AN ANALYSIS OF FACTORS USED TO ATTRACT AND RETAIN EMPLOYEES IN A COMPETITIVE ENVIRONMENT: A CASE OF PRESENTERS IN SELECTED FM RADIO STATIONS OPERATING IN NAIROBI

BY

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A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

FACULTY OF COMMERCE, UNIVERSITY OF NAIROBI

November 2004

DECLARATION

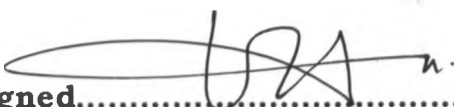This Management Research Project is my original work and has not been submitted for a degree in any other University.
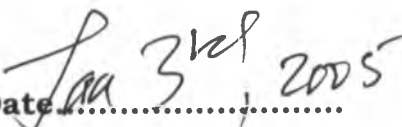
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This Management Project has been submitted for examination with my approval as the University Supervisor.

Signed........................   Date..Jan 3rd, 2005

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DEDICATION

To my Loving Parents,

Without whose encouragement and support

I would not have made it through the MBA Program

ACKNOWLEDGEMENTS

details when my supervisor fell ill, madam may the almighty pour His mercies upon you.

To the Almighty God, for His unfailing love.

"Truly His mercies and goodness shall follow me all the days of my life."

LIST OF TABLES

ABSTRACT

No company or organization can succeed until individuals within it succeed. Organizations today are constantly faced with the challenge of acquiring and maintaining the most competent employees available in the labor market in order to achieve its goals and hence again competitive advantage within the industries they operate in. Nothing less can ensure survival and prosperity in these tumultuous times in Kenya. Only those organizations that have made the effort to build a solid foundation of highly effective people will move surely and safely toward their destination.(KPMG Training Solutions,2004)

The objectives of this study were to identify any unique factors that Radio presenters consider in accepting new job offers or remaining in their current jobs and to be able to rank the factors that are used to attract and retain employees as perceived by the FM Radio presenters.

To achieve these objectives a population of 44 FM Radio presenters was identified and administered with questionnaires. To achieve greater insight in the study questionnaires were also administered to the representatives of the human resources managers.

The data collected was coded and tabulated to indicate the means of the responses concerning the weights given to the factors used to attract and retain employees by the presenters.

An analysis of the data indicated that the dominant factors that seem to influence the presenters decision to whether to accept or reject new job offers included; job security, basic pay, other financial and non financial benefits, promotion, flexible work systems among other factors.

On the basis of the study, several recommendations were deemed appropriate for consideration by human resource managers in FM Radio stations which include: -establishing satisfactory compensation packages; offer permanent jobs or at least longer contracts; develop flexible work systems for presenter among others.

The major constraints and hence limitations of the study was the inability to capture responses of the Nation FM presenters yet this is a major player in the industry under study. Besides the FM Radio stations under study were judgmentally selected.

TABLE OF CONTENTS

CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND

Carrel (1995) argues that it is generally accepted that the quality of an organization's human resources represents a critical factor for business success. One human resource challenge is how to attract, retain, motivate and develop individual talent. And if that is not a challenge, consider the impact of a turbulent business environment presents, the difficulty of managing a diverse workforce and ever changing legal climate and government regulation. As a business grows it often becomes increasingly necessary to attract and retain good employees. Sometimes that can be a difficult task.

Many potential employees not only seek financial compensation, but also have non-financial considerations. They may be interested in whether the employer provides convenient hours, a pleasant environment, opportunities for growth, and advancement and an attractive benefit program. Blunt (1985) argues that in order to estimate an organization's manpower retention capability, it is not usually sufficient to calculate current labor turnover figures and extrapolate these into the future. He notes that generally speaking, labor turnover has been decreasing steadily in most African countries. The most obvious reason for this is that unemployment in levels has been increasing. Nigam and Singer (1974) made clear with respect to

Kenya some time ago that there would be various reasons for decline in the rate of labor turnover since independence. One of the most obvious and important would be the pressure of population on land and the increasing unemployment levels in urban areas; people have not many alternative employment opportunities in rural areas, and in urban ones they can ill afford to give up their jobs. Studies have shown that there is an inverse relationship between the level of unemployment and labor turnover, or in other words that the turnover of labor tends to be greater during periods of unemployment such as those prevailing in Kenya at present the quit rates are bound to be low and the retention of a job becomes a crucial matter.

THE BUSINESS ENVIRONMENT TODAY

Managers have to constantly respond to the challenges posed by the organization's operating environment and the remote external environment (Pearce and Robinson, 1998). The operating environment which is much more subject to the organization's influence or control comprises of factors in the competitive situation that affect the firm's success in acquiring needed resources such as competent employees.

Cascio (1998) asserts that as every advanced economy becomes global, a nation's most important competitive asset becomes the skills and cumulative learning of its workforce. Globalization, almost by

definition, makes this true. Virtually all developed countries can design, produce, and distribute goods and services equally well and fast. Every factor of production other than workforce skills can be duplicated anywhere in the world. People make organizations go. How the people are selected, trained, and managed determines to a large extent how successful an organization will be. In developing countries, information technology is seen as a force for raising productivity in the service sector and increasing the rate of innovation (Marete, 2001). Information technology also promises to make a substantial contribution to economic growth in the developing world by lowering communication costs and encouraging the emergence of a global marketplace. The Internet also promises to allow greater dissemination of ideas and technology that will provide developing countries easier access to skills and techniques required to take advantage of globalization.

David Canning (2000) argues that; globalization of the market place gives developing countries increased opportunities, but also poses a challenge; increased competition means that small competitive advantage can have very large payoffs, but the costs of failure are also correspondingly higher. For the last one decade, the marketing environment facing firms in Kenya has been very dynamic. Generally there has been a shift from a stable, non-volatile predictable and an uncompetitive environment to one that is quite volatile, unpredictable

and competitive. Up to the early 1990s, many firms in Kenya enjoyed unchallenged monopolies and government protection. Deregulation and globalization have however turned around the Kenyan marketing environment. Globalization has spearheaded the integration of the Kenyan economy with other world economies such that Kenya is now part of the global village. The power of information technology, deregulation, globalization of markets and stiff competition has made customers better educated, more inquisitive, sophisticated and deciding.

DEVELOPMENT OF FM RADIOS IN KENYA

The radio known today was introduced in Kenya during the colonial period. Then it was just the simple not so far the earlier Marconi wireless, which was the prototype of all radios.

VOK (Voice of Kenya) as it was known was the first radio station in Kenya after independence. Then, radio reception was in form of Amplitude modulation (AM). Signals were received in the Short Wave (SW), Medium Wave (MW) and Long Wave (LW). VOK later became Kenya Broadcasting Corporation (KBC), which was actually the name during the colonial period before independence. It was a monopoly over airwaves until 1997. In the early 1990's there was glamour for liberalization of everything ranging from economic to political and even

social and technological aspects of Kenya's society. Telecommunication being the heart of this was not spared. Prior to this liberalization, Kenya had only one radio station owned and run by the government. However, things changed in 1997 with liberalization of airwaves. More radio stations were licensed and allowed to operate. Most of radio stations, which have entered the market, transmit their signal on Frequency Modulation (FM) (Gachenga 2001)

In the year 1997, the national broadcaster KBC set the space with the introduction of Metro FM on 101.9 to cater for entertainment and sports. Capital FM followed it on 98.4, BBC on 93.7, Metro-East FM on 91.9, Citizen at 106.7, Family FM on 105.2, Nation FM on 96.4 by the end of 1999. The year 2000 saw the introduction of more stations including Kameme FM at 101.1 and Kiss FM on 100.3. In a period of less than five years, the number of radio stations had increased to 12, which were in operation in early 2001 (Gachenga, 2001). However, the regulatory body, the Communications Commission of Kenya in May 2001, incapacitated Capital. More are set to join the fray. Voice of America, the VOA FM was launched on June 14, 2001 on 107.5 bringing the number of stations to 14. Currently there are 22 licensed private radio stations, 10 of them operate in Nairobi (Gachenga, 2001). The FM is a favorite transmission mode because of quality sound and less interference, and due to its superior frequency response. Most of these stations are broadcasting music, satire, phone-ins and news. The

traditional sources of competitive strategies advantage have been diluted. They attack each other's competitive strategies by trying to improve on what the others are already doing rather than staying ahead of the competition.

1.2 PROBLEM STATEMENT

The principal component of an organization is its "human resources" or "people at work". It is the human resource, which is of paramount importance in the success of any organization because most of the problems in organizational setting are human and social rather than physical, technical or economic (Mamoria and Gankar, 2001). No industry can be rendered efficient so long as the basic fact remains unrecognized that it is principally the people (Sheldon, 1994). All the activities of any enterprise are initiated and determined by the persons who make up that institution, plants, offices, computers, automated equipment, and all else that make a modern firm uses are unproductive except for human effort and direction of all tasks of management, managing the human component is the central and most important task, because all else depends on how well it is done (Likert, 1986). Human resources are utilized to the maximum possible extent in order to achieve individual and organizational goals. An organization's performance and resulting productivity are directly proportional to the quantity and quality of its human resources.

Attracting and retaining motivated and competent employees will help a company improve its productivity, profitability, retention and customer satisfaction. Barth(2004) writing for the Sunday Standard local newspaper quotes Jandi Kisero as having commented on the Daily Nation with reference to the Kiss FM and Citizen Radio saga, that it is merely a matter of market logic that the company with the most favorable terms of service will attract the best employees. All over the world, employees habitually crisscross between different organizations. In Kenya alone, reporters and presenters who are notoriously paid minimum dues are constantly on the lookout for better paying employers. When they move to a rival organization tension ensues between the two organizations *(Sunday Standard, May 16,2004, pg 22)*. As Cunningham (2002) argues, today in various countries, there are price wars for service people fueled by the competition for good talent. Not only is it difficult to recruit skilled workers, but also to retain them. In the past companies expected job loyalty but today we hear stories of employees accepting other job offers only weeks after being hired. We have to wonder if people have changed or is it that employers are not able to satisfy employees. To win the battle for workforce share, agencies must rethink their strategies to effectively recruit, motivate, and retain committed employees.

Studies have been conducted to identify factors that employees in general consider in accepting new job offers or remain in their current

jobs. Lathrop (2002) quotes Buckingham and Coffman as having conducted a study in which they interviewed millions of employees who work for thousands of companies and through statistical analysis they were able to discover nine factors that are important in attracting and retaining employees. Cascio W.F. (1998) asserts that HR professionals frequently need to drastically overhaul existing job descriptions to reflect new realities. These new realities may include:

organizational restructuring due to downsizing that call for basic changes in 'who does what, where, and with what'; the need to motivate and reward people, especially managers and professionals on the basis of what they know along with traditional job objectives; the impact of technology, particularly information systems technology, on jobs throughout the organization and the new regulatory requirements.

To meet the challenge businesses must have access to the best brightest employees. The workforce must be willing and able to provide the skills and commitment necessary to compete in the world economy. They must be trained in new technologies, sometimes two or three times during their careers, just to be even. Leaders must emerge from the workforce to motivate and direct the workplace. The leaders must be able to understand the organization's and employees' needs and see that both are met.

The most frequently asked question put to the society of Human Resources Management is: 'How do we keep talent from jumping to our competitors?' This study seeks to help employer in implementing the best strategies of attracting and retaining competent employees in a competitive environment.

1.3 OBJECTIVES OF THE STUDY

In general, this study seeks to assist employers in coming up with appropriate strategies for attracting and retaining employees, especially radio presenters, available in the market in order to remain competitive by pointing out the factors that employees consider in accepting new job offers or retaining their current jobs.

I.   To identify unique factors that attracts and retains Radio Presenters as employees.

II.   To rank the factors used to attract and retain employees in order of their importance as perceived by Radio Presenters.

1.4 IMPORTANCE OF THE STUDY

The results of this study may be of importance to the following;

(i) Human Resource Managers; The study aims at identifying the important factors to consider and to look for when recruiting and selecting employees as radio presenters.

(ii) Other researchers and scholars as a source of reference.

CHAPTER TWO: LITERATURE REVIEW

ATTRACTING AND RETAINING EMPLOYEES

Armstrong (2002) makes the following observations. Attracting candidates is primarily a matter of identifying, evaluating, and using the most appropriate sources of applicants. However, in cases where difficulties in attracting or retaining candidates are being met or anticipated, it may be necessary to carry out a preliminary study of the factors that are likely to attract or repel candidates-the strength and weakness of the organization as an employer. Its important that once the right employees have been hired that the organization ensures that it does not loose them. When an employee leaves the firm, the firm incurs several costs including hiring costs involving time and facilities for recruitment, interviewing; training costs involving the time of supervisor, personnel department and trainer; accident rates of new employees are often higher, scrap and waste are higher with new employees (Fillipo, 1984)

The analysis of strengths and weaknesses should cover such matters as the national or local reputation of the organization, pay, employee benefits, and working conditions, the intrinsic interest of the job, security of employment, opportunities for education and training, career prospects, and the location of the office or plant. These need to be compared with the competition in order that what are in effect selling points can be drawn up as in a marketing exercise.

2.1 FACTORS USED TO ATTRACT EMPLOYEES

COMPENSATION

Milkovich and Newman (1990) define compensation as all forms financial and tangible services and benefits employees receive as part of an employment relationship. Nzuve and Singh (1992) identified various forms of compensation and defined them as follows:

Salary; a pay given to an employee for an agreed job position regardless of the amount of time, work or effort put in. Wages; pay given to an employee on the basis of amount of work done or time spent. Benefits; these include all financial reward that are not included in direct pay like insurance cover, medical cover, retirement benefits plan, educational schemes, paid absenteeism, paid holiday, sick leave and others.

Crane (1985) argues that compensation is a necessity for maintaining an efficient and effective work force by rewarding the accomplishment of or movement toward objectives, retaining valuable talent and sustaining and improving the favorable condition within an organization. He further argues that compensation management maintains personnel effectiveness by attracting needed skills, retaining competent employees and rewarding performance. Hills (1987) say that the goal of goal of a compensation system should be to motivate individuals to join the organization. One of the critical compensation decisions that

organizations must make is the wage level. Wage level is defined as the average wage paid to all workers in the organization. The wage level is important in attracting labor. If one-organization pays mare than another, the higher-wage employer will attract more and possibly better-qualified individuals who wish to work than the low-wage employer will. Crane (1985) adds that organizations find they must pay enough for each job to attract the best available individuals. They compete in the labor market for needed skills; the shorter he supply of a high demand skill, the higher the price an organization must pay for it. This is compounded by the fact that the most suitable candidates are often already employed and organizations must offer them higher pay to induce them to leave their present situations.

Employee benefits are considered an integral part of the total remuneration package such that when candidates consider employment offers, they evaluate benefits along with basic pay (Miner and Crane, 1995)

RECRUITMENT

Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization (Flippo, 1984). In general the sources of employees can be classified into two types; internal and external. Filling open positions with inside candidates has

several benefits. Employees see that competence is rewarded and morale and performance may thus be enhanced (Dessler 1994). Inside candidates having already been with the firm for some time, may be more committed to its goals and less likely to leave.

SOURCES OF CANDIDATES

A firm has several outside sources of candidates, Flippo (1984)

Advertising: there is a trend toward more selective recruitment in advertisement. This can be effected in at least two ways. First advertisements can be placed in media read by only by particular groups, for example, The Tool Engineer is ordinarily read by production engineers. Secondly, more information about the company, the job, and the job specification can be included in the ad to permit some self-screening. When time is limited, the daily newspaper, particularly the Sunday edition, will reach the maximum number in the shortest period.

Employment agencies: additional screening can be effected through the utilization of employment agencies, both public and private. Today in contrast to their former unsavory reputation, the public employment agencies in several states are well regarded, particularly in the fields of unskilled, semiskilled and skilled operative jobs. In technical and

professional areas, however, the private agencies appear to be doing most of the work.

Schools and colleges: jobs in business have become increasingly technical and complex to the point where high school and college degrees are widely demanded. Consequently, many firms make special efforts to establish and maintain constructive relationship with school faculties and administrations. Armstrong (2002) further argues that the recruitment plan should include plans for attracting good candidates by ensuring that the organization will become an employer of choice. This could be achieved by such means as generally improving the image of the company as an employer and by offering: Better remuneration packages; More opportunities for development, training, and careers; Enhanced future employability because of the reputation of the organization as one that employs and develops high-quality people as well as the learning opportunities it provides; Employment conditions which address work-fire balance issues by for example, adapting working hours and arrangements and leave policies and providing child-care facilities or vouchers to meet the needs of those with domestic responsibilities; Better facilities and slopes for knowledge workers e.g. research and development scientist for engineer or IT specialists; Generous relocation payments.

Headhunt

Headhunters are a particular type of private recruitment agency. They are almost exclusively used for top jobs. The rationale of headhunting is that the ideal candidate is probably not looking for another employer and is too busy to read job advertisements. Therefore, if the post is important, a company should act proactively and seek out the best person. Headhunters perform this service usually by using an extensive network of contacts, monitoring trade media or by identifying the employees of competitors and suppliers. (Smith, 1993)

SOCIAL RESPONSIBILITY

Epstein (2004) also adds that organizations should get involved with the community to establish name recognition. It is important to get your firm in the public eye. Inasmuch as the business system is a system of organized society, the modern business executives must be concerned with societal expectations. Executive decisions concerning the direction and operation of business organizations have social consequences that can no longer be ignored. There is increasing concern with the presentation and enhancement of physical resources and human resources. Through the labor union movement of in the 1930's and the civil rights movement of the 1950's, society has demonstrated its marked interest in how business utilizes its citizens as employees. (Fillipo, 1984)

SELECTION

The selection procedure is concerned with securing information about an applicant. The objective of the selection process is to determine whether an applicant meets the qualifications for a specific job and to choose the applicant who is most likely to perform well in their job (Mamoria and Gankar, 2001). The selection process typically follows a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The traditional selection process includes: preliminary screening interview, completion of application form, employment tests, comprehensive interview, background investigation, physical examination and final employment decision to hire. One of your most important management jobs involves recruitment and placement, finding the right person for the right job and hiring him or her. This requires screening candidates through, application blanks, tests, prior work experiences, assessment centers and reference checks (Dessler, 1994). Armstrong (2000) adds that an HRM approach can be adopted to recruit, which involves taking much more care in matching people to the organization as a whole as well as to particular needs of the job. And these requirements will include commitment and ability to work effectively as a member of a team.

In recruiting and selecting candidates the first requirement is to take great care in specifying the competences and behavioral characteristics

required of employees. The second is to use a wider range of methods in identifying candidates who match the specifications.

Psychological tests are more carefully developed instruments; following certain highly standardized and often intricate procedures discovered by the psychologists as a result of long researches. (Mamoria and Gankar, 2001). For these tests to be used successfully they should possess the following characteristics: 1.Validity; refers to the extent to which a test measures what its designed to measure 2.Reliability; the tests ability to give consistent results 3.Standardization; a test must be administered under standard conditions to a large group of persons who are representative of the individual for the individual for whom it is intended.

Company Image

The company serves a public who view it variedly. It is the duty of the company to ensure that its public have a positive image of it. This helps the company enjoy the advantages of customers preferring their goods and or services to competitors and also be able to attract and retain competent employees.

Location

The distance from an employees place of residence and his or her workplace go along way in influencing his decision on whether to accept a job offer or not. To curb this situation most companies have had to offer transport to employees or provide a commuter allowance.

2.2 FACTORS USED TO RETAIN EMPLOYEES

Carrel and others (1995) have also come up with a retention plan, which they say should be based on an analysis of why people leave.   Exit interviews may provide some information but they can be unreliable. People rarely give the full reasons why they are going. A better method is to conduct attitude surveys at regular intervals.

The retention plan should address each of the areas in which lack of commitment and dissatisfaction can arise.

The actions to be considered under each heading are listed below:

1. Pay

Problems arise because of uncompetitive, inequitable, or unfair pay systems. After the organization has attracted and hired new employees, the compensation system should not hinder efforts to retain productive employees. While many factors may cause employees to leave an organization, inadequate compensation is often the cause of turnover. Blunt and others argue that first, employees may change jobs for a higher basic wage; and second, they may leave in order to obtain greater earnings from commissions or gratuities or other benefits. The first facet could affect any employee, while the second facet would only be applicable to certain types of employees.

To retain good employees, the HR manager must make sure that there is compensation equity within the organization.

If employees perceive that they are being treated inequitably by the organization, tension results. The perception of inequity causes an unpleasant emotion state that may cause employees to reduce their future efforts, change their perception regarding reward for their work effort, or as often is the case, leave the organization

Possible actions:

Reviewing pay levels on the basis of market surveys;

Introducing job evaluation or improving an existing scheme to provide for equitable grading decisions; Ensuring that employees understand the link between performance and reward; and Tailoring benefits to individual requirements and preferences.

Sharon Cunningham (2002) also argues that every agency today is aware of the need to manage compensation costs. The challenge, however, is to also make sure employees are paid competitive wages. Finding sources of salary information, conducting your own salary surveys or sharing information with a group of competitors can help retain employees who might leave because they are underpaid. Many agencies are adapting a pay for performance compensation system,

which rewards employees for achieving results related to the agency's business goals. An agency's compensation plan should connect employee performance to overall business goals. Carrel (1995) also adds that employee perceptions of inequitable treatment have been found to be even stronger predictors of absence and turnover than job satisfaction. If employees perceive that they would be more equitably treated by another organization the probability of leaving increases.

2. Job Satisfaction

Carrel (1995) says that job satisfaction is often considered to be a strong determinant of turnover. Dissatisfaction results if jobs are unrewarding in themselves. Jobs should be designed to maximize skill variety, task significance, autonomy and feedback and they should provide opportunities for learning and growth.

3. Performance.

Employees can be demotivated if they are unclear about their responsibility or performance standards, are uninformed about how well they are doing or feel that their performance assessments are unfair.

The following actions can be taken:

Express performance requirement in terms of hard but attainable goals; Get employees and managers to agree on those goals and steps

required to achieve them; Encourage managers to praise employees for good performance but also get the to provide regular informative and easily interpreted feedback; Performance problems should be discussed as they happen in order that immediate corrective action can be taken; Training managers in performance review techniques such as counseling, briefing employees on how the performance management system works and obtains feedback from them on how it has been applied.

4. Training.

Resignations and turnover can increase if people are not trained properly or feel that demands are being made upon them, which they cannot reasonably be expected to fulfill without proper training.

Learning programs are introduced which:

Give employees the competence and confidence to achieve expected performance standards; Ensure existing skills and competences; Help people to achieve new skills and competence so that they can make better use of their abilities, take on greater responsibilities, undertake a greater variety of tasks and earn more under skill and competence based pay schemes; Ensure that new employees quickly acquire and

learn the basic skills and knowledge needed to make good start in their jobs.

5. Career development.

Dissatisfaction with career prospects is a major cause of turnover. To a certain extent, this has to be accepted. Blunt (1985) adds that career progress usually entails higher earnings and that the two variables are therefore likely to be difficult to distinguish in Africa. He says so largely because moving for better career prospects per se would imply high levels of job involvement among African workers. More and more people recognize that to develop their career they need to move on and that there is little their employees can do about it, promotion prospects are more limited. These are the individuals who acquire a "portfolio" of skills and may consciously change direction several times during their careers. To a certain degree, employees should welcome these tendencies. The idea of providing cradle to grave careers is no longer as relevant in the more changeable job markets of today and this self planned multiskilling process provides for the availability of a greater number of qualified people.

Employers should still plan to provide career opportunities by;

- Providing employees with wider experience.

- Introducing more systematic procedures for identifying potential such as assessment or development centers.

6. Commitment

This can be increased by:

Explaining the organizations mission, values and strategies and encouraging employees to discuss and comment on them. Communicating with employees in a timely and candid way with the emphasis on face-to-face communications through such means as briefing groups. Constantly seeking and taking into account the views of people at work. Providing opportunities for employees to contribute their ideas on improving work systems. Introducing organization and job changes only after consultation and discussion.

7. Lack of cohesion.

Employees can feel isolated and unhappy if they are not part of the cohesive team or if they are bedeviled by disruptive power politics.

Steps can be taken to tackle these problems.

- Teamwork setting up self-managing or autonomous work groups or project teams.

- Team building, emphasizing the importance of teamwork as a key value, rewarding people for working effectively as members of team and developing team-work skills.

8. Dissatisfaction and conflict with managers and superiors.

Blunt (1985) argues that, in Africa as elsewhere, supervisory and management styles are important in connection with employee retention. But African workers are perhaps even more sensitive to interpersonal conflict and in particular what they regard as affronts to their personal dignity or self-esteem. A common reason for resignation is the feeling that management in generally or individual managers and team leaders in particular, are not providing the leadership they should or are treating people unfairly or bullying their staff. This can be resolved by:

Selecting managers and team leaders with well-developed leadership qualities;

Training them in leadership skills and in methods of resolving conflicts and dealing with grievances; and Introducing better procedures for handling grievances and disciplinary problems and training everyone in how to use them.

9. Recruitment, Selection and Promotion

Rapid turnover can result simply from poor selection or promotion decisions. It is essential to ensure that selection and promotion procedures match the capacity of individuals to the demands of the work the have to do. According to Scott and Clothier (1977) a promotion is the transfer of an employee to a job which pays more

money or one that carries some preferred status. An upward advancement of an employee in an organization to another job which commands better pay, status, higher opportunities or challenges, responsibility, authority, higher rank and better working conditions. As Yonder and others observe (1958), promotion provides incentive to initiative, enterprise and ambition; minimizes discontent and unrest; attracts capable individuals, necessitates logical training of advancement and forms an effective reward for loyalty and co-operation, long service and so on. Dessler (1994) adds that filling positions with inside candidates has several benefits. Employees see that competence is rewarded and morale and performance may thus be enhanced. Inside candidates, having already been with the firm for sometime may be more committed to its goals and less likely to leave.

2.3 STRATEGIES FOR RETAINING COMPETENT EMPLOYEES

1. Treat your employees like you treat your most valuable clients. It is cheaper to keep your good employees than it is to hire and train new ones. Your top 20-25% should be courted as you would court and then service your top customers.

2. Get your employees to "Fall in Love" with your organization. Communicate your vision in a compelling way. Show everyone the role they have to contribute to this vision. Create opportunities for people to connect with each other for support and to improve communication in work teams.

3. Strong retention strategies become strong recruiting advantages.

4. Retention is much more effective when you put the right person into the right job. Know the job! Know the employee and their motivations.

    Half of the Fortune 500 companies are now using assessments to more fully understand each job and the soft skills that are required for top production within their specific company culture. These benchmarked skills are then compared against qualified applicantts to help determine who will be successful in the position and fit well within their company's culture. These assessments are also used as a powerful professional development tool to enhance the training of continuous life-long learning (which is another powerful retention strategy.) Advanced Fibre Communication is beginning to use this assessment process in hiring.

5. Money is important but it is not the only reason people stay with an organization. If your compensation plan is in the top 20-30% of your industry, then money will often not be the reason why people leave.

6. Employee committees to help develop retention strategies is a very effective strategy. Get their input! Ask, what do people like about working here? What would you like changed to make your company a better place to work?

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This was a descriptive study that aims at identifying the factors that attract and retain employees as radio presenters. A descriptive research is a type of conclusive research that has its major objective as the description of something (Malhontra, 1996). According to Cooper and Schindler, 2003 such studies aim at determining answers to the questions; who, what, when, and sometimes how, which was the focus of the current study.

3.2 The Population

The population of study consisted of all the radio presenters in the selected Radio FM stations operating in Nairobi as listed in Appendix 4 and the Human Resource managers. The stations under study were judgmentally selected as those seen to be competing amongst each other especially for presenters. They therefore included Capital FM, Kiss FM, Nation FM and KBC- Metro FM Citizen. A census study will be conducted.

3.3 Data Collection

Primary data was collected using a structured questionnaire. Questionnaires were dropped to the presenters and picked later.

The questionnaires consisted of both closed and open-ended questions. The closed-ended questions were answered on a scale of 1 to 5 (strongly agree to strongly disagree). A questionnaire was also be distributed to the Human Resources Managers of the selected stations who helped in providing information on the factor that they have laid emphasis on in the past in attracting and retaining radio presenters as employees and how successful they have been. Follow-up interviews were conducted to probe more information on unclear issues especially for the human resources managers.

3.4 Data Analysis

Statistical   factor analysis was used to analyze the data. Using this method, frequencies of responses from employees were compared among the corporations and used in ranking the responses. Ranking of the factors will be done on a scale of one to five. Where the most favored factors will lean toward one while the least favored factors will lean towards five. A comparison shall be made between the ranking of factor amongst the presenters and the Human Resource Managers.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

In this chapter, data pertaining to the FM Radio presenters rating of factors that attract and retain employees are hereby analyzed and interpreted. The questionnaires were edited and coded after they were filled in although the study was not able to capture the Nation FM presenters.

Table 4.1 below shows a summary of response rating with respect to the targeted population.

Table 4.1: Response Rate of Target Population

FM STATION	TARGETED RESPONDENTS	ACTUAL RESPONDENTS	% RESPONSE RATE
Metro FM	10	8	80.00%
Kiss FM	10	8	80.00%
Capital FM	11	7	63.60%
Citizen FM	13	10	76.92%
TOTAL	**44**	**33**	**75.00%**

Source: Targeted respondents are obtained from Appendix 4 while actual respondents are obtained from Research Data.

As shown in the table below, 8 of the targeted 10 Metro FM presenters (80%), 8 of the targeted Kiss FM presenters 80%, 7 of the targeted 11 Capital presenters, (63.6%) and 10 of the targeted 13 Citizen FM presenters (76.92%) responded to the questionnaires. Notice that questionnaires were not distributed to the Nation FM presented who were part of the population due to managerial resistance. The overall response rate of presenters to who the questionnaires were administered is about 75% which the researcher found adequate and sufficient for the study for the purpose of data analysis.

4.2 Measures of the presenters rating of the factors

The mean measures of the respondents rating of the factors that attract and retain employees among the four competing FM Radio stations are represented in tables 4.2, 4.3, 4.4 and 4.5 prepared from Appendix 3.

Table 4.2 : Metro FM Responses

Factor	Basic pay	Job Security	Other Financial Benefits	Promotion	Career Development	Training	Decision making	Flexible work systems	Job Satisfaction	Company Image	Social Responsibility	Co-workers	Supervision	Knowledge of work expectation	Feedback on progress	Materials and Equipment	Recognition	Recruitment and Selection
1	1	1	2	1	2	1	1	3	2	2	2	3	2	2	3	3	5	2
2	1	1	1	1	1	1	2	3	3	2	2	3	2	2	2	3	4	4
3	1	1	1	1	3	2	2	3	3	3	3	2	2	3	3	4	4	3
4	1	2	1	2	2	1	3	2	3	3	3	2	3	3	4	5	3	5
5	1	1	1	2	1	1	1	2	1	2	2	4	3	3	4	5	4	4
6	1	1	1	2	1	2	1	1	2	3	3	3	4	2	3	2	2	4
7	2	1	1	1	2	2	3	2	2	2	2	2	4	4	4	3	3	5
8	1	1	2	2	1	3	4	2	3	3	3	3	3	4	3	3	4	4
SUM	9	9	10	12	13	13	17	18	19	20	20	22	23	23	26	28	29	31
AVERAGE	1.13	1.13	1.25	1.50	1.63	1.63	2.13	2.25	2.38	2.50	2.50	2.75	2.88	2.88	3.25	3.50	3.63	3.88

Source: *Research data*

The metro FM presenters Strongly Agree that the factors of basic pay, job security, other financial benefits and promotion highly influence their decision as to whether to accept a new job offer or remain intheir current jobs. But they also Agree that career development, training, decision making, flexible work systems and job satisfaction would also be considered as important factor. On the other hand they are indifferent as to whether the factors of company image, social responsibility, co-workers, supervision knowledge of work expectations and feedback would really influence their decision on accepting new job offers. Concerning the factors of materials and equipment, recognition recruitment and selection and location they give little weight in consideration of job offers.

Table 4.3: Kiss FM Responses

Factor	Other FinancialBenefits	Flexible work systems	Recognition	Job Security	Supervision	Basic pay	Job Satisfaction	Decision making	Knowledge of work expectation	Co-workers	Feedback on progress	Company Image	Training	Materials and Equipment	Career Development	Promotion	Recruitment and Selection	Social Responsibility	
1	1	1	2	2	2	1	1	2	3	3	3	4	4	3	4	4	4	4	4
2	1	3	1	1	2	2	1	3	2	3	4	3	5	4	5	4	4	4	5
3	2	1	2	2	1	2	2	2	3	3	3	4	3	4	4	5	3	5	4
4	1	2	1	1	4	3	3	3	4	3	4	4	4	5	3	3	5	3	3
5	1	1	2	2	1	2	3	2	3	4	3	3	3	5	4	5	4	5	4
6	1	2	2	3	2	3	2	2	3	3	4	4	3	4	5	4	5	5	5
7	1	1	3	2	2	3	3	3	4	4	3	5	5	3	4	5	4	4	5
8	2	2	2	2	3	2	4	3	2	3	4	3	4	5	5	4	5	5	5
SUM	10	13	15	15	17	18	19	20	24	26	28	30	31	33	34	34	34	35	3!
AVERAGE	1.25	1.63	1.88	1.88	2.13	2.25	2.38	2.50	3.00	3.25	3.50	3.75	3.88	4.13	4.25	4.25	4.25	4.34	4.3

Source: *Research data*

As for Kiss FM presenters they strongly agree that other financial benefits, recruitment and selection and flexible work systems are the most important factors. But they also agree to factors alike, recognition, job security, supervision, basic pay, job satisfaction and decision making as influencing factors. They are indifferent as to whether knowledge of work expectations, co-workers, and feedback on progress would really influence the decision to pick up new job offers.

The factors of company image, training materials and equipment, career development, promotion, recruitment and selection are given less weight.

Nonetheless the factors of social responsibility and location would hardly influence their decision.

Table 4.4: Capital FM Responses

Factor	Other FinancialBenefits	Job Security	Basic pay	Promotion	Training	Company Image	Decision making	Social Responsibility	Recruitment and Selection	Job Satisfaction	Supervision	Co-workers	Career Development	Flexible work systems	Feedback on progress	Knowledge of work expectation	Materials and Equipment	Recognition	Location
1	2	1	2	1	1	2	2	3	4	3	3	3	3	4	3	4	3	4	4
2	1	2	2	1	3	3	2	2	2	4	4	3	3	4	4	4	4	4	4
3	1	1	1	2	2	3	3	2	3	3	3	4	4	3	4	3	3	3	4
4	1	1	1	2	3	2	3	3	2	2	4	3	3	3	5	3	4	4	4
5	2	1	1	3	3	2	3	3	3	3	2	3	4	4	5	4	4	5	5
6	1	1	2	1	2	2	2	4	3	3	3	3	5	5	4	5	5	5	5
7	1	2	1	2	2	3	3	2	4	4	3	4	2	3	5	5	5	4	4
SUM	9	9	10	12	16	17	18	19	21	22	22	23	24	26	30	28	28	29	30
AVERAGE	1.29	1.29	1.43	1.71	2.29	2.43	2.57	2.71	3.00	3.14	3.14	3.29	3.43	3.71	3.75	4.00	4.00	4.14	4.29

Source: *Research data*

Capital FM presenters would strongly consider the factors of other financial benefits, job security and basic pay in deciding on whether to accept new job offers or not. While they agree that promotion, training, company image, decision making and social responsibility would also influence their decision, they are indifferent as to whether recruitment and selection, job satisfaction, supervision, co-workers, career development, flexible work systems and feedback on work progress would really influence their decision. Yet they disagree that knowledge of work expectations, materials and equipment, recognition and location would affect their decision.

Table 4.5: Citizen FM Responses

Factor	Basic pay	Other FinancialBenefits	Job Security	Promotion	Decision making	Company Image	Training	Supervision	Materials and Equipment	Recognition	Flexible work systems	Social Responsibility	Career Development	Job Satisfaction	Feedback on progress	Co-workers	Recruitment and Selection	Knowledge of work expectation	
1	1	1	1	1	1	2	1	2	2	2	2	2	1	3	3	3	3	3	3
2	1	2	1	1	2	2	1	2	3	2	3	2	2	2	4	2	3	4	4
3	1	1	2	2	1	3	2	2	2	1	2	2	3	3	3	4	4	3	4
4	1	1	1	1	2	1	2	3	2	2	3	3	3	2	3	3	3	4	5
5	2	1	1	2	3	1	2	1	2	3	2	3	2	3	2	4	4	4	3
6	1	1	1	2	1	2	3	3	3	3	3	3	3	3	3	3	4	4	4
7	2	2	2	1	2	1	2	2	3	3	2	1	2	4	2	4	3	4	5
8	1	1	1	1	1	1	2	2	2	3	3	2	3	2	3	3	4	3	3
9	1	1	2	1	1	1	1	3	2	2	2	3	4	3	4	4	3	3	3
10	1	1	1	2	1	2	1	2	1	2	2	3	2	3	3	4	3	3	2
SUM	12	12	13	14	15	16	17	22	22	23	24	24	25	28	30	34	34	35	3(
AVERAGE	1.20	1.20	1.30	1.40	1.50	1.60	1.70	2.20	2.20	2.30	2.40	2.40	2.50	2.80	3.00	3.40	3.40	3.50	3.6

Source: *Research data*

Citizen FM presenters strongly agree that the factor of Basic pay, other financial benefits, job security, promotion and decision making would highly influence their decision to accept new job offers or retain their current jobs. But they also do agree that company image, training, supervision, materials and equipment, recognition, flexible work systems, social responsibility and career development would be highly considered for such decisions. As for job satisfaction, feedback on progress, co-workers, recruitment and selection, knowledge of work expectations and location they are highly indifferent as to whether these would really influence their decision.

Table 4.6: Summary of the Population Responses

Factor	Job Security	Other FinancialBenefits	Promotion	Basic pay	Training	Career Development	Decision making	Supervision	Company Image	Job Satisfaction	Social Responsibility	Recruitment and Selection	Flexible work systems	Recognition	Co-workers	Materials and Equipment	Feedback on progress	Knowledge of work expectation	Location
1	1	2	1	1	1	2	1	2	2	2	2	2	3	5	3	3	3	2	5
2	1	1	1	1	1	1	2	2	2	3	2	4	3	4	3	3	2	2	4
3	1	1	1	1	2	3	2	2	3	3	3	3	3	4	2	4	3	3	4
4	2	1	2	1	1	2	3	3	3	3	3	5	2	3	2	5	4	3	5
5	1	1	2	1	1	1	1	3	2	1	2	4	2	4	4	5	4	3	5
6	1	1	2	1	2	1	1	4	3	2	3	4	1	2	3	2	3	2	3
7	1	1	1	2	2	2	3	4	2	2	2	5	2	3	2	3	4	4	4
8	1	2	2	1	3	1	4	3	3	3	3	4	2	4	3	3	3	4	5
9	1	1	1	2	1	2	3	2	4	3	4	2	4	3	4	4	3	4	4
9	1	2	3	3	1	1	4	2	4	2	4	1	5	3	3	4	4	5	5
10	2	2	1	2	2	2	4	1	5	3	3	2	4	3	4	5	3	3	4
11	1	3	2	3	3	1	5	4	3	4	5	1	3	3	4	3	4	4	3
12	1	2	1	2	3	2	5	1	5	3	4	2	4	4	3	5	3	3	4
13	1	3	2	2	2	2	4	2	5	3	5	3	5	3	4	4	4	3	5
14	1	3	1	3	3	3	3	2	4	4	4	2	4	4	5	5	3	5	5
15	2	2	2	3	4	2	5	3	5	2	5	2	5	3	3	4	4	4	5
16	1	2	1	2	1	3	2	3	2	3	3	4	4	4	3	3	3	4	4
17	2	1	1	2	3	3	2	4	3	4	2	2	4	4	3	4	4	4	4
18	1	1	2	1	2	4	3	3	3	3	2	3	3	3	4	3	4	3	4
19	1	1	2	1	3	3	3	4	2	2	3	2	3	4	3	4	5	3	4
20	1	2	3	1	3	4	3	2	2	3	3	3	4	5	3	4	5	4	5
21	1	1	1	2	2	5	2	3	2	3	4	3	5	5	3	5	4	5	5
22	2	1	2	1	2	2	3	3	3	4	2	4	3	4	4	5	5	5	4
23	1	1	1	1	1	1	1	2	2	3	2	3	2	2	3	2	3	3	3
24	1	2	1	1	1	2	2	2	2	2	2	3	3	2	2	3	4	4	4
25	2	1	2	1	2	3	1	2	3	3	2	4	2	1	4	2	3	3	4
26	1	1	1	2	3	2	3	1	2	3	3	3	2	3	2	3	4	5	5
27	1	1	2	2	2	2	3	1	1	3	3	4	2	3	4	2	2	4	3
28	1	1	2	1	3	3	1	3	2	3	3	4	3	3	3	3	3	4	4
29	2	2	1	2	2	2	2	2	1	4	1	3	2	3	4	3	2	4	5
30	1	1	1	1	2	3	1	2	1	2	2	4	3	3	3	2	3	3	3
31	2	1	1	1	1	4	1	3	1	3	3	3	2	2	4	2	4	3	3
32	1	1	2	1	1	2	1	2	2	3	3	3	2	2	4	1	3	3	2
SUM	41	49	51	51	65	77	83	84	88	93	97	101	102	107	109	112	114	117	136
AVERAGE	1.28	1.53	1.59	1.59	2.03	2.41	2.59	2.63	2.75	2.91	3.03	3.16	3.19	3.34	3.41	3.50	3.56	3.66	4.2

An overall view of the responses from the population under study indicates that most of the FM Radio presenters do strongly agree that the most important factor considered in accepting a new job offer would be job security. But there is a general agreement that other financial benefits, promotion, basic pays, training and career development would also be relatively highly considered.

The factors of location, knowledge of work expectations feedback on progress, materials and equipment, co-workers, recognition, flexible work systems, recruitment and selection are not really given high consideration by the presenters in making the decision of accepting or rejecting a new job offer.

Decision-making, supervision, company image, job satisfaction and social responsible are also favored in making such decisions though not very strongly.

4.3   Measures of the Human Resource Manager's Representatives Upon the Factors

The research study managed to capture the responses of two human resource manager's representatives. Thus Metro FM and Kiss FM and their responses to the closed ended questionnaire in appendix 3 is summarized in Table 4.7

Table 4.7: Responses From the Human Resource Representatives

Factor	Basic pay	Other Financial Benefits	Job Satisfaction	Flexible work systems	Decision making	Supervision	Recognition	Job Security	Knowledge of work expectation	Materials and Equipment	Co-workers	Feedback on progress	Career Development	Training	Promotion	Company Image	Social Responsibility	Recruitment and Selection	Location
Metro FM	2	2	2	3	4	2	3	3	2	1	2	2	3	1	4	3	3	3	4
Kiss FM	1	3	2	2	2	2	4	3	2	1	2	2	3	2	3	1	1	1	4

In its efforts to attract and retain competent employees the human resource manager at Metro FM strongly agrees that factors of materials and equipment and training are given very high consideration while they also agree that they give ample consideration to basic pay, other financial benefits, job satisfaction, supervision, co-workers and feedback on progress. But the factors of flexible work systems, recognition, job security, career development, company image, social responsibility and recruitment and selection are relatively given less consideration. Decision-making, promotion, and location are given very low consideration.

As for Kiss FM human resource representative, they give strong consideration of basic pay, materials and equipment, company image and social responsibility. But they agree that they do also give

consideration to job satisfaction, flexible work systems, decision making, supervision, knowledge of work expectations, co-workers, feedback for progress, and training. What they place relatively less emphasis on is other financial benefits, job security and career development. They admit though that little emphasis is given to recognition and location.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

Introduction

Its merely a matter of market logic that the company with the most employees. All over the world, employees habitually crisscross between different organizations (Barth, 2004).

The objectives of this study were to identify any unique factors that attracts and retains Radio presenters as employees ad to be able to rank the factors in order of importance as seen by the Radio presenters and as such causing them to switch from one media house to another. The pertinent discussions, conclusions and recommendations are described below.

5.1   Discussion

From the responses to the questionnaires most of the presenters former employers are also media houses and this only proves that there is stiff competition for competent employees with this industry and employers have to put in place strategies that would enable them to acquire and retain competent employees otherwise they would be porched by their competitors.

While Kiss FM and Capital FM presenters seem to be content with their basic pay, Metro FM and Citizen FM presenters would quickly move to other organizations if offered better packages. This can be explained by response of the Kiss FM human resource manager as to how its pay compares with that of competitors in the industry which indicates that a quick survey they conducted showed that they paid their presenters best as compared to other participants in the industry.

The presenters in general strongly agree that job security is an important factor they would consider in accepting new job offers or just retaining their current jobs. This can be attributed to the fact that there are high levels of unemployment in the country within which the organizations operate and that the FM radio stations employ most of the presenters on contract basis yet the employees are seeking for more permanent jobs.

Even as Kiss FM and Capital FM presenter find basic pay not to be a very important factors, other financial and non-financial benefits seem to take prominence in making the decision of whether to remain with or leave their current employers. These includes benefits like medical cover, insurance cover, car loan, paid leave, housing allowance and this is associated to the fact that within the Kenyan economy consumers have a very low purchasing power yet these are some basic needs of the employees and therefore an employer would make provision for them and

be highly favored by the available competent employees in the job market.

Other crucial factors that seems to be commonly favored by the presenter is that of promotion, flexible work systems, promotion, career and development and training. Employees continually seek high positions in the organization hierarchy as this also goes with status. Flexible work system is given consideration by presenter because their work does not involve full day presentation but rather they come in for their shows and would not like to be fully engaged in the workstation. This gives the opportunity to pick up other jobs elsewhere and engage in other income generating activities.

Career development and training is continually becoming an important factor for employees. They would prefer employers who invest in these factors or at least appreciate them. Employers who encourage career development and training would have an upper hand when trying to acquire competent employees.

Company location seems to be given little consideration when it comes to picking up job offers. This is attributed to the fact that most of the Radio stations are easily accessible and besides presenters, would want to maintain their jobs given the high levels of unemployment in the Kenyan economy.

5.2   Conclusion

The following conclusions are pertinent for the finding of this study:

From the collected and condensed data, it is evident that presenters of Citizen FM and Metro FM are strongly dissatisfied with their basic pay (indicated in Table 4.2 and 4.4). Kiss FM and Capital FM strongly agree that they would consider leaving their current employer for a new job offer because of dissatisfaction arising from other financial and non-financial benefits.

But generally, for all the presenters what seems to be the most important factor as revealed in Table 4.7 is that of job security. The presenters seem to be seeking for more permanent jobs and an employer who offers such opportunity would be highly favored. Another prominent factor among the presenters is that of promotion and flexible work systems. A bureaucratic system is not a conducive working environment for the presenters and they seem to be seeking senior job positions.

Other dominant factors that the presenters would put into consideration when faced with the decision of picking up a new job offer or remaining with their current employer include training opportunities, participating in decision making, career development, social responsibility and company image. But the company location is not really an important factor to the presenters.

5.3   Recommendations

Further to the finds of this study, the following recommendations are pertinent.

Given that the presenters given such prominence to job security its important for human resource managers to offer permanent job offers or at least longer contract periods say three to five years because this would also increase the employees level of commitment to the organization and would therefore not easily accept job offers even from competitors in the industry.

Compensation is also another important feature that employers should still consider in attracting and retaining their employees. Those whose employees are satisfied with the packages should ensure that, that remains the case by constantly reviewing the packages in light of the market going rates so that they don't stand a chance of loosing their presenters to competitors. Those whose presenters consider their packages low and would leave that for that reason need to review their packages and if that is not possible explain how they arrive at such packages to the presenters in order to eliminate such eminent dissatisfactions.

Career development, training and promotion may be seen to work together in that through career development, the management would be able to create a succession plan for its employees which would ensure that employees do not remain in the same job groups for long periods of time but rather be able to move to higher job groups through promotion. This also goes along way to boost employee morale and satisfaction.

Human resource managers should also develop flexible working systems for presenters such that they work in shifts and would only come in for their show as opposed to engaging them in the stations even when their shows are not on. If they so wish to engage them fully, then this should be appropriately compensated for.

Other factors that may come in handy are those of company image and social responsibility. Employees would like to be associated with companies that have a strong positive image and is perceived to be socially responsible thus supporting social activities of the societies, being environment friendly, offering scholarships and so forth.

It is also important that Human Resource manager develop appropriate recruitment and selection techniques in order to acquire the most competent employees especially as presenters. This is due to the stiff competition that is eminent within the industry. This may involve head-hunts from competitors. Once the employees have been recruited and

selected its important that strategies are put in place to ensure that the presenters are satisfied with their jobs and committed to the organization so they are not given a chance to consider job offers elsewhere. However, if employees do choose to leave, it is important to conduct exit interview in order to capture their reasons for leaving and if anything can be done to avoid such exists in the future among other employees.

Proper communication channels should be laid down within the organization to enhance flow of information. This also helps employees to participate or contribute in decision making because decisions made affect employees even at the lower levels. When employees participate in decision-making they would be satisfied with such decision and would work towards achieving the goals of the organization.

It's also necessary to provide employees with the appropriate working materials and equipment so that they perform their work satisfactorily. Work expectations should be clearly spelt out to employees so that they meet the required standards and feedback should be provided to employees concerning their work progress.

Supervisors and co-workers can largely influence the output of employees. It is important to develop a team spirit among employees so that they all work towards achieving the overall goals of the organization.

Supervisors should employ the appropriate leadership style that encourages job satisfaction among their subordinates.

5.4 Limitations of the Study

The results of this study should be interpreted in the context of a number of study limitations namely:

i)   The study did not manage to capture the responses of the Nation FM presenters and their human resources managers due to managerial un-cooperation with the study yet this is a major player in the industry under study.

ii)   The study population was judgmentally chosen to include only the FM Radio presenters who seem to be employed by employer perceived to be stiffly competing amongst each other. A study including all the FM Radio stations may have given greater insight concerning the industry.

iii) The study only considered the FM Radio presenters, it would have been more comprehensive study if even the Television presenters were included.

5.5 Suggestions for Further Research

In context of the above limitations of the study, it is suggested that:-

i)   Further research could be done in future which includes even Television presenters in the major television channels.

ii)   A representative sample could be selected from the population of all FM Radio presenters by future researchers so that the study finds can be confidently generalized for the industry.

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APPENDIX I

LETTER TO RESPONDENTS

P.O. Box 30197

University of Nairobi

Lower Kabete Campus, DBA

Dear Sir/madam

This questionnaire has been designed to gather information on the factors that Radio Presenters consider in accepting job offers or remain in their current jobs. This information will be used to complete a research project, a requirement for a degree of Master of Business Administration, University of Nairobi.

You have been carefully selected to take part in this survey. Please assist me in this venture by completing the questionnaires as accurately as possible. The information gathered will be used for academic purposes and finding will be sent to Human Resource Manager to assist them in attracting and retaining the most competent employees. All information provided will be treated with utmost confidentiality.

Thank you for your cooperation.

Yours sincerely,

ANNE OMAMO

MBA STUDENT

APPENDIX 2

QUESTIONNAIRE TO THE RADIO PRESENTERS

PART 1

Name of organization...

Designation..

PART 2

1. How long have you worked with this organization?

    ....

2. Who was your previous employer, (please name the two organizations that you last left before joining the current one)

    ....

    ....

3. Do you have any reasons that would make you leave your current employer? (Please least some)

    ....

    ....

....

....

4. For each of the following statements, circle the answer that best represents your opinion.

Where: 1. Strongly agree. 2. Agree. . 3. Neither agrees nor disagrees. 4. Disagrees. 5. Strongly disagrees.

	1	2	3	4	5
1. I am satisfied with my current basic salary.					
2. My company provides other non-financial benefits that make me stick to my job. Such as: car loans, housing allowance, medical cover, pension					
3. I know what is expected of me at work.					
4. I have the materials and equipment I need to do my work.					
5. At work, I have the opportunity to do what I do best every day.					
6. In the last seven days, I received recognition or praise for doing good work.					
7. My supervisor, or					

	1	2	3	4	5
someone at work seems to care about me as a person.					
8. There is someone at work who encourages my development.					
9. At work my opinion seem to count					
10. My co-workers are committed to doing quality work.					
11. In the last six months, someone at work has talked to you about my progress.					
12. This past year I had opportunities at work to learn and grow.					
13. In the last one-year I have undergone some training assisted by my company.					

Award points to the following factors as you find them important in deciding on whether to **accept** a new job offer or not.

(Award points at the rate of between 1 to 5 where 1 is the highest mark and five the lowest).

(*Tick the appropriate points*)   1   2   3   4   5

		1	2	3	4	5
1.	Basic pay					
2.	Other financial benefits including: Housing allowances, Car loans, Medical cover, Pension,					
3.	Job satisfaction in terms of work schedules, Challenges, Supervisors, Interesting work activities					
4.	Flexible work systems like shifts, Working at home					
5.	Participation in Decision Making Strategy formulation Setting own targets Setting own deadlines					

6.	Satisfaction with supervision						
7	Distance between place of work and residence						
8.	Recognition in terms of Rewards, By superiors						
9	Job Security						
10	Career Development and Training: Provision of training time Paid study leave Sponsorship for training Career counseling						
11	Promotion						
12	Company image						
13	Company participation in social responsibility						
14	Recruitment and selection process						

Award points to the following factors as you find them important in deciding on whether to **remain** in your current job or not.

(Award points at the rate of between 1 to 5 where 1 is the highest mark and five the lowest).

(*Tick the appropriate points*)

		1	2	3	4	5
1.	Basic pay					
2.	Other financial benefits including: housing allowances, car loans, medical cover, pension					
3.	Job satisfaction					
4.	Flexible work systems like shifts, working at home					
5.	Participation in Decision Making					
6.	Satisfaction with supervision					
7.	Recognition in terms of rewards, by superiors					
8.	Job Security					
9.	Career Development and Training					
10.	Promotion					

Apart from the factors mentioned above, are there any other factors that you specifically consider as a presenter in accepting new job offers or retaining your current job? Please mention them.

....

....

APPENDIX 3

QUESTIONNAIRE TO BE COMPLETED BY HUMAN RESOURCE MANAGERS

PART I

Name of Organization   :   _____

Designation   :   _____

Telephone No.   :   _____

PART II

(Please circle the appropriate response)

1. Do you find any difficulties in attracting and retaining competent Radio Presenters?

   (a)   Yes   (b)   No

   If your answer is Yes, proceed to the next question, if your answer is No., proceed to question 16.

2. Do you conduct exit interview?

   (a)   Yes   (b)   No

3. If your answer is yes, what are some of the reasons the employees give for their leaving?

   _____

   _____

   _____

If No, why?

_____

_____

_____

4. How would you compare your organizations basic pay offers with that of your competitors?

_____

_____

5. After the recruitment, selection and placement of new employees, do you follow up to ensure that they are successful in their jobs? In terms of performances, meeting targets, teamwork

(a)   Yes   (b)   No

If your answer is No, provide reasons.

_____

_____

_____

6. Do employees participate in the formulation of organizations strategies?

(a) Yes   (b)   No

If (Yes) how?

....

If No, why?

....

....

7. How would you describe your communication systems?

   (i)   Information flows easily from the top to the bottom

         (a)   Yes   (b)   No

   (ii)   Information flows easily horizontally among employees at the same level.

         (a)   Yes   (b)   No

   (iii)   Information flows easily among employees in the same level but in different departments

         (a)   Yes   (b)   No

   (iv)   Flow of information in the organization suffers many barriers

         (a)   Yes   (b)   No

         If yes, please state how?

         ....

         ....

8. Are employees allowed to make decisions about their own jobs in terms of reporting time, work schedules, setting targets

(a)   Yes   (b)   No

If No, Why?

_____

_____

_____

9. Do you offer any other kinds of payment or benefits to employees apart from the basic salary?

(a)   Yes)   (b)   No

If yes, how do they compare to those of you competitors?   Please least some of these benefits.

_____

_____

If no, why don't you?

_____

_____

_____

10. Do you have in place flexible work systems including flex working hours & shifts

(a) Yes   (b)   No

11. Have you put in place ways of measuring employee's satisfaction with supervisors and leaders?

(a) Yes   (b)   No

If No, why not?

_____

_____

_____

If yes, what are some of these measures?

_____

_____

_____

12. On average, once you place an employee on their jobs, how long do they take before they decide to leave on their own.

(a)   0-6 Months

(b)   6-12 Months

(c)   1-2 years

(d)   2-5 years

(e)   Over 5 years

13. Do you recognize employees who have done a good job?

   (a)   Yes   (b)   No

14. (i) Do you train your employees so that they perform their jobs better?

   (a)   Yes   (b)   No

   If No, why?

   _____

   _____

   _____

   If yes, what is the form of recognition?

   _____

   _____

   _____

   (ii) Do you assist employees in career planning and development

   through   ways of guidance, counseling, study leaves etc?

   (a)   Yes   (b)   No

   If No, why?

   _____

   _____

15. Do you allow employees to go for training in areas not in line with their work?

    (a) Yes   (b)   No

16. What strategies have you employed to ensure the success of such effort?

    _____

    _____

    _____

    _____

Award points to the following factors as you have always used them in attracting and retaining employees.

(Award points at the rate of between 1 to 5 where 1 is the highest mark and five the lowest).

(*Tick the appropriate points*)   1   2   3   4   5

1.	Basic pay					
2.	Other financial benefits including: Housing allowances, Car loans, Medical cover, Pension					

3.	Job satisfaction work schedules, Challenges, Supervisors, Interesting work activities					
4.	Flexible work systems like Shifts, Working at home					
5.	Participation in Decision Making Strategy formulation Setting own targets Setting own deadlines					
6.	Satisfaction with supervision					
7.	Recognition in terms of: Rewards, By superiors					
8.	Job Security					
9.	Career Development and Training Provision of training time Paid study leave Sponsorship for training Career counseling					
10.	Promotion					

APPENDIX 4

LIST OF PRESENTERS IN SELECTED RADIO FM

METRO FM

1.   Anne   Lemayian

2.   Yunia   Amunga

3.   Dan   Oloo

4.   Peninah Karibe

5.   Harry   Kabetsha

6.   Bonny   Odunga

7.   Jane   Thirikwa

8.   Carol   Mucheru

9.   Dennis Okari

10.   Jeff Muya

KISS FM

1.   Caroline   Mutoko

2.   Walter Mon'gare (Nyambane)

3.   Olivia Otieno

4.   Muthoni Bwika

5.   Peter   Kaimeni

6.   Maina   Kageni

7.   Cecilia   Mutungi (Cess)

8.   Arjun   Vidrayathi (Vipul)

9.   Veronica Muchiri

10.   Sheila   Mwanyigha

CAPITAL FM

1.   Waweru   Njoroge

2.   Shiko   Gachoka

3.   Pinky   Galani

4.   Italia   Masiero

5.   Robert   Warubi

6.   Sean   Karuigi

7.   Nini   Wachea

8.   Eve   Gisouso

9.   Jack   Ojiambo

10.   Ras   Luiji

11.   DJ   Edrian

NATION FM

1.   Anne Mawathe

2.   Bernard Otieno

3.   Bob Kioko

4.   Charles Kiarie

5.   Jamila Mohamed

6.   Ken Walibora

7.   Lolani Kalu

8.   Maryanne Kariuki

9.   Mohamed Juma

10.   Munene Nyaga

11.   Ngata Mwenza

12.   Nuhu Zubeir Bakari

13.   Shaaban Ndege

14.   Skratchahilics

15.   Talia Oyando

CITIZEN FM

1.   June Dezina Vel

2.   Esther Macharia

3.   Gakenia Kabando

4.   Kamau Munyua

5.   James Chanji

6.   Joyce Gituro

7.   Vincent Ateya

8.   Tina Akinyi Ogal

9.   Jeridah Adiyi

10.   Lincoln Njogu

11.   Patrick Kanyeki

12.   Fred Machoka

13.   Allan Namisi

This list was compiled on 2nd August 2004