in this relationship are confidants of each other. They hold each other accountable and have shared goals. Each of them acts as a reality check for their plans and serve as a sounding board for ideas. Reciprocal mentoring might not include friends, relatives and spouses due to the fact that they rarely have the necessary objective required for mentoring. Since mentoring can result to relationship-based stress, professional colleagues are thus the best to choose from. According to Russell (1997), it is very possible to find a reciprocal mentor at various designated places such as conferences or training avenues, by being members of certain professional associations or even certain communal groups.

Peer mentoring is an informal mentoring process where members pair themselves with experienced individuals forming peer relationships. In this case, one person is new at the job while the other one is older and more experienced. The older staff often have opportunities in helping the new members to have an insight on the performance expected of them as well as their career development expectations, mainly based on their individual experience (Baldwin, 1992). The best and simplest way to measure could be checking on how sufficient the mentees are on their responsibilities in the job. Mentors and mentees in peer relationship are guided by the flow of work in their job in order to develop the relationship needed. Throughout this period, the mentee imitates the mentor in order to have a view of the mentor achievements. As the mentee becomes accustomed to what is required of them, the mentor withdraws as days go by leaving the mentee to be responsible for their actions. The advantage to peer mentoring is that the mentee learns practically, is encouraged and supported to grow. This increases their confidence and they become more empowered in their work and in making judgements.

According to Roberts (1999), reverse mentoring as another form of mentoring occurs where the mentee (younger/ new) is more experienced or knows more than the mentor (older) in relation to years and position held, but the mentee is quite knowledgeable in a given area. In this form of mentoring, the relationship is reciprocal in nature. Roberts (1999) further says that reverse mentoring is practical where executive members are required to understand the

operating principle or even a new technology in the organization and the members of staff are involved in the implementation of the same. Here, the people directly involved in the ‘project’ will then mentor then executive to fully understand how the technology will work. It can also be seen in operation where the most knowledgeable members of staff share their technical skills with the rest of the members. Reverse mentoring is useful in appreciating diversity in cultural or generational setup as well as passing on useful knowledge and hence closing the knowledge gap. According to Mundia (2014), In order for reverse mentoring to be effective, individuals involved should be ready to be open to the experience, be able to neutralise status challenges as well as challenges associated with power and position held in the organization and be willing to learn.

Group mentoring is a type of mentoring bears the concept of intellectually harnessing group wisdom as well as acquiring their mutual support (Okediji, 2011). It is guided by the principle that two heads are much better than one and is able to amplify that principle. When individuals in a group come together, they are able to use their brain capabilities to attain synergy and as a result, the final results are greater than the summation of the individualities. Thus, the joined group wisdom is tapped by each individual and the ideas shared in the process are able to generate additional information that might not have been attained were it not for the group working together. It is through this concept that professional associations are able to incorporate mentoring circles or groups (McKenzie, 1995). These mentoring circles thus expose mentees to a more pool of mentors as compared to a mentor being assigned to a mentee. Normally, meetings are convened regularly and an official agenda is established for discussion. There may be guest speakers invited. This type of mentoring relationship provides an avenue for same-minded individuals to share and be able to learn from each other.

2.4 Employee Retention

A research done by Cappelli (2000) proposed various factors that are key in employee retention. These factors are career-based opportunities, work environment, organizational justices, work life balances, as well as existing policies related to leave and the image of the organization. Employees stay and remain loyal with such organizations where employees have value, sense of pride and work to their full potential (Cole, 2000).

One of the contributors to employee retention is reward and compensation (Armstrong, 2006). It plays a key role to attract and retain the best employees and especially those who give outstanding performance or even exclusive skills which are indispensable to the firm because

the organization has invested more on their trainings as well as their orientations. Companies adopt low wages strategies in cases where the work being done is simple and requires very minimal trainings and those companies that compete in high labour markets adopt strategies of high wages (Lawler, 1990). Various researchers have argued that competitive compensation packages build a strong commitment on the side of the company as well as on the workers. Nevertheless, compensations are essential in ensuring employee retention despite the skills they possess or the contributions they make in the organization. Moreover, a higher level of compensation from the organization also helps create an excellence culture (Lawler, 1990). According to the findings of Smith (2001), money brings employees to the firm but it may not keep them in the same organization. Money is considered to satisfy employees but it is not a sufficient way to keep these employees, hence compensation is not a sufficient factor (Ashby & Pell, 2002). Thus, money cannot be taken as the key factor of employee retention in an organization (Brannick, 1999). However, various companies have managed to retain their employees by having strategies other than just focusing on compensations or even using payments as their key strategies (Pfeffer, 1998). On account of these scenarios, various factors are usually incorporated in order to effectively retain the employees and as a result, this fact of there being other factors ought not to be overlooked.

The organizations vision, mission and values are referred to as its culture, and can affect employee retention. As per Friedman (2006), failure of integrating these employees in relation to the culture of the specific organization usually translates to low levels of retention. The concept of culture is an adequate way through which employees can be managed apart from there being guiding rules in the organization. According to Rosenberg (2008) the retention of employees in an organization is as a result of a conducive culture as up to 80% of employees are considered to leave employment due to the presence of conflicts. A supportive environment always motivates employees. Joan, (1999) stresses the significance of culture in retaining employees in an organization and in addition states that the culture existing in an organization is more important than the actual job being done. During employee recruitment, the culture existing ought to be outlined with clarity and stated to the employees just as it appears to be because the employees can leave the firm once they are in disagreement with the existing culture. Joan (1999) further states that for effective retention of employees, the core values of the institution should be clearly stated and incorporated in the vision, mission, goals as well as the strategy of the firm and the same relayed to the employees continuously. Sheridan (1992) observed a positive relation existing in between performance and the

voluntary turnover of employees. Results obtained from a study by Kreitner (1997) concluded that similarity of the values of both the individuals and the firm are related to the intent of the individuals to leave employment. The existence of a strong culture translates to the alignment of goals, motivated employees as well as controlling the level of improving the performance of the firm.

The firm's investment on employee training and career development also contributes to retention of employees. Institutions can have a token of making investments in terms of training & development parse on the workers the organization expects a payback from (Messmer, 2000). According to Wetland (2003), firms as well as individuals ought to invest more on their employees in terms of trainings as a way of enhancing the employee skills. Training provides specialized techniques and skills to employees that helps to correct deficiencies in their performance, whereas development equips employees with the skills as well as the abilities that the firm will be in need of in future (Gomez et al, 1995). The skill advancement normally is comprised of improvements in interpersonal communications, technological knowhow, solving of problems, basic literacy among others, Garg (2006) explain that in the current competitive environment, it is very important for organizations to give and receive feedback from employees and the more the knowhow the various employees have acquires the more they will perform and be able to meet global challenges existing in the market place.

Performance management is the process used to evaluate the general input of individuals by assessing their internal features, their job performances as well as their abilities to yearn for top positions in the organization (Gruman & Saks, 2011). Most key corporations have managed through turbulent environmental changes by having in place a reliable performance measure of employees. Performance appraisal acts a communication channel among the employees and the management. In scenarios where appraisal is only used to measure and monitor, challenges are bound to result between the evaluator and the respondent. In a study carried out by Webster et al (2011) on how work-related stressor cause of ambiguity in roles as well as conflict and a resulting job dissatisfaction and finally turnover, he established that the use of appraisal can be such a stress to the evaluator and the respondent especially if its seriousness is not taken into account or even a confusion emerges from the messages produced from the exercise. In instances where the employee is concerned about the impact of the appraisal on their career development or even the compensation, employees job performance may be compromised by such kind or stress (O'Connor et al, 2010).

Commitment by both the employee and the organization also influence retention. Research outcomes by social exchange theorists have been put across with an aim of supporting the extend of commitment that an organization demonstrates to the employees to be directly related to the level of commitment that the employees extend towards the organization (Wayne et al, 1997). In order to understand the mechanism of employee commitment, it is essential to take note of the relationship that exists amid employees and employers to be one of a just exchange (Pinder, 1994). This can be considered though observing the way through which employees are treated by the employer as they have a direct impact on the performance, attitude towards work and others as well as commitment towards the organization. Koch & McGrath (1996) suggested that being highly involved in work practices helps in enhancing employee retention.

Eisenberger (1990) denoted that there exists a positive relationship between how employees perceive an institution and the supervisors. In a study conducted by McNeese-Smith (2003) on the behaviour that supersedes leadership of the directors of an hospital denoted that a positive relation emanates from productivity, satisfaction of workers and employee retention. In a study done by Abegglen (2005) on Japanese workers, he found that certain employment aspects for instance lifetime employment as well as being in a managerial position, assurance of continued employment often translates to commitments in the jobs being done as well as satisfaction and a consequent retention. While in a study by Chandra Sekhar and Anjaiah (2009) denotes that there was a variation in the commitment of employees from the selected NGOs with regard to their position in the institution, years of service as well as their gender. It has been noted that NGOs continue to employ innovations within its HR department especially on the capacity of retention of employees.

Johnson et al. (2000) in his study established that many times companies focus least on the welfare of their employees and this eventually leads to dissatisfaction of employees which may eventually affect their performance or even lead to employees leaving job in search for better opportunities. According to Johnson, this becomes a great challenge to the organization especially during competitive seasons or in constrict labour markets as retaining the employees is a major challenge that companies need to look at. A number of firms are in dire need but have not been able to acquire the needed workforce and most of the times they don't take note of non-traditional employees. Majority of these organizations pay attention to retaining their employees when there is increased turnover. Retention is viewed by Johnson as

the ability to hold on to the best of your employees for longer in comparison to your competitors in the industry.

Various scholars have stated that the mandate of the HR department is not only to recruit the best employees but it's also to have a similarity between individuals and firms so that the recruited team stays in the firm for longer periods (Lynne, 2003; Vigoda & Cohen, 2003). As per Miller et al (2001), an environment that is able to provide workers with a sense of belonging benefits majority of them. According to Well and Thelen (2002), firms with flexible HR policies is able to provide the required satisfaction buy the employees and thus they are able to stay in the firm for longer while committed at their work. The proposition of Ramlall (2003) was that organizations ought to recognize the needs of each individual so as to create commitment unto them and be able to provide a work environment that is conducive.

2.5 Mentoring and Employee Retention

A study done by Nkomo (2016) on mentoring and how employees can be retained within the construction sector in South Africa, found out that ensuring that the best employees are retained, it is essential for the long-lasting success of a firm. In addition, he also established that in the engineering as well as in the construction sectors, the retention of employees is key due to a stringent market that is faced with competition for the most experienced workforce. According to the study, mentoring facilitates informal learning. Which is basically the way through which 80% of people all over acquire knowledge. It is also effective in reducing the costs associated with trainings and also equips new employees with the necessary knowledge faster after being recruited into the organization.

Ingersoll (2004) carried out several empirical researches on how mentoring impacts the retention of teachers in California, New York, Toronto among others and found that among all the ten studies that were reviewed, it was established that supporting new teachers especially through mentoring programs positively impacted on the teachers and their retention. This was in accordance with previous studies done, that showed that% to % of the already newly employed teachers left teaching in the initial five years of their being incorporates in the teaching profession due to various factors (Smerdon et al. 1999 and Parsad et al. 2001).

A study by Mubashar (2016) on the impact of training and mentoring on employee performance in Islamabad found that training and mentoring positively affected the performance of employees. The study found that, joint trainings and mentoring based in the

workplace encourages employees to get committed to their works, and hence they are able to continue these practices to any new employees, their junior staff as well as any less experienced workmates.

Mundia (2014) did a research study on the impact of mentoring related programs on how employees perform in organizations. He observed that although time as well as finances had been invested in ensuring that mentoring programs are eminent in the universities, the ultimate goal of improving employee performance has not yet been achieved. The study therefore concludes that although mentoring structure setups have not yet been developed enough to include the probable outcomes, they have however managed to observe a positive impact on how employees perform.

According to a research done by Ramlall (2004) a number of institutions cite the retention of employees as an essential issue of concern and significantly influences employees, productivity as well as their effectiveness. However, there exists little supporting information on the strategies that has been adopted in order to ensure that high-impact performing employees are retained. Sethi and Pinzon (2008) suggested that with the increased competition for top expertise in the current workforce as well as changes that emanate from the world of business, institutions ought to consider creating new multi-faceted models to keep the best and brightest employees since excessive employee turnover often comes along with far reaching consequences of jeopardizing efforts to attain organizational objectives in terms of negative impact on innovation, consistency in service provision and delivery to clients leading to dissatisfaction in both the internal and external customers in equal measure. Therefore, the need for organizations to mentor their employees so as to ensure retention cannot be overemphasised.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the design adopted in this research, the population that was targeted, sampling design, instruments of collecting data, procedures and analysis of data and presentation.

3.2 Research Design

The study method that was used in carrying out this research was descriptive survey research design to establish the association among mentoring or employees and their consequent retention. The advantage of using this design minimizes bias and improves the likelihood of obtaining additional viable results via the presence of inadequacies of the design used (Ramchander, 2013). Also, survey design gives an adequate process of getting original data from a such large population that is not possible to observe solely.

3.3 Target Population

According to a definition given by Mugenda and Mugenda (2010) on population, it is given as the total group of either humans or items that are being considered for a study. As per Kothari (2008), population is termed as the entire items that are being studied. The target population of this study consisted of the total number of registered elevator installation firms in Nairobi County which are a total of 40 firms. The target respondents were the employees of these elevator installation firms, management and the supervisors, a total of 206. These are targeted because they are directly related to mentoring. They either enforce or are the key players. The construction firm's headquarters in Nairobi were targeted. The selection of Nairobi area as the

area of study is because it has a considerable representation of the various elevator firms in Kenya.

3.4 Sample Size

A sample size as given by Kothari (2008), should be chosen such that it is able to give the required information about the selected population as well as be able to be analysed without any difficulties. The sample size of this study was the employees, management and the supervisors of the 40 elevator installation firms within Nairobi County. The estimated sample size was 50% of the total employees, management and the supervisors of the listed elevator installation firms a total of 103 respondents.

Table 1: Sample Size

Category	Target Population	Sample Size
Management	48	24
Supervisor	46	23
Employees	112	56
Total Respondents	206	103

3.5 Data Collection

This study used primary data. Collection of this data was via self-administered questionnaires. This choice is considered due to its possibility of covering a considerable number of respondents within a very minimal duration and with minimal cost while at the same time questionnaires ensure confidentiality is maintained hence respondents remaining anonymous and their honesty in their responses prominent (Sekaran & Bougie, 2010). The designed questionnaires with simple and easily understandable questions were given to the anticipated respondents by both the researcher and the trained assistants. The researcher adopted drop and pick later method to distribute the questionnaires, which allowed the respondents adequate time in studying the tool and hence give the desired information.

3.6 Data Analysis and Presentation

As highlighted by Cooper and Schindler (2007), the analysis of data is considered as the way through which the collected data is taken through to be inspected, cleaned, transformed as

well as modelled, all these aimed at highlighting useful information that is needed to draw conclusions that can support decision making. Thus, prior to dispensing the reactions of respondents, the filled questionnaires were amended to ensure they are complete and consistent. The organized data was therefore interpreted with regard to the outlined objectives by use of computer packages, the Statistical Package for Social Scientists (SPSS) V 21. Analysis of the quantitative data was through descriptive statistics specifically mean, standard deviation, frequency distribution as well as percentages. Presentation of the data was in the form of tables.

Regression analysis was done to determine the influence of mentoring on employee retention. This analysis will be guided by the following model:

$$Y = \beta_0 + \beta X + \varepsilon$$

Where: - Y = Dependent Variable (Employee retention)

X = Independent Variable (Mentoring)

β_0 = Constant term

β = Regression coefficient

ε = Error Term

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This section contains the presentation of the analysed data together with the findings. Presentation was done using tables. Response rate was presented first then demographic characteristics of the respondents. Based on the research objectives, the findings of this research study were thus presented.

4.2 Response Rate

Table 2: Response Rate

Questionnaires	Frequency	Percentage (%)
Response	94	91
Non-response	9	9
Total	103	100

Source: Research Findings

The questionnaires that were filled up and returned were 94 out of 103 questionnaires that were issued out giving a response rate of 91% as shown in the table above. According to Groves et al (2004) this response rate was adequate for drawing conclusions with regard to the study.

4.3 General Information

4.3.1 Gender of the Respondents

Table 3: Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	84	89
Female	10	11
Total	94	100

Source: Research Findings

The findings in Table 3 above indicate that majority of the employees (89%) were the males whereas an 11% were comprised of the female employees. This was true because in elevator installation firms, majority of the employees are mainly male. Hence, majority of the respondents were male managers, supervisors and employees.

4.3.2 Position Held in the Firm

Table 4: Position Held in the Firm

Position in the Firm	Frequency	Percentage (%)
Managers	26	28
Supervisors	28	30
Employees	30	32
Other	10	11
Total	94	100

Source: Research Findings

The results indicated the greater number, 32% of the respondents were employees followed by supervisors at 30% managers, 28% and then an 11% of the respondents who indicated they were head of departments, team leaders and senior employees. This indicated that most of these elevator installation companies have not yet established a command chain and that's why some had departmental heads, team leaders and senior employees who oversee the other employees conduct their work. These were mainly the small firms that are currently joining the industry.

4.3.3 Age Distribution

The researcher sought to determine the age of the respondents to this study. The following results were obtained with regard to their ages.

Table 5: Age Distribution

Age	Frequency	Percentage (%)
Below 30 yrs.	35	37
31-45 yrs.	36	38
46-60 yrs.	15	16
Above 60 years	8	9
Total	94	100

Source: Research Findings

From Table 5 above, majority of the respondents as shown by 38% were aged between 31 and 45 years followed by 37% of the respondents aged below 30 years, 16% of the respondents age between 46 and 60 years whereas a minority (9%) of the respondents was aged above 60 years. The study findings indicate that the managers and supervisors of these elevator installation companies are middle aged. The findings also reveal that majority of the supervisors and managers were aged between 31 and 45 years. This may be mainly because of the key players in the industry who have been on the industry for more than 25 years. The information provided by the supervisors and managers was quite helpful since they are more experienced in the industry and have seen a good number of employees join and leave organizations and hence provided reliable information on mentoring and its effect on the retention of employees within the industry.

4.3.4 Level of Education

In determining the level of education of the respondents, the following results were obtained.

Table 6: Level of Education

Education	Frequency	Percentage (%)
Diploma	34	36
Bachelors	36	38
Masters	16	17
Others	8	9

Total	94	100
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Source: Research Findings

From Table 6, the findings show that 38% of the respondents had attained bachelor’s degree whereas 36% of the respondents held diplomas. Another 17% had attained master’s degree whereas only 9% of the respondent had other certificates relevant to their field of work. The study findings indicate that the employees, supervisors and managers of the selected elevator installation companies had attained bachelor’s degrees and hence were quite knowledgeable on the effect of mentoring on the retention of employees within their organization.

4.3.5 Years of Service

The researcher also sought to determine the duration that these respondents had taken in the firm. The following results were obtained.

Table 7: Years of Service

Years of Service	Frequency	Percentage (%)
Less than 3 years	10	11
4 to 6 years	18	19
7 to 9 years	32	34
More than 9 years	34	36
Total	94	100

Source: Research Findings

From Table 7, the findings show that 39% of the respondents had worked in the firm for more than 9 years, 34% had worked for a period between 7 and 9 years, 19% had worked for periods between 4 and 6 years whereas only 11% had worked for less than 3 years in the organization. This indicates that the information given by the employees, supervisors and managers was reliable in drawing conclusions regarding to mentoring in elevator installation firms.

4.3.6 Services Done by the Firm

According to the respondents, the following were the services that these elevator installation firms major in.

Table 8: Services Done by the Firm

Type of Service	Frequency	Percentage (%)
New installations	33	35
Modifications	28	30
Service and Maintenance	33	35
Total	94	100

Source: Research Findings

The findings of this study as shown in the table above shows that majority of the elevator firms (35%) conducted both new installations as well as service and maintenance services for its clients whereas 30% participated in modifications of the already existing lifts. This was an implication that majority of those who filled in the questionnaires were from firms that mainly dealt with new installation and the service and maintenance of the same. These were mainly the early players in the elevator industry.

4.4 Employee Mentoring

4.4.1 Types of Mentoring

Table 9: Types of Mentoring

Types of Mentoring	Frequency	Percentage (%)
Formal	29	31
Informal	33	35
Both	32	34
Total	94	100

Source: Research Findings

The respondents were asked to respond on the type of mentoring that the elevator firm practices. Majority of the respondents, 35% indicated that their firms practice informal mentoring, 34% indicated that they practiced both formal and informal mentoring whereas 31% indicated that their firms practiced formal mentoring.

4.4.2 Formal Mentoring

The respondents were also asked to respond to various statements with regard to formal mentoring and the following results were obtained.

Table 10: Formal Mentoring

Formal Mentoring	N	Mean	Std. Deviation
The organization offers mentoring programs	94	4.46	.501
The mentoring selection program in the organization is free and fair	94	4.61	.491
Mentoring goals are adequately met during each session	94	3.82	.671
Formal mentoring accelerates the career development of mentee	94	3.76	.651
The stipulated guidelines of the program are adhered to	94	4.11	.710
Training programs are available for both the mentor and mentee to reinforce formal mentorship program	94	4.35	.480
The programs are meant to challenge mentees to extend their abilities in terms of risk taking, trying new professional activities, etc.	94	4.28	.450
Formal mentorship programs are meant to enhance knowledge, skills and expertise of the mentees	94	4.62	.489
Mentoring nurtures career development of mentee	94	4.60	.493
Valid N (listwise)	94		

Source: Research Findings

Average Mean 4.29

The table above present the response of respondents with regard to formal mentoring. From the study, the organization offers mentoring programs (mean = 4.46; SD = 0.501), mentoring selection program within the firm free and fair (mean = 4.61; SD = 0.491), mentoring goals are adequately met during each session (mean = 3.82; SD = 0.671), formal mentoring accelerates the career development of mentee (mean = 3.76; SD = 0.651) whereas stipulated guidelines of the program are adhered to (mean = 4.11; SD = 0.710). Training programs are available for both the mentor and mentee to reinforce formal mentorship program (mean = 4.35; SD = 0.480), the programs are meant to challenge mentees to extend their abilities in terms of risk taking, trying new professional activities, etc. (mean = 4.28; SD = 0.450), formal mentorship programs are meant to enhance knowledge, skills and expertise of the mentees (mean = 4.62; SD = 0.489) whereas mentoring nurtures career development of mentee (mean = 4.60; SD = 0.493). The average mean from the respondents was 4.29, who agreed with the statements on formal mentoring.

The findings indicate that formal mentoring in elevator installation firms is meant to enhance knowledge, skills and expertise of the mentees, the selection programs are free and fair and that it nurtures career development of mentee.

4.4.3 Informal Mentoring

The respondents were also asked to respond to various statements with regard to formal mentoring and the following results were obtained.

Table 11: Informal Mentoring

Informal Mentoring	N	Mean	Std. Deviation
Mentors are accessible in the organization for mentees to choose from	94	4.46	.501
Mentees together with their mentors can readily identify with one another within the firm	94	3.82	.671
The protégé emulates the mentor’s qualities and wishes to be like them in all aspects	94	3.76	.651
The mentors in the firm are approachable, supportive and encouraging to their mentees	94	3.52	.617
Mentors demonstrate professional integrity and offer diverse benefits to the mentee	94	3.76	.683
Mentors provide constructive and useful critiques of mentees work	94	3.44	.665
Mentors motivate mentees to improve on work efficiency	94	4.13	.553
Mentors are so helpful when requested to give direction as well as guidance on issues related to their profession (e.g. networking)	94	4.46	.501
Mentors provide timely, clear and comprehensive answers to mentees enquiries	94	4.20	.712

Mentors offer suggestions on suitable resources to the mentees allocated to them	94	3.71	.713
Mentees are challenged by their mentors to extend their abilities in terms of risk taking, trying new professional activities, etc.	94	3.98	.747
Mentoring helps in enhancing the knowledge, needed skills as well as the expertise necessary in helping the new employees to be up to speed	94	4.28	.662
Mentoring nurtures career development of mentee	94	4.80	.404
Valid N (listwise)	94		

Source: Research Findings

Average Mean 4.02

The table above present the response of respondents with regard to informal mentoring. From the study, mentors are accessible in the organization for mentees to choose from (mean = 4.46; SD = 0.501), mentees together with their mentors can readily identify with one another within the firm (mean = 3.82; SD = 0.671) and the protégé emulates the mentor’s qualities and wishes to be like them in all aspects (mean = 3.76; SD = 0.651). similarly, the mentors in the firm are approachable, supportive and encouraging to their mentees (mean = 3.52; SD = 0.617), mentors demonstrate professional integrity and offer diverse benefits to the mentee (mean = 3.76; SD = 0.683), mentors provide constructive and useful critiques of mentees work (mean = 3.44; SD = 0.655) whereas mentors motivate mentees to improve on work efficiency (mean = 4.13; SD = 0.553). From the study, mentors are so helpful when requested to give direction as well as guidance on issues related to their profession (e.g. networking) (mean = 4.46; SD = 0.501), mentors provide timely, clear and comprehensive answers to mentees enquiries (mean = 4.20; SD = 0.712), mentors offer suggestions on suitable resources to the mentees allocated to them (mean = 3.71; SD = 0.713) and mentees are challenged by their mentors to extend their abilities in terms of risk taking, trying new professional activities, etc. (mean = 3.98; SD = 0.747), mentoring helps in enhancing the knowledge, needed skills as well as the expertise necessary in helping the new employees to be up to speed (mean = 4.28; SD = 0.662) and that mentoring nurtures career development of mentee (mean = 4.80; SD = 0.404). The average mean from the respondents was 4.02, who agreed with statements on informal mentoring. This indicates informal mentoring nurtures career development of mentee. The results also indicate that the mentors are accessible in the organizations to choose from and they are quite helpful when requested to give direction as well as guidance on issues related to their profession (e.g. networking).

4.5 Effect of Mentoring

The respondents responded to statements on the effect on mentoring on employee retention and the following results were obtained.

4.5.1 Response by Management

The following was obtained from the respondents with regard to the listed mentoring statements.

Table 12: Response by Management

Mentoring Statements	N	Mean	Std. Deviation
Through mentoring the junior employees are granted responsibilities to handle	94	4.41	.576
All the employees are given opportunities to relate with the key members if staff (mentors of their choice)	94	4.55	.500
The employees eventually create long-term relations with those mentoring them	94	4.73	.444
During work the existing employees are granted support by their mentors	94	3.89	.823
The employees of the organization take after their mentors' behaviour	94	4.38	.489
They imitate their mentors' attitude as well as their values	94	3.83	.812
They are able to perform their tasks via the approaches they acquired from their mentors	94	4.23	.537
Mentoring helps in redefining the professionalism of the juniors	94	3.46	.667

Leaning of behaviour by the employees may be through dialogue while performing the tasks, career talks as well as the concerns of the mentors	94	4.20	.712
There is confidentiality between the mentor and mentee when their share their concerns	94	3.41	.694
Through mentoring, the employees have the opportunity of exploring their specific concerns that may interrupt performance	94	4.48	.502
Through mentoring, mentors assist junior members so as to assist them attain positive with regard to self	94	4.68	.469
In the workplace, mentoring has proven to be essential in Mentoring in the workplace increasing productivity as well and that of the employees	94	3.74	.732
Valid N (listwise)	94		

Source: Research Findings

Average Mean 4.15

The table above present the response of respondents with regard to mentoring statements. From the study, through mentoring the junior employees are granted responsibilities to handle (mean = 4.41; SD = 0.576), all the employees are given opportunities to relate with the key members if staff (mentors of their choice) (mean = 4.55; SD = 0.500), the employees eventually create long-term relations with those mentoring them (mean = 4.73; SD = 0.444) whereas during work the existing employees are granted support by their mentors (mean = 3.89; SD = 0.823). The study also indicate that employees of the organization take after their mentors' behaviour (mean = 4.38; SD = 0.489), they imitate their mentors' attitude as well as their values (mean = 3.83; SD = 0.812), they are able to perform their tasks via the approaches they acquired from their mentors (mean = 4.23; SD = 0.537) , mentoring helps in redefining the professionalism of the juniors (mean = 3.46; SD = 0.667), leaning of behaviour by the employees may be through dialogue while performing the tasks, career talks as well as the concerns of the mentors (mean = 4.20; SD = 0.712) and there is confidentiality between the mentor and mentee when their share their concerns (mean = 3.41; SD = 0.694). From the study, through mentoring, the employees have the opportunity of exploring their specific concerns that may interrupt performance (mean = 4.48; SD = 0.502), through mentoring, mentors assist junior members so as to assist them attain positive with regard to self (mean = 4.68; SD = 0.468) whereas in the workplace, mentoring has proven to be essential in Mentoring in the workplace increasing productivity as well and that of the employees (mean

= 3.74; SD = 0.732). The average mean from the respondents was 4.15, who agreed with statements on the effect of mentoring.

The results above indicate that through mentoring programs in elevator installation firms, the employees have managed to establish long-term relations with their mentors, mentors assist the junior employees in order for them to achieve a sense of self that is positive and all the employees are given opportunities to relate with the key members of staff (mentors of their choice).

4.5.2 Response by Employees

The following results were obtained with regard to mentoring on the employees of the various firms.

Table 13: Response by Employees

	N	Mean	Std. Deviation
I prefer informal mentoring to formal mentoring	94	3.56	.712
Through formal mentoring I have been able to enhance professional skills and expertise	94	4.37	.486
My career development has improved through the mentoring program offered by the firm	94	4.55	.561
My retention at the firm is mainly because there are training opportunities that are fairly allocated to all	94	4.21	.620
The trainings offered in the firm are quite relevant to my profession and are able to influence my staying in the firm	94	4.24	.698

My retention is influenced by Staff mentorship and coaching programs that the firm has put in place	94	4.00	.672
Valid N (listwise)	94		

Source: Research Findings

Average Mean 4.16

The findings in Table 13 indicated in the table above, the employees stated that they prefer informal mentoring to formal mentoring (mean = 3.56; SD = 0.712), that through formal mentoring they have been able to enhance professional skills and expertise (mean = 4.37; SD = 0.486) and that their career development has improved through the mentoring program offered by the firm (mean = 4.55; SD = 0.561). The employees also indicated that their retention at the firm is mainly because there are training opportunities that are fairly allocated to all (mean = 4.21; SD = 0.620), that trainings offered in the firm are quite relevant to my profession and are able to influence my staying in the firm (mean = 4.24; SD = 0.698) whereas others stated that their retention is influenced by staff mentorship and coaching programs that the firm has put in place (mean = 4.00; SD = 0.672). The response from the employees indicated an average mean of 4.16 implying the respondents were in agreement with the given statements.

From the results above, majority of the employees stated that through mentoring program that their organization offers, their career development had improved over the years and they were able to improve on their professional skills and expertise. The results indicated majority of the employees in support of training and development offered by the firm as it influenced their ability to stay in the firm for longer.

4.5.3 Ability to Stay in the Firm

The employees of the elevator installation firms were asked to respond to questions relating to whether they will work in their respective firms for longer. The following results were obtained.

Table 14: Ability to Stay in the Firm

	N	Mean	Std. Deviation
I frequently think of leaving the firm	94	3.54	.683
I am currently searching for a job	94	4.31	.464
I love my job at the firm	94	4.17	.728
I hope to retire while working at this firm	94	1.89	.848

I would recommend any job seeker to this company	94	4.41	.594
Valid N (listwise)	94		

Source: Research Findings

Average Mean 3.66

The table above indicates the response of the employees with regard to whether they were ready to lead or stay at the firm. From the study, they stated that they often think of leaving the firm (mean = 3.54; SD = 0.683), that they are currently searching for a job (mean = 4.31; SD = 0.464) and that they loved their job at the firm (mean = 4.17; SD = 0.728). The study indicates that the respondents also stated that they are hoping to retire at this firm (mean = 1.89; SD = 0.848) while others stated that they would recommend their respective firms to any job seeker (mean = 4.41; SD = 0.594). The results indicated an average mean on the ability of the employees to stay in the firm was 3.66 indicating that most of the employees agreed with the statements given.

The results above from the employees indicated that the employees loved their work, they were not in search of new jobs and that they would recommend the companies they were working at to any job seeker.

4.6 Regression Analysis

This study undertook a regression analysis in order to establish the link existing between the independent and the dependent variables. The findings were given in Tables 15, 16 and 17;

4.6.1 Model Summary

Table 15: Summary of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.187 ^a	.035	.025	.37316

a. Predictors: (Constant), Mentoring

Source, (Research data, 2018)

The adjusted R Squared also referred to as the coefficient of multiple determinations is the percentage of the variance of the dependent variable explained uniquely or jointly by the independent variable. From the model summary, R Squared is presented by 0.035 and R by

0.187. This means that the coefficient of determination (R-Squared) is 3.5% and hence the independent variable mentoring explains 3.5% of the dependent variable employee retention.

4.6.2 Analysis of Variance

Table 16: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.466	1	.466	3.347	.001 ^b
	Residual	12.811	92	.139		
	Total	13.277	93			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Mentoring

Source, (Research data, 2018)

From the table above, the P value of 0.001 is an indicator that the regression model used for this research was statistically significant and therefore fit for the intended analysis since it is less than 0.05. Thus, it was significant to use the model to predict the influence of mentoring on employee retention within the elevator installation firms in Nairobi County. The F calculated at 5% significance level was 3.347. Since F calculated is greater than the F critical (value = 0.05), which shows that the model was overly significant.

4.6.3 Regression Coefficients

The regression coefficients were used to determine the regression equation established by the independent variable, mentoring and the dependent variable, employee retention.

Table 17: Table of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.760	.586		6.417	.000
	Mentoring	.219	.120	.187	1.830	.001

a. Dependent Variable: Employee Retention

Source, (Research data, 2018)

From the regression model of the study, $Y = \beta_0 + \beta X + \varepsilon$,

The regression equation thus becomes;

$$Y = 3.760 + 0.219X$$

From the findings presented in Table 17, holding all factors constant, retention of employees will be constant at 3.760. However, increasing the level of mentoring offered in the elevator company by a single unit will lead to increased retention by 0.219. The positive and significant regression coefficient $B=0.219$, $t=1.830$ P value less than 0.05 implies that mentoring (independent variable) has a positive impact on the overall retention (dependent variable) within the elevator companies.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter is a synthesis of the whole study containing the study summary, conclusions drawn from the findings as well as the recommendations with regard to the study objective considered which was to establish the influence of mentoring on employee retention within the elevator installation firms in Nairobi.

5.2 Summary of Findings

Following the objective of this study which was to establish the influence of mentoring on employee retention within the elevator installation firms in Nairobi County. The results presented in this study were obtained by use of primary data got from 94 respondents among

the 103 that were targeted in the listed elevator installation companies. Among the respondents of this study, majority were male employees ages between 31-45 years and had attained a bachelor's degree in their education. These employees had served in the respective elevator firms for more than 9 years mainly because they had the knowledge and the skills and the firms had to ensure their retention. They were also from the key players in the industry. Majority of these elevator installation firms had majored in both new installations and service and maintenance of these elevators. This is due to the fact that, no company wants to install an elevator and loose that client to one of their competitors in the industry by not offering the service and maintenance required to ensure the installed elevator is in good working condition all through.

The study findings indicated that most of these elevator installation firms concentrated on informal mentoring majorly but a closer number indicated that they practiced both formal and informal mentoring. This is because the industry is still developing and majority of the elevator installation firms are still at their initial stages that cannot cover the cost of facilitating a formal mentoring program. This confirms the findings of Lenkau (2002) who stated that the degree of mentoring is still low but growing steadily with time as players in the industry realise that the sector is highly specialised and thus difficult to get a person with the required skills.

The findings on formal mentoring indicated that mentoring in elevator installation firms is meant to enhance knowledge, skills and expertise of the mentees, the selection programs are free and fair and that it nurtures career development of mentee. This is more practiced in the well-established elevator companies like Schindler Ltd and Kone Kenya Ltd which have enough financial resources to facilitate formal mentoring. The findings of this study indicate that informal mentoring nurtures career development of mentee, the mentors are accessible in the organizations to choose from and they are quite helpful when requested to give direction as well as guidance on issues related to their profession (e.g. networking). These findings support the proposition by Agumba (2010) on informal mentoring that it is a relationship that emerges throughout the society and it is an association of two individuals who are in dire need to gain from each other as well as access support from the other person.

On the effect of mentoring, the study findings indicated that through mentoring programs in elevator installation firms, the employees eventually create long-term relations with those mentoring them, through mentoring the junior employees are granted responsibilities to

handle and all the employees are given opportunities to relate with the key members if staff (mentors of their choice). This supports the findings by Mubashar (2016) who established that joint trainings and mentoring based in the workplace encourages employees to get committed to their works, and hence they are able to continue these practices to any new employees, their junior staff as well as any less experienced workmates.

The findings from the employees indicated that through mentoring program that their organization offers, their career development had improved over the years and they were able to improve on their professional skills and expertise. It's also clear from the employees as they supported training and development offered by the firm as it influenced their ability to stay in the firm for longer. These findings support the findings by Kreitner, (1997) who concluded that the similarity of both personal as well as the firm's values was directly related to their intent to leave employment.

The research findings from the employees indicated that the employees loved their work their respective elevator firms, they were not in search of new jobs and that they would recommend the companies they were working at to any job seeker. This supports the findings by Koch & McGrath (1996) about employee commitment. That is, the way through which employees are treated by the employer determines their performance as well as their time in the organization. This is because they possess a direct effect on how they perform, attitude towards work as well as commitment towards the organization. Koch & McGrath (1996) suggested that being highly involved in work practices helps in enhancing employee retention.

The analysis on the regression model was done by making use of mentoring as the independent variable and employee retention as the dependent variable. From the findings, holding all factors constant, retention of employees will be constant at 3.760. However, increasing the level of mentoring offered in the elevator company by a single unit will lead to increased retention by 0.219. This is an indication that the study was able to establish the relationship existing between mentoring and employee retention within the elevator installation firms in Nairobi County.

5.3 Conclusion

Mentoring was found to be statistically significant in influencing the retention of employees in elevator installation firms in Nairobi County. Employee retention was found to be influenced also by other factors such as employee sense of value, compensation and rewards,

training and career development programs as well as the relationship of employees and their superiors.

The study findings indicate that a number of elevator firms use the idea of mentoring to ensure that the knowledge, expertise as well as the capabilities of the employees are consequently increased while boosting their success in their individual careers. The research study concludes that mentoring should not be viewed as the only means of promoting employee retention in elevator firms but rather it should be coupled with the other methods such as improved employee welfare, safe work environments, provision of a sense of belonging as well as incentives and rewards that competitive compare to those of their competitors.

The study concludes that in elevator installation firms, both formal and informal mentoring practices are applicable as the different firms have different financial capabilities to cater for the form of mentoring that is to be adopted. These conclusions are backed up by the recommendations of Berger et al (2004), that mentoring should be emphasized and programs based on mentoring started as early as possible in the initial stages of the employees so as to encourage employee retention and growth.

In conclusion, mentoring, whether formal or informal, has proved to be a main feature in influencing the retention of employees. The findings of this study concur with the listings by various researchers on the concept of mentoring and employee retention. Ingersoll (2004), Ramlall (2004) and Nkomo (2016) in their studies on mentoring and employee retention ascertained that the support of new as well as older employees through mentoring positively impacted on their retention in the firm.

5.4 Recommendations

From the outcomes obtained, the following recommendations on the influence of mentoring on employee retention were drawn:

The human resource department of these elevator installation firms should have mentoring as one of the tools that the human resource can use to improve the employees' existing expertise as well as employee capabilities. The organizations should have in place mechanisms through which they can identify mentors and employees that require mentoring to improve their performance and ensure the two have a way of coming together.

The study recommends that the studied elevator installation firms can improve employee retention by providing other services that improve employee sense of value such as compensation and rewards, training and career development programs as well as the relationship of employees and their superiors. This will ensure that an employee feels appreciated for their contribution and as a result increase on their productivity and even lead to their retention, which is the key factor in the various firms.

The researcher further recommends that the elevator installation firms should create an environment that promotes a balance on work and personal life. As the study denoted. Most of the employees are between the ages 31-45 years. This is a fairly young and productive age, yet crucial as most are getting into family life. By creating or facilitating a balance on work and personal life, better quality employees will be realised and retention in employment. Hence, a favourable work setup that is capable of offering guiding principles as well as supporting the continuance of each employees' career is recommended by this study.

5.5 Limitations of the Study

As the researcher was undertaking this research, there were various challenges that she was faced with. Among them, was the schedule during which this study was to be completed due to commitments at work and at home. The researcher was faced with a limitation on the accessibility of the respondents since they are geographically dispersed within Nairobi County. This was mainly due to the fact that elevator installation firms have their employees based at different parts depending on where a new installation is taking place, or even the kind of service and maintenance is being carried out and where. It was hectic having to follow employees to their work stations which most of the times were far from the offices. It was also not easy to get in touch with the supervisors and managers who operate on a tight schedule.

Another limitation for the study was the duration taken in determining the impact of mentoring on employee retention within the elevator installation firms in Nairobi County. Given that the mentoring relationship normally manifests itself after substantial time has elapsed, having a longer spectrum of carrying out the study would ensure that a larger dimension is captured to create a more vivid focus on the research area. It was possible for the researcher to have obtained detailed tests that would enable them into determining whether the same results and/or conclusions still applied.

5.6 Suggestions for Further Study

The researcher of this study suggests that a similar study should be conducted over longer periods of time to establish whether continuously emphasizing on mentoring translates to retention as indicated by this study.

The study was carried out on the elevator installation companies in Nairobi County. However, further research could be carried out on the various counties where elevator companies are based to determine whether the results as well the conclusions were applicable to all elevator installation companies within Kenya or even major towns. The same study can be done in other sectors such as tourism, manufacturing, education, etc. to determine whether the conclusions are similar or can be used for generalization.

The study also recommends that further studies can be done in other factors that influence employee retention apart from mentoring. This will assist in determining the degree of influence of these other factors in relation to mentoring.

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APPENDIX I: LETTER OF INTRODUCTION

Dear Sir/Madam,

REF: QUESTIONNAIRE

I am a postgraduate student currently pursuing Master of Science in Human Resource Management, School of Business at the University of Nairobi. I am kindly inviting you to participate in my academic research project that I am conducting as part of the requirement for the award of the degree. The title of this research is titled: The influence of mentoring on employee retention within the elevator construction firms in Nairobi.

Your firm was selected to participate in this study as a respondent through a proportionate stratified sampling of registered elevator construction firms in Nairobi County. A questionnaire has been developed addressing several strategic management drivers of construction firm's performance. Based on your work experience and knowledge, please indicate the extent to which you agree or disagree with a given statement on the space provided.

I wish to assure you that the information you provide will be used for academic purpose and will be treated with strict CONFIDENTIALITY. Thank you in advance

Yours Sincerely,

Milkah Wanjiru Kiguru

APPENDIX II: RESEARCH QUESTIONNAIRE

This study intends to collect information on the influence of mentoring on employee retention within the elevator construction firms in Nairobi. The information will only be used for academic purpose and the results are expected to improve employee retention. Please answer by filling or ticking (√) against the most applicable response of the questionnaire items. To express opinion, use the provided space. Kindly answer the questions as honestly as possible and your responses will be kept confidential. Please do not write your name anywhere in the questionnaire.

SECTION 1: GENERAL INFORMATION

1. What is your designation: -----
2. Indicate your gender;

Male []	Female []
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3. Indicate your position in the organization

Manager []	Supervisor []	Employee []
Other, Please Specify.....		
4. What is your age bracket?

Below 30 years []	30 to 45 years []	
46 to 60 years []	Above 60 years []	
5. What is your highest level of education completed?

Diploma []	Bachelors []	
Masters []	Others []	
6. How long have you worked in this firm?

Less than 3 years []	4 to 6 years []	
7 to 9 years []	More than 9 years []	
7. What does your firm do?

New installations []	Modifications []	
Service and Maintenance []		

Other, Please Specify.....

Section B: Employee Mentoring

8. What type of mentoring does your firm practice?

Formal [] Informal [] Both []

9. Indicate the extent at which you agree with the following statements with regard to mentoring in your firm. Use a scale of 5-1 where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree. (Please tick one per statement).

Formal Mentoring	1	2	3	4	5
The organization offers mentoring programs					
The mentoring selection program in the organization is free and fair					
Mentoring goals are adequately met during each session					
Formal mentoring accelerates the career development of mentee					
The stipulated guidelines of the program are adhered to					
Training programs are available for both the mentor and mentee to reinforce formal mentorship program					
The programs are meant to challenge mentees to extend their abilities in terms of risk taking, trying new professional activities, etc					
Formal mentorship programs are meant to enhance knowledge, skills and expertise of the mentees					
Mentoring nurtures career development of mentee					

Informal Mentoring	1	2	3	4	5
Mentors are accessible in the organization for mentees to choose from					
Protégés and mentors readily identify with each other in the firm					
The protégé emulates the mentor’s qualities and wishes to be like them					

in all aspects					
The mentors in the firm are approachable, supportive and encouraging to their mentees					
Mentors demonstrate professional integrity and offer diverse benefits to the mentee					
Mentors provide constructive and useful critiques of mentees work					
Mentors motivate mentees to improve on work efficiency					
Mentors are quite helpful in providing direction and guidance on professional issues (e.g., networking)					
Mentors provide timely, clear and comprehensive answers to mentees enquiries					
Mentors offer suggestions on appropriate resources (e.g., experts, electronic contacts, source materials) to the mentees allocated to them					
Mentees are challenged by their mentors to extend their abilities in terms of risk taking, trying new professional activities, etc					
Mentoring helps to enhance knowledge, skills and expertise from the experienced professionals as they can assist less experienced employees gear up to the speed					
Mentoring nurtures career development of mentee					

Section C: Effect of Mentoring

10. Indicate the extent at which you agree with the following statements with regard to the effect that mentoring has had on the retention of employees on your organization. Use a scale of 5-1 where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree. (Please tick one per statement).

Mentoring Statements	1	2	3	4	5
Through mentoring junior employees are given new responsibilities					
Every employee in the organization is given an opportunity to interact with key members of the organization (mentors of their choice)					
Employees are able to create long lasting relationships with their mentors in the organization					
During work employees are given support by their mentors					
Employees model their behaviour at work after that of their mentors					
Employees emulate the values and attitudes of their mentors					
Employees tackle work activities using the approaches learnt from their mentors					
Mentoring helps redefine who a junior employee is as a professional					
Employees learn behaviour through dialogue on tasks, career issues and common organizational concerns with their mentors					
Mentees are able to share their concerns and doubts with their mentors in confidence					
Through mentoring, employees are given an opportunity to explore their personal concerns that may interfere with their job performance					
Through mentoring, mentors help junior employees in achieving a positive sense of self					

Mentoring in the workplace motivates and increase productivity in employees as well as that of the organization					
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Section D: Employee Section

11. Indicate the extent at which you agree with the following statements with regard to how mentoring has contributed or can contribute to your continued service in the firm. Use a scale of 5-1 where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree. (Please tick one per statement).

Statements	1	2	3	4	5
I prefer informal mentoring to formal mentoring					
Through formal mentoring I have been able to enhance professional skills and expertise					
My career development has improved through the mentoring program offered by the firm					
My retention at the firm is being influenced by training opportunities being allocated fairly to all employees					
Training and development offered is relevant to my career and is influencing my retention at the firm					
My retention is influenced by Staff mentorship and coaching programs that the firm has put in place					

12. Please indicate your agreement with the following statements. Use a scale of 5-1 where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree. (Please tick one per statement).

Employee Retention	1	2	3	4	5
I often think of leaving the firm					
I am currently searching for a job					
I love my job at the firm					
I am hoping to retire at this firm					
I will recommend this company to any job seeker					

13. Apart from mentoring, briefly describe the other reasons that are influencing employees under your jurisdiction to remain in the organization

.....

.....

.....

14. Kindly suggest what other approaches that the firm can employ to keep employees in service longer than expected

.....

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THANK YOU FOR YOUR PARTICIPATION

APPENDIX III: LIST OF REGISTERED ELEVATOR COMPANIES IN NAIROBI

1. Africa Modern Elevators
2. AJE Elevator Engineering Co Ltd
3. East African Elevator Company Limited
4. Eleski Tech
5. Elevation World
6. Elevator General Services Company Limited
7. Elevator Technics Limited
8. Elevonic Lifts Services Ltd
9. Express Lift Company
10. Frank Elevators and Engineering Limited
11. Fujiga Elevators Co. Ltd
12. FujiLF Elevator
13. Fujitec Elevator
14. Giant Elevators Engineering Company
15. Highrise Elevators Company Limited
16. Hyundai Elevator Co. Ltd.
17. IFE Elevators Co., Ltd.
18. Installations Support Ltd
19. Intentec East Africa
20. Kenya Industrial & Allied Safety Services
21. Kenya Lift
22. Kone Kenya Ltd
23. Lami Investment Ltd
24. Mako Lift Co Ltd
25. Marryat & Scott (Kenya) Ltd
26. Mits Electrical Company Limited
27. Mitsubishi Electric Elevator
28. Nairobi Elevator (K) Limited

29. Otis, East African Elevator Co. Ltd
30. RentState Limited
31. Schindler Ltd
32. Shanghai Engineering Company (K) Ltd
33. Sigma Elevator Company
34. Sky Tech Elevators Ltd
35. Stradam Engineering and Supplies Ltd
36. Swift Lifts & Elevators Ltd
37. Symax Elevator Kenya
38. Ultra-Electric Ltd
39. United Elevator Engineering Ltd
40. V-Technologies (K) Ltd