ATTRACTION AND RETENTION OF EMPLOYEES AT THE POSTAL CORPORATION OF KENYA

BY

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DECLARATION

I declare that this research project is my original work and has not been presented for examination in any other University.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This Research is dedicated to my loving wife Mary for her encouragement and overwhelming support throughout the study; to my most adorable children, Joy, Linda, Rowlings and Jesse for being there every step of my journey; to my colleagues and to all those who hold the solemn belief that knowledge is priceless.

ABSTRACT

The nature of human resource component of any organization determines its survival into the future. Putting in place the right human resource that adequately meets organizational objectives is central to the organizations' competitive advantage. To be able to do this, attraction and retention of such employees becomes critical. However, this cannot be achieved without challenges. Thus this study is geared towards investigating issues encountered in attraction and retention of employees at the Postal Corporation of Kenya. The specific objectives were examining the influences of mobility structures and organizational culture on attraction and retention of employees within the Postal Corporation of Kenya. This study adopted explanatory research design. The target population was stratified, based on the various departments represented at the Head office. The study selected 30% of the population proportionately from each department from 132 senior managers and sectional heads at the headquarters. Data was collected through questionnaires; edited, classified, coded and tabulated in a systematic manner to allow for accurate analysis. Statistical Package for Social Sciences was used to generate the outputs. Tools of descriptive and inferential statistics were employed to analyze the data. Multiple regression analysis was used to establish the predictive power of the study model. The findings were presented in form of summarized tables with percentage scores, statistical mean and standard deviation together with outputs of inferential statistics. 37 out of 39 questionnaires that were administered were successfully filled and returned, and this represented 94% return rate. The study therefore concluded that attraction and retention of employees is a critical issue in modern management. The study also concluded that organizations are faced with high staff turnover, which usually impacts negatively on productivity. It was also noted that morbidity which involves the movement of employees from one job group to the other greatly influences attraction and retention. In addition the study revealed that organizational culture enables the employees to have a sense of belonging and increase their loyalty to the organization, thus enhancing greater attraction and retention. The study recommended that the Corporation should strive to inculcate a culture that the employees will embrace and look at the organization as a very important aspect of their development and this can be done by trying to reduce or do away with negative publicity.

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CHAPTER ONE: INTRODUCTION

1.1   Background of the Study

Scholars have long noted that the ability to attract and retain high quality workers is critical to an organizational competitiveness (Rynes *et al*, 2004). Staff attraction is the ability of an employer to identify and place potential employees into its employment. While staff retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by establishing policies and practices that address their diverse needs (Rynes *et al*, 2004).

The attraction and retention of employees has been shown to be significant to the development and the accomplishment of the overall organizational goals and objectives specifically in building competitive advantage over other organizations in the phase of increased globalization. Today changes in technology, global economics, trade agreements, and changes in the way of doing business are directly affecting employee/employer relationships thus leading to high employee turnovers thus necessitating a change in policy on attraction and retention to ensure that the best employees are attracted while loyal employees are retained.

The changing business dynamics posed by the advent of technology, attraction and retention has become one of the biggest challenges for the Postal Corporation of Kenya as one of its biggest revenue stream the mail has been eroded by the emerging digital based technologies like the emails, mobile messaging and the ecommerce. The Postal

sector has become so competitive with the licensing of more competitors by Government in the courier industry like DHL, DATA RASH, G4S and the Nation Courier. Few qualified personnel have kept on moving from one organization to another in search of better employment terms and Postal Corporation of Kenya has been affected by this exodus for greener pastures. In view of this therefore, human capital has turned out to be an important competitive tool in the postal sector which calls for proper management practices of the resources to ensure sustained Postal competitive advantage.

1.1.1   Attraction of Employees

Key employee attraction is critical to the long term health and success of any organization. The ability to attract your best employees ensures customer satisfaction and a satisfied staff.

Rynes and Miller (1983) posit that increased amounts of information regarding specific job characteristics for instance salary, career paths and benefits positively influenced applicants' perceptions of organizational attractiveness. Similarly, the results of a study comparing corporate and recruitment images showed that perceptions of image and intentions to apply were functions of the information available from the organization (Gatewood, Gowan, & Lautenschlager, 1993). More specifically, the researchers found that recruitment image and intentions to apply to an organization were positively correlated with the total amount of information provided by an organization's advertisement. Related research that examines the recruiting effects of recruiter characteristics also provides support for the relationship between information specificity and applicant reactions. In particular, the results of such research show that how

knowledgeable or informative a recruiter is influences the perceived effectiveness of the recruiter and subsequently, applicants' attraction to the organization (Connerly & Rynes, 1997; Harris & Fink, 1987; Powell, 1991).Several researchers (Barber, 1998; Bebling *et al*, 1968; Goltz & Giannantonio, 1995) have proposed that during job search, applicants do not hold perfect information about important job attributes because they are difficult to observe as an organizational outsider. Accordingly, job seekers come to rely on other more observable attributes of the organization and job as signals for those that are missing when making a decision about whether they find a firm attractive or whether they want to accept its job offer.

Several other studies also provide evidence that the level of detail provided in recruitment messages affects applicants' intentions to seek employment with organizations (Barber & Roehling, 1993; Gatewood *et al*., 1993; Herriot & Rothwell, 1981). Barber and Roehling (1993), state that research generally suggests that more detailed information may lead to positive early recruitment outcomes, organizational attraction and perceptions of organizational attributes, it is not clear from these studies as to why more detailed information makes job opportunities more attractive. One exception is Barber and Roehling (1993), in which they argued that specific information draws more attention from student job-seekers than does vague or general information. Related to the tenets of information processing theory (Bettinan, 1979), which discusses the procedures consumers use in acquiring information and to process and evaluate the content of a message and to develop particular cognitions is when the ads have high personal relevance (Petty & Cadoppo, 1981). Through their added detail, specific advertising

messages become more tangible to receivers and are therefore, more likely to be perceived as directly relevant to receivers and to enhance their abilities to process message content. Therefore, specific messages are likely to be processed through the central route of persuasion (Petty *et al*, 1995). On the other hand, when conditions of message specificity are not present, persuasion is more likely to occur through the peripheral route.

1.1.2   Retention of Employees

Zineldin (2000) defines retention as an obligation to continue to do business or exchange with a particular company on an ongoing basis. Retention is "customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions. According to Fitzenz (1990), retention is driven by several key factors, which ought to be managed congruently: organizational culture, strategy, pay and benefits philosophy, and career development systems. As Day (2000) argued, if companies cannot retain their employees, "the economic results could be devastating for an organization. A substantial amount of value could potentially end up employed by a competitor, or become the competition".

For organizations, the high cost of recruitment and selection (Pfeffer, 1998), the lag and productivity loss during the assimilation period (Davies, 2001), the likely loss of business opportunity (McCallum, 1988; Walker, 2001), poor customer relationship (Clarke, 2001; Messmer, 2000), and hidden cost of loss productivity (Das, 2002) have subsequently highlighted the importance of retaining committed employees as an aspect of survival for organizations. Employers seek to treat employees as valued assets who can be a source of competitive advantage through their commitment, trust, adaptability and high quality skills and knowledge (Storey, 1992). This empowerment should increase the competitiveness of the business. Arthur (1994) concluded that by using commitment

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strategies, organizations had significantly higher performance and lower turnover, compared to those using control strategies.

Thus, to gain employees' career commitment to the organization and increase retention, the employer needs to identify which retention factors more influence to career commitment. Outstanding employees may leave an organization because they become dissatisfied, underpaid, unmotivated, the company not provide training and not give opportunity to get promotion (Coff, 1996), and while trying to retain employees within the organization they may present other challenges as well. They may demand higher wages, not comply with organization practices, and not interact well with their co workers or comply with their supervisor directions.

1.1.3   Postal Corporation of Kenya

The Postal history in Kenya dates from the early years of the 17th century. A Portuguese governor was installed in Mombasa in 1592 and official correspondence between the town and the outside world has been recorded from 1610 onwards, carried by ship to Arabia and India and transmitted to Europe by the overland route. Early letters from the interior of Kenya date from about 1848 when the missionaries sent their correspondence by native runners to the Coast for onward transmission. By 1877 some letters from Coast were being taken north from Lamu to Aden by ships of the British Steam Navigation Company, although the bulk of mail was being transmitted via Zanzibar. A system of mail-runners was developed and expanded by the British East Africa Association, while individual traders and concessionaries organized their own service (PCK, 2008-2012).

According to the PCK strategic plan (2008-2012) regular postal service in British East Africa was introduced in May 1890 and post offices opened in Mombasa and the island

of Lamu. Two years later offices were opened at Malindi and Wasini and by 1897 an office was to open at Kilindini, necessitated by the construction of the railway. On 1st July 1895 control of the territory in British East Africa was transferred from the company to the imperial government. The Postmaster of Mombasa was responsible for running the postal service in the territory and in 1901 the Postal Services of British East Africa and Uganda were amalgamated.

Postal Corporation strategic plan (2013) reveals that on 1st July 1933 a Postal Union of the three East African territories came into operation and was further strengthened by the East African Customs and Postal Union formally introduced on 1st May 1935. Although the East African countries became independent sovereign states between 1961 and 1963, they continued cooperating closely with one another in a number of ways, not the least being their common postal services which culminated into the formation of East African Posts and Telecommunications Corporation (EAP&T). Kenya's increasing democratization, rising political consciousness and with the advent of devolved governments has led to raised awareness and high expectations of effective and efficient public service delivery. This increased awareness and expectations will affect the operations of PCK in so far as it will be required to make sure that its services are of the highest quality and that it offers these services while maintaining the highest levels of accountability and integrity at the county and national levels (PCK, 2013).

According to PCK Strategic plan (2013), due to emerging market and economic trends and spearheaded by the Universal Postal Union (UPU), efforts to separate postal services

from those of Telecommunications were initiated in the late 1980s. They bore fruit in Kenya and in July 1999, the KP&TC was split to create, among others, the Postal Corporation of Kenya (PCK) whose mandate under the Postal Corporation Act of 1998 is to provide and operate postal services, postal financial services, and perform other functions and duties as the minister of communications may assign. Human resource remains an important asset to achievement of PCK's mandate and objectives. With a highly skilled workforce as the backbone, PCK will be well placed to effectively respond to business opportunities and challenges. As of January 2013 PCK had 3,402 members of staff. Although during the last Plan period staff costs reduced from 62% to 52% of the total expenditure, there is still need to further reduce the costs to a more manageable figure. It is therefore expected that PCK will address this human resources issue by reviewing the organizational structure; reviewing career progression policy; developing and implementing a competitive compensation and reward system; and transformation of corporate culture.

1.2   Research Problem

Employee attraction and retention is costly for both employers and employees. Employers find recruitment costs and retention cost high while employees find monetary and psychological costs taxing (mitchel,Holtom, and Lee,2001). According to Rynes *et al*, (2004), many scholars have long noted that the ability to attract and retain high quality workers is critical to organizational competitiveness. Considering the cost of turnover, loss of productivity and how employee engagement and loyalty strongly influences the organization's performance, and combining those factors with the need for an

organization to be able to emerge stronger from economic downturn, understanding how to attract and retain employees becomes critical. The economic recession is uncovering a unique opportunity to garner top talent and is placing retention efforts at the forefront of forward-thinking management discussions (Corporate Executive Board, 2009).

Scholars believe that each organization is unique in some ways and factors that plays as relates to attraction and retention of employees might also be unique to such organizations. Postal Corporation of Kenya has faced many challenges in attracting and retaining skilled workforce as a result of the advent of information technology and increased competition posed by other courier sectors thus compelling the corporation to do things differently. Currently there are very little information relating to attraction and retention of qualified personnel. Postal Corporation of Kenya in 2006 launched management trainee programmes to enable it attract qualified human capital to inject new blood into the Organization. However, after attraction and developing the human capital, employees continued to leave the organization for other organizations within the country. From the above discussion, it is clear that Postal Corporation of Kenya lack specific literature on challenges affecting employee attraction and retention. This study therefore seeks to provide the organization with specific literature considering the fact that the Postal industry is unique in its own way. This study therefore will seek to fill this research gap by examining challenges in attraction and retention at the Postal Corporation of Kenya. In doing this, the study will seek to answer one question: What are the issues regarding attraction and retention of employees at the Postal Corporation of Kenya today?

1.3 Research Objectives

To investigate attraction and retention of employees at the Postal Corporation of Kenya.

1.4 Value of the Study

The findings of this study will be useful to various stakeholders vis-a-vis the government, the corporation under study, their staffs and academicians. Firstly, the findings will be useful to the government in re-directing relevant policies towards smoothening attraction and retention of employees within State Corporations.

Secondly, the findings will be useful to the management of Postal Corporation of Kenya in initiating administrative actions aimed at attracting and retaining of talented employees as well as curbing unforeseen employee turnover within the corporation.

To staffs, the findings will be useful in informing personal decisions on whether to remain as an employee of the corporation or seek for greener pastures elsewhere.

Finally, the findings of the study will be useful to academicians interested in conducting further research in relating areas.

CHAPTER TWO: LITERATURE REVIEW

2.1   Introduction

This chapter presents a review of the related literature on the subject under study presented by various researchers and   scholars. It provides literature on attraction and retention of employees, mobility structures and organizational culture. The grounding theory of this study i.e. employee retention theory has also partly been reviewed and research gaps.

2.2   Employee Retention Theory

Employee motivation theories attempt to create models to understand what motivates people to push their performance at work. Savvy managers familiarize themselves with a range of motivational theories, employing a mix of different approaches depending on the situations they find themselves in and the types of employees they supervise. Effective employee motivation can increase employees' productivity and loyalty; failing to put these theories into place can lead to increased employee turnover. The goal ultimately is to discover what allows some companies to foster high employee morale while other companies struggle with poor productivity and high managerial turnover. Several theories have been posited, but none has drawn as much interest from the corporate world, or has as much promise, as value congruence, which measures the "fit" between an employee's values and those of co-workers and the company itself (Rynes *et al*, 2004).

Value congruence can be broken into three main subcategories: person-environment ("P-

E"), person-person ("P-P"), and perceptual fit ("PF"). Person-environment congruence refers to a harmony between the personal values of the employee and corporate culture of the company in which he or she works. Someone with a high P-E congruence feels personally in tune with his company's stated policies and goals. Conversely, someone with a low P-E congruence feels a sense of disharmony between his own values and the stated policies and goals of his company. A high P-P congruence indicates a sense of solidarity with one's co-workers in terms of shared values and goals. A low P-P congruence indicates a sense of isolation from co-workers brought about by an absence of shared values. Finally, strong PF suggests a strong correspondence between the values that an employee perceives his company to have and the values that his co-workers perceive the company to have (Cable & Turban, 2001).

2.3   Attraction and Retention of Employees

Cable and Turban (2001) argued that central processing of recruitment information should lead to enhanced beliefs about specific attributes of the organization. Given the argument that specific recruitment information is more likely to be processed centrally, it is expected that more detailed recruitment information will result in favorable perceptions of organizational attributes. With more specific information about an organization's work environment and attributes, job seekers should also perceive that an organization is more likely to provide desired positive outcomes than is an organization that offers more general company information. Therefore, it is also expected that specific recruitment information to be predictive of applicant perceptions of organizational attractiveness.

Rynes, Bretz, and Gerhart (1991) found that while job and organizational characteristics are responsible for early perceptions of organization fit, changes in fit assessments are due to more detailed job and/or organizational information. Similar to the arguments supporting realistic job previews (RJPs), which are an organization's presentation of both favorable and unfavorable job-related information to job candidates (Rynes, 1991), more specific information may allow applicants to make more informed choices about whether or not to accept offers of employment (Wanous, 1973). In other words, the extent to which an organization conveys valid information about jobs and its values, culture and work environment, applicants' fit perceptions are likely to be more accurate (Cable & Judge, 1994; Kristof, 1996). More detailed information, like realistic previews, may help to screen out individuals whose needs are incompatible with the demands of the job or the culture of the organization. Central processing of recruitment messages should enhance beliefs about the specific attributes of an organization (Cable & Turban, 2001).

Several authors have suggested that decisions to apply to an organization are often heavily reliant upon the general impressions of attractiveness that applicants hold about organizations (Belt & Paolillo, 1982; Rynes, 1991). Specifically, because of the small amount of information that is available to applicants early in the job choice process, applicants tend to base their initial application decisions on their perceptions and attitudes about organizations (Rynes, 1991). Given evidence that the level of detail provided in recruitment messages affects applicants' intentions to seek employment with organizations (Barber & Roehling, 1993; Gatewood *et al*., 1993; Hernot & Rothwell, 1981), the effects of recruitment message specificity may work through applicant

perceptions of the organization. Consistent with the elaboration likelihood model (Petty & Cacioppo, 1981), more detailed company information may encourage direct processing of the information and enhance job seekers' perceptions of; and attraction to, organizations. Further, more favorable perceptions of organizations and their attributes may heighten job seekers' interest in certain organizations subsequently, their intentions to apply to those organizations.

The literature reviewed in this section reveals that a number of studies relating to attraction and retention of employees in Kenya have been done, but empirical evidence for most areas are lacking. It is evident that most of the studies done, many of them are at the international scene and at the regional level; with very few at the local perspective, therefore establishing a gap in relation to attraction and retention of employees at the Postal Corporation of Kenya and this provides good rationale for further research attempts to zero in on this gap, especially in relation to the PCK. In addition, literature reviewed in this section revealed that much of the emphasis of "good" employment practices has been placed on strategies to retain staff; link satisfaction and commitment to retention, and most have been applied at manufacturing industries. This differs broadly with what the study is reviewing, as much of it is based on the service industry little is known which are applicable to the Postal Sector as in this case of the Postal Corporation of Kenya; which the study is trying to investigate.

2.4 Mobility Structures

Once inside the organization, employees are assigned to specific positions with specific titles. They then face mobility prospects that depend not only on their own ability and motivation but also on the place of their specific job in job ladders and the overall status system of the organization. Some organizations promote primarily from within, others hire extensively from outside. Ceteris paribus argued that one's mobility chances inside an organization are enhanced by its having promotion from within policies, as one that competes against a smaller number of candidates. One's chances are also better if the organization is growing and if one is entering cohort was comparatively small (Stewman and Konda, 1983).

Mobility prospects are affected not only by whether or not there is an internal labor market, but by also whether or not one's own position is in such a labor market (Carroll and Mayer, 1986). The comment, "that is a dead-end job" implies that it does not lead to higher, more responsible, or better paying positions. Some jobs prepare one for other jobs, and others do not. This has to do with not only the objective nature of the job, but also what kind of career ladders and relationships among jobs the organization has defined. It is an interesting example of the individualistic, a structural bias in much of the mobility and careers literature that almost without exception, studies of mobility focus on individual attributes rather than the person's position and its place in the overall job structure.

Scholars state that if mobility prospects are affected 'by whether or not the organization has an internal labor market Doeringer and Piore (1971) as well as by whether or not one's job is in a ladder leading to higher level positions, then it is important to understand 'both the determinants of internal labor market arrangements as well as the factors affecting the shape and scope of career ladders. To this point, there has been only limited attention to these questions, both of which have political elements in their answers. Pfeffer and Cohen (1984) examined the determinants of the extent of internal labor market practices in a sample of almost 300 organizations in the San Francisco Bay area. They found that such practices, including promotion from within and hiring from the outside only in a few, limited positions, were positively related to the organization's having a personnel department, to its being a branch establishment, to the degree of technological change and training provided, and to its being in the core sector of the economy.

Internal labor market arrangements were negatively related to the percentage of the workforce covered by collective bargaining. As in the case of hiring standards, the influence of two important interests, personnel professionals and unions, is evident. In analyzing the structure of jobs and whether or not jobs are placed job ladders, there is some evidence for the importance of the politics of gender. Baron, Davis-Blake, and Bielby (1986) analyzed job ladders in 100 establishments in California. At the establishment level of analysis, they found that the presence of job ladders tend to be positively related to size, to being linked to a larger establishment, to the provisions of establishment-specific training, and to being in the manufacturing sector. Internal labor

market practices are negatively related to the use of unit technology and to the percent of professional, technical, and managerial jobs. Their study did not replicate the Pfeffer and Cohen finding of the negative effect of unionization. However, further analysis by the authors indicated that establishment-level factors only distinguished between those places with any internal labor market practices and those with none, and did not correlate well with the degree of internal opportunity (Baron, Davis-Blake, and Bielby, 1986).

According to the Dictionary of Business Terms (2000), labour mobility is the ability of workers to change employment easily. In most cases highly mobile workers are found in occupations that are in great demand. By its nature labour mobility is a socioeconomic ease with which an individual or groups of individuals who are currently receiving remuneration in the form of wages can take advantage of various economic opportunities. Labour mobility is best gauged by the lack of impediments to such mobility. Impediments to mobility can be divided into two distinct classes with one being personal and the other being situational. Personal impediments include physical and mental ability. The situational impediments include educational opportunities as well as various laws and political contrivances and even barriers and hurdles arising from historical happenstance.

Thus, it can generally be concluded that labour mobility is the extent to which the workers are able or willing to move from one employer to another or from one job to another or from one occupation to another or from one geographical location to another. When labour mobility does not result in a change in the worker's grading or status is termed as horizontal mobility and when results in a change of the worker's grading or

status is termed as vertical mobility. The current model takes a generic view of the determinants of labour mobility in its all forms (Baron, *et a*l. 1986).

Baron, *et a*l. (1986) results are quite consistent with political perspective on career mobility. Note that their findings indicate that the structure of opportunity depends on the strength of various labor market interests such as unions and professional, technical, and managerial workers as well as on gender. The Baron, et al. measure of union strength is dichotomous, and no effort was made to explore the correlates of the extent of gender-based structuring of job opportunities. One might certainly expect that at some point, there would be enough women in an organization, particularly if they occupied higher-level positions, to change the job structure to overcome some of the biases that retard women's mobility. Indeed, one might examine the effect of numbers of persons of various demographic groups on the place of jobs occupied primarily by those demographic groups in organizational career ladders. In addition, in a similar fashion, one could examine career ladders leading into higher-level positions as they varied by department, with the prediction being that more powerful departments would have career ladders that led more to higher level organizational positions.

Baron and Bielby (1986) also studied a related phenomenon, the proliferation of job titles or how finely jobs are classified. Once again, the effect of interests was observed. They found that the presence of unions reduced job title proliferation while the presence of personnel specialization increased the number of titles, controlling for other factors such as organizational size and technology. They found that personnel specialization was particularly strongly related to job title proliferation outside of the manufacturing sector.

Job titles are important for, among other things, people are paid according to the title of the job they hold. Baron and Bielby (1986) suggested that one of the factors motivating a proliferation of job titles is the desire to give different names to jobs being done by both men and women, so that the jobs done primarily or exclusively by women can be paid less. Indeed, this issue is the foundation of the comparable worth debate as well as being the object of wage discrimination suits.

As in the case of hiring standards, we see the operation of interests, such as personnel professionals, unions, and the politics of gender acting to affect the development of job structures, job title proliferation, and internal labor market arrangements. The studies cited clearly have examined only a few of the possible interests that might affect the structuring of opportunity within organizations. There are significant demographic groups besides those defined by gender, as noted previously, and there are other important interests besides unions and personnel, professionals. In HR research, the topic of organization and implications of highly-qualified work has been discussed for a long time now, concerning all of the core fields of HRM activity like HR marketing, recruitment, personnel remuneration, personnel development, retention, and leadership. Especially the retention of highly-skilled employees has become a critical factor of success in a labor market situation labeled "war for talent". Even though the global economic and financial crisis has cooled down the problem of employee acquisition and retention a bit, the underlying phenomenon remains a reinforcing cycle of well-known causes, insufficient attempts to control the situation and seemingly surprising results triggering new over-reaction (Baron and Bielby, 1986).

2.5   Organizational Culture

The relationship between the culture and functioning of social organizations has been a recurring theme in the social sciences for over 50 years. Sociologists, social anthropologists, and social psychologists have often presented culture and ideology as integral features of the functioning of a society (Weber 1930, Mend 1934, Radclitfe-brown 1952). Each of these authors focused on culture as a critical aspect of the adaptation of social organizations, and viewed culture as a system of 'socially transmitted behavior patterns that serve to relate human communities to their ecological settings" (Keening 1974). This perspective has also been reflected in the work of ethnographers such as Whyte (1949) and Rohlen (1974), and by psychologists such as Schein (1985, 1990) and Hofstede 1980, 1991; Hofstede *et al*, 1990).

One explanation for the relationship between organizational structure and employee reactions to their work can be called the attraction-selection framework. The explanation has two steps. First, it is proposed that organizations with certain structural properties or conditions attract and/or select employees with particular personal and background attributes. It is not necessary to specify what these personal attributes are for different organizations only that different types of employees are attracted to or selected by organizations that have different structural practices (Khon, 2001).

O'Reilly (1989), in one of the most complete tests of this framework, found significant associations between bureaucratization (operationalized as the number of formal hierarchical levels in the organization) and employee intellectual flexibility, openness to

change, and choice of leisure activities. Specifically, employees who worked in more bureaucratic firms tended to be open-minded, intellectually flexible, and spent their leisure time in intellectually demanding activities. How-ever, when the employee's educational level was statistically controlled, the impact of the bureaucratic structure on the outcomes of interest was reduced. Controlling for other back-ground attributes, e.g., race and national background, reduced the associations little more than education alone. These results are consistent with the attraction-selection framework. Research from a quite different perspective also provides support for the attraction-selection framework.

Culture and effectiveness is of central importance in organizational studies, but progress in the development of theory and research has been slowed by a formidable set of research problems. For example, an integrative theory must encompass a broad range of phenomena extending from core assumptions to visible artifacts, and from social structures to individual meaning. Such a theory must also address culture as a symbolic representation of past attempts at adaptation and survival as well as a set of limiting or enabling conditions for future adaptation. Several attempts at integration have been presented (Allaire and Firsirotu 1984; Ott 1989; Schein 1985, 1990) but there is still limited consensus regarding a general theory of organizational culture, and healthy skepticism about whether culture can ever be "measured" in a way that allows one organization to be compared with another.

Researchers have recently presented empirical culture studies which have relied upon quantitative survey data to characterize and compare organizational cultures. (Rousseau

and Coolje 1988, Hofstede *et al*. 1990, Chatman 1991, O'Reilly *et at*. 1991, Jermier *et al*.1991. Kotter and Heskett 1992). This research has characterized organizational cultures in terms of underlying traits and value dimensions, and has typically acknowledged that culture is being treated as a variable for a specific research purpose. These studies illustrate the range of approaches that have been taken by culture researchers; they also reflect the approach taken in this study; a combination of qualitative and quantitative methods coupled with an attempt to gain the insights of both the contextualized meaning of specific settings and the generality offered by comparison across multiple organizations.

A functional organizational structure will promote optimal management and operation of call centers and will also enable focused activity that will contribute to achieving business objectives. The process of recruiting, training and mentoring effective and high-quality employees ensures better performance, prevents burnout and enhances the sense of belonging and commitment to the organization. It is very important that the training and hiring processes for the various positions at the center are in synch (Cable & Turban, 2001).

Various studies have examined the first causal link in the attraction-selection framework, between organizational structure and the personal attributes of employees. In explaining the relationship between organization size and employee absenteeism and turnover, Haskett (1992) concluded that large organizations attract individuals who are more economically oriented than persons attracted to small organizations. Hansen and

Wernerfelt (1989) found significant associations in a large insurance company between the structural properties of departments and the personal attributes of employees, e.g., age, gender, education. In a study of a major university, Barney (1986) found that centralization and formalization were significantly related to the personal attributes of employees. Educational level was negatively associated with both centralization and formalization, and age was positively associated with formalization. Gender did not relate significantly to either of these two structural properties.

The findings of Kanter (1983), suggested that one's personal values might play a central role in choosing a job and employer. These researchers argued that people are attracted to occupations directly compatible with their personal and political orientation, conservatives more often selecting careers in business and liberals tending to select academic or social-change occupations.

There is growing recognition that the organisational context and support from leaders and managers play a crucial role in enhancing employees' motivation and in the development and implementation of innovation. Importantly, several recent innovation surveys carried out in the UK and in Europe have identified finding and mobilizing *human resources* as one of the most important barriers to innovation (European Innobarometer Survey, 2001). Specifically, organisations indicated that problems with skill levels (managerial skills particularly) and motivation hampered innovation (Tether *et al*, 2005). Whilst governments are responding to the emphasis on greater innovation and the need to tackle skill shortages with a focus on education, the link between what we know on the skills of

individual innovators and how they relate to the management practice and the wider organisational context is still not clear. Recent research indicates that innovation programmes rarely achieve. Desired results, meanwhile, practitioners and management academics continue to ask for greater innovation output by employees.

The research literature on the characteristics and behaviours associated with innovative people in organizations is immense, both in magnitude and diversity. In recent years, several handbooks devoted to creativity and innovation have been published by Zhou & Shalley, (2008), there are many journals devoted exclusively to this issue, and the number of books and technical reports on this topic continues to grow. However, several scholars have observed the lack of a cohesive theoretical understanding of how creativity and innovation operate in organizations (Patterson, 2002).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1   Introduction

This chapter presents the research design, population of the study, sampling design and sample size, data collection instrument, data collection and analysis techniques, ethical considerations, limitations of the study as well as the expected outcome of the study.

3.2   Research Design

The type of research design that was used for this project was explanatory design. This involves explanation of causes and effects of the independent and dependent variables associated with the problem. This design was applied because it is able to clearly show the relationship or connection between the variables under study. According to Roland and Torgerson (1999) explanatory research is used when asking research questions that deal with causal process.

3.3   Target Population

This study will target 132 senior managers and sectional heads heading different departments and sections at the headquarters. The study will concentrate on the head office as it is the location where all employees policies are developed and decentralized. But the proportion of the target population that has the characteristics to be measured consisted of 132 senior managers heading different departments and sections at the corporation. The departments are as shown on table 3.1.

Table 3.1: Target Population

The main target population under study was senior mangers heading the core departments and sections at PCK headquarters.

CATEGORY	POPULATION	PERCENTAGE (%)
Administration	28	21.2
Personnel	10	7.6
Finance	16	12.1
Supplies & procurement	10	7.6
Public relation	8	6.1
Legal	6	4.5
Planning	18	13.6
Maintenance & Transport	24	18.2
Security	12	9.1
Total	132	100

Source: PCK (2012)

3.4   Sample Design

The study applied proportionate stratified sampling technique to identify the sample size of the study. The research used proportionate stratified random sampling because it enables generalization of a larger population with a margin of error that is statistically determinable and also gives employees equal opportunity to participate (Mugenda and Mugenda 2003). The stratification will be based on the various departments represented at the Head office. According to Mugenda and Mugenda (2003), a sample of 30% is adequate for the generalization of the findings to the whole population if the sample size

in more than 30 elements. Based on these, the study will select 30% of the population proportionately from each employee category (department). The sample size will be shown on table 3.2.

Table 3.2: Sample Design

CATEGORY	POPULATION	30% SAMPLE
Administration	28	8
Personnel	10	3
Finance	16	5
Supplies & procurement	10	3
Public relation	8	2
Legal	6	2
Planning	18	5
Maintenance & Transport	24	7
Security	12	4
Total	132	39

Source: Researcher (2013)

3.5   Data Collection

Data was collected mainly by use of questionnaire method. The questionnaire consisted of structured, open and closed ended questions. It will comprise two sections. The first section obtained general information on the respondents' characteristics. The second section is devoted to the identification of issues encountered in attracting and retaining of employees at the Postal Corporation of Kenya. The questionnaire helped in collecting as much information as possible.

3.6   Data Analysis

Before processing the responses, the completed questionnaires were inspected, edited for completeness and consistency. The data was coded and entered into a processing system to enable the responses to be grouped into various categories. The results obtained from the questionnaires were then analyzed. The analysis of the 39 questionnaires was done to establish the relationship between the objectives under study. Data analysis was done using mainly descriptive and inferential statistics. Descriptive statistics included central tendencies and standard deviation as well as the frequency tables. Inferential statistics included; reliability test and multiple regression analysis. Statistical Package for Social Science (SPSS) was used to run the statistical outputs. Descriptive statistics was used because it helps to summarize a data set quantitatively without employing a probabilistic formulation, rather than use the data to make inferences about the population that the data are thought to represent. Even when a data analysis draws its main conclusions using inferential statistics, descriptive statistics are generally also presented. The main advantage of inferential statistics is that it tries to make inferences about a population from the sample data. Inferential statistics is also used to make judgments of the probability that an observed difference between groups is a dependable one, or that it might have happened by chance in this study. Thus, we use inferential statistics to make inferences from our data to more general conditions; we use descriptive statistics simply to describe what's going on in our data. The results were presented via frequency tables.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1   Introduction

This chapter presents data analysis and interpretations of the findings from the data collected. Data was analyzed quantitatively. The results were presented in tables. 37 out of 39 questionnaires that were administered were successfully filled and returned. This represented 94% response rate, ensuring that the sample size remained as close to the original size as possible. Campion (1993) suggested that authors need to make reasonable efforts to increase questionnaire return rates, address the influence of non-respondents, and that they do not contain any obvious biases. To increase the return rate for this study, the questionnaires were administered using the strategy described in chapter three of this study. The responses were obtained from 11 departments of the Postal Corporation of Kenya.

4.2   Demographic Information

4.2.1   Gender of Respondents

The respondents were asked to indicate their gender. The responses are presented in table 4.1.

Table4.1: Gender of Respondents

Gender	Frequency	Percent (%)
Male	24	64.9
Female	13	35.1
Total	37	100.0

Table 4.1 indicates that 64.9 % of the respondents were male while 35.1% were female, the number of males that responded was higher than that for female yet it is expected that the gender rule is applied in all organizations.

4.2.2 Age of Respondents

The respondents were asked to indicate their age. The responses are presented in table 4.2.

Table 4.2: Age of Respondents

Age	Frequency	Percent (%)
Below30 years	6	16.2
30-39 years	13	35.1
40-49 years	11	29.7
50-59 years	7	18.9
Total	37	100.0

The ages were grouped into four classes with a difference of ten years apart, The Modal class being the ages between 30-39 which was represented by 35.1% followed by 40-49 which had a percentage of 29.7%; 50-59 years had 18.9% while those who were below 30 had 16.2%.Generally the employees were well distributed in terms of age.

4.2.3 Years Worked at the Cooperation

The respondents were asked to indicate the years worked. The responses are presented in table 4.3.

Table 4.3: Years worked at the Cooperation

Years Worked	Frequency	Percent (%)
0-5 years	10	27.0
5-10 years	8	21.6
10-15 years	3	8.1
15-20 years	3	8.1
20 and above years	13	35.1
Total	37	100.0

The table 4.3 projects the number of years worked by the employees at the Corporation. It was established that 35.1% had worked at the Corporation for more than 20 years, the years worked by the employees was useful as it gave out information that could be

considered as relevant for this study. The researcher then sought to establish the highest level of education by the respondents

4.2.4   Level of Education

The respondents were asked to indicate their level of education. The responses are presented in table 4.4.

Table 4.4: Highest Level of Education

Level of Education	Frequency	Percent (%)
Secondary	2	5.4
Tertiary College	12	32.4
Undergraduate	14	37.8
Postgraduate	9	24.3
Total	37	100.0

About 37.8% of the respondents had attained a university degree at graduate level, 32.4% had tertiary college education, 24.3% of the respondents had attained postgraduate level of education while 5.4% had secondary education. At face value, this implied that the more a person is educated the harder it is to retain such an employee, unless they are motivated and working in environment that encourages growth. Education therefore gives them better bargaining power hence they can always look for better paying jobs, and unlike when ones levels of education is not high.

This implication prompted the researcher to further establish if there was a relationship between years worked and level of education.

A correlation analysis was undertaken to establish the relationship between years worked and levels of education; this was then presented as shown on table 4.5.

Table 4.5: Relationship between Years Worked and Levels of Education

Description		Years Worked	Highest level of education
Years Worked	Pearson Correlation	1	-.390
	Sig. (2-tailed)		.017
Highest level of education	Pearson Correlation	-.390	1
	Sig. (2-tailed)	.017	

At a significance level of 0.05 (5%) the Pearson correlation between years worked at the corporation and highest level of education is -0.390. This is a weak negative correlation, implying that there is no significant relationship between years worked and levels of education.

4.3   Attraction and Retention of Employees

The respondents were asked to rate various components on attraction and retention of employees, on a five point likert summated rating scale. The range was strongly agree (5) to strongly disagree (1). The scores of strongly disagree and disagree were taken to represent a component that had an impact to a small extent (S.E) equivalent to a mean score of 0 to 2.5 on a continuous summated likert scale; ($0 \le$ S.E≤ 2.4). Scores of neutral were taken to represent a component that had an impact of a moderate extent(M.E) equivalent to a mean score of 2.5 to 3.4 on the continuous summated likert scale: ($2.5 \le$M.E≤ 3.4). The scores for both agree and strongly agree were taken to represent a component which had an impact to a large extent (L.E) equivalent to a mean score of 3.5 to 5 on a continuous summated likert scale; ($3.5 \le$ L.E≤ 5.0).

The study found out that negative perceptions about organizational attributes impedes attraction and retention of employees ,with a mean of 3.89 was the greatest difficulty encountered in attracting and retaining employees at the Postal Corporation, other components that were found to have the greatest impact in terms of attraction and retention included : A mean of 3.84 indicated negative publicity about organizational performance; A mean of 3.81 indicated lack of transparency in the organizational recruitment and promotional process. The issues that were considered to be moderate included: A mean of 3.46 indicated poor conveyance of valid organizational information about a job and its values, cultures and work environment, on a moderate impact, a mean of 3.38 established that lack of important information about job attributes; A mean of 3.32 indicated poor processing of recruitment and promotional information by applicants and finally a mean of 3.19 indicated lack of proper detailing of recruitment and promotional messages. The standard deviations were smaller than the means of the components implying there is a great dispersion between the means of the components and standard deviation.

Table 4.6:Attraction and Retention of Employees

Description	N	Minimum	Maximum	Mean	Std. Deviation
lack of important information about job attributes impedes attraction and retention of employees	37	1	5	3.38	1.320
Poor processing of recruitment and promotional information by applicants impedes attraction and retention of employees	37	1	5	3.32	1.226
negative perceptions about organizational attributes impedes attraction and retention of employees	37	1	5	3.89	1.173
Poor conveyance of valid organizational information about a job and its values, cultures and work environment impedes attraction and retention of employees	37	1	5	3.46	1.216
Lack of proper detailing of recruitment and promotional messages impedes attraction and retention of employees	37	1	5	3.19	1.330
Lack of transparency in the organization recruitment and promotional processes impedes attraction and retention of employees	37	1	5	3.81	1.330
Negative publicity about organizational performance impedes attraction and retention of employees	37	1	5	3.84	1.191

4.4 Mobility Structures

The researcher then sought to establish influence of mobility structure to attraction and retention of employees at the Postal Corporation of Kenya. The ratings were on a five point summated likert scale. The range was from strongly agree (5) to strongly disagree (1). The scores of strongly disagree and disagree were taken to represent a component that had an impact to a small extent (S.E) equivalent to a mean score of 0 to 2.5 on a continuous summated likert scale; (0≤ S.E≤ 2.4). Scores of neutral were taken to represent a component that had an impact of a moderate extent (M.E) equivalent to a mean score of 2.5 to 3.4 on the continuous summated likert scale: (2.5≤M.E≤ 3.4). The scores for both agree and strongly agree were taken to represent a component which had an impact to a large extent(L.E) equivalent to a mean score of 3.5 to 5 on a continuous likert scale; (3.5≤ L.E≤ 5.0).

The study established with a mean of 3.97 that lack of assignment based on ability of individuals impedes attraction and retention of employees; other components with large impact were poor link between overall organizational and individual growth with a mean of 3.76. Lack of hiring and promotional standards with a mean of 3.73, lack of clear recruitment and promotional policy with a mean of 3.7, Poor relationships among jobs with a mean of 3.65; with low impact, the study ascertained prevalence of structural bias based on gender, race, ethnicity impedes attraction and retention of employees with a mean of 3.35 this was followed by Extreme gender politics with a mean of 3.11. From the above findings it can be ascertained that movement of employees from the cooperation largely depends on their ability to have assignments and their attitudes to the assignments, this further means that employees will not idle at work places as long as their salaries are being facilitated ,this thus points to the value congruence, which measures the "fit"

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between an employee's values and those of co-workers and the company itself (Rynes *et al*, 2004).when there is poor link between overall organizational and individual growth then mobility becomes inevitable, when conditions are not favorable for growth of individuals whereby it can be characterized by structural bias ,poor relationships, work place policies then the employees would definitely move since no one wants to stay on a "dead end job" as stipulated by Carroll and Mayer (1986).

Table 4.7:Mobility Structures and Attraction and Retention of Employees

Description	N	Minimum	Maximum	Mean	Std. Deviation
prevalence of structural bias based on gender, race, ethnicity impedes attraction and retention of employees	37	1	5	3.35	1.457
Lack of hiring and promotional standards impedes attraction and retention of employees	37	1	5	3.73	1.239
Poor relationships among jobs impedes attraction and retention of employees	37	1	5	3.65	1.086
Lack of clear recruitment and promotional policy impedes attraction and retention of employees	37	1	5	3.70	1.309
Extreme gender politics impedes attraction and retention of employees	37	1	5	3.11	1.350
Poor link between overall organizational and individual growth impedes attraction and retention of employees	37	1	5	3.76	1.164
Lack of assignments based on ability and individual attitude impedes attraction and retention of employees	37	2	5	3.97	1.013

4.5   Organizational Culture

On the last objective the researcher wanted to establish influence of organizational culture on attraction and retention of employees, a five point summated likert scale was used to rate the components ,the same scores used in the two objectives of the study were applied in this objective.

From the respondents, it was established that Lack of progressive practices within the cooperation impedes attraction and retention of employees with a mean of 3.81 which was to a large extent, this implies that progress is key for any organization to attract and retain its employees, progress can be in inform of training (Cable & Turban, 2001), Motivation (E. I. S, 2001) and innovation (Tether *et al*, 2005). On a medium extent, the research established that Lack of enabling conditions for future adaptation within the corporation impedes attraction and retention of employees with mean 3.49, Lack of fostering of participation, autonomy and creativity within the corporation's mean 3.47 , Lack of clear value dimensions within the corporation with mean 3.41 and the existence of poor social structures within the corporation mean 3.22. The standard deviations of the means for large and medium extent are widely dispersed from these means. From the findings concurrence can be made with Khon (2001) that different types of employees are attracted to or selected by organizations that have different structural practices.

Table 4.8:Organisational Culture

Description	N	Minimum	Maximum	Mean	Std. Deviation
The existence of poor social structures within the corporation impedes attraction and retention of employees	36	1	5	3.22	1.376
Lack of enabling conditions for future adaptation within the corporation impedes attraction and retention of employees	37	1	5	3.49	1.216
Lack of clear value dimensions within the corporation impedes attraction and retention of employees	37	1	5	3.41	1.066
Lack of progressive practices within the corporation impedes attraction and retention of employees	37	2	5	3.81	.877
Lack of fostering of participation, autonomy and creativity within the corporation impedes attraction and retention of employees	36	1	5	3.47	1.158
Lack of normative integration within the corporation impedes attraction and retention of employees	37	1	5	3.35	1.111

4.6 Regression analysis

The researcher sought to establish if there is a relationship between the variables in the study. Attraction and retention of employees being the independent variable while mobility and organizational culture were the dependent variable. B is the slope, the un-standardized regression coefficient between mobility and organizational culture and attraction and retention is – 0.31 and 0.16 respectively. At 95% confidence interval the coefficient ranges from -0.154 to 0.91 for mobility while -0.113 to 0.146 for organizational culture. The Y intercept is 1.301, the linear equation thus is Y= -0.31+0.16+1.301.

From the above there is a linear negative relationship between mobility and attraction and retention of employees while organizational culture has a linear positive relationship with attraction and retention of employees, as mobility reduces then attraction and retention of employees increases while as the organizational culture is improved the retention and attraction of employees increases.

Table 4.9:Regression Analysis For mobility and Organizational Culture

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)			1.301	.217		5.997	.000 .860 1.743
Mobility			-.031	.060	-.104	-.521 .606	-.154 .091
Organizational Culture			.016	.064	.051	.258 .798	-.113 .146

a. Dependent Variable: Attraction and retention

The researcher then determined the value of r .Multiple R has a value of 0.90, the R^2 is 0.008 with a standard error of 450.The Multiple sum of Squire (r^2) thus is very low with a percentage of 0.8.Consequently there is a very low variability between social structures and attraction and retention of employees at the postal cooperation.

Table 4.10:Sum of Squire r^2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.090[a]	.008	-.052	.450

a. Predictors: (Constant), The existence of poor social structures within the corporation impedes attraction and retention of employees, prevalence of structural bias based on gender, race, ethnicity impedes attraction and retention of employees

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This chapter gives the summary, recommendations and suggestions for further study drawn from the findings of the study. The aim of this study was an investigation into attraction and retention of employees within the Postal Corporation of Kenya.

5.2   Summary of the Study

The purpose of this study was to investigate into the attraction and retention of employees within Postal Corporation of Kenya. The aim of this study was to investigate attraction and retention of employees. To achieve this purpose questionnaire were administered; these questionnaires were filled by employees of Postal Corporation from nine departments. In order to validate the instruments a pilot study was undertaken to pretest the research instrument before their actual administration. The study was conducted in Nairobi, Postal Corporation of Kenya Headquarters. Data was analyzed quantitatively using both inferential and descriptive statistics.

There was a 94% response rate, ensuring that the sample size remained as close to the original sample size as possible hence the results obtained could be easily generalized. The researcher in a bid to establish attraction and retention of employees at Postal Corporation kenya established that there was a weak negative correlation between the two implying that there is no significant relationship between years worked and levels of education.

Regarding issues on attraction and retention of employees at the Postal Corporation of kenya, it was established that Negative perceptions about organizational attributes impedes attraction and retention of employees, other components too had great impacts such as Negative publicity about organizational performance and lack of transparency in the organizational recruitment and promotional process. This shows that for employees to be motivated and for the challenges to be forestall then value congruence is very crucial as advocated by Cable & Turban (2001).There were challenges on moderate impact and no record was given on a lesser impact thus attraction and retention is a serious phenomenon and the challenges that come together with this should be tackled in a way that is beneficial to both the organization and the employees.

Regarding mobility, the study found that lack of assignment based on ability of individuals greatly obstructs attraction and retention of employees. Other components with large impacts were poor link between overall organizational and individual growth, lack of hiring and promotional standards, lack of clear recruitment and promotional policy and poor relationships among jobs. Structural bias based on gender, race and ethnicity had small impacts. The study therefore established that there is a linear negative relationship between mobility and attraction and retention of employees implying that as mobility reduces then attraction and retention of employee's increases.

On organizational culture, it was established that lack of progressive practices within the Postal Corporation of kenya hampers attraction and retention of employees, this implies that progress is key for any organization to attract and retain its employees, Progress can further

be inform of different factors including training (Cable & Turban, 2001), Motivation (E. I. S, 2001) and innovation (Tether *et al*, 2005).The study therefore ascertained that there was a linear positive relationship between organizational culture and attraction and retention of employees, as the organizational culture is improved the retention and attraction of employees increases. Consequently there was a very low variability between social structures and attraction and retention of employees at the Postal Corporation of Kenya.

5.3   Conclusions

It is true that attraction and retention of employees is a critical issue in modern management, as organizations are faced with the challenge of high staff turnover, which usually impacts negatively on productivity.

The aspect of mobility which involves the movement of employees from one job group to the other, greatly influences attraction and retention; hence it is true to say that employees are not only motivated by salaries, their input and value will motivate them to stay on a job as stated by Rynes*et al*, (2004). Organizational culture enables the employees to have a sense of belonging and increase their loyalty to the organization, thus enhancing greater attraction and retention. This conclusion is in agreement with Khon (2001), who states that reinforced structures of the organization, are deemed progressive because organizations will have an upper impact when it comes to attraction and retention of employees.

5.4   Recommendations

Based on the objectives of the study, the following were the recommendations made:

5.4.1   Attraction and Retention of Employees

The Postal Corporation of Kenya should strive to inculcate a culture that the employees will embrace and look at the Corporation as a very important aspect of their development. This can be done by trying to reduce or do away with negative publicity. Transparency should be emphasized during recruitment and promotional process, which can be done through effective vetting exercises.

5.4.2   Influence of Mobility on Attraction and Retention of Employees

Assignments should be based on the abilities of the individuals in an organization; these abilities can be determined by use of performance contracts, team development, advanced capacity building that will ensure overall growth of the organization as well as the individuals hence reducing on the mobility.

5.4.3   Influence of Organizational Culture on Attraction and Retention of Employees

Postal Corporation of Kenya should set a positive culture of a sense of belonging, patriotism and loyalty to the organization, by ensuring that employees feel that they are part of the organizational team. Creativity and innovation should be encouraged with clear structures and well defined roles and responsibilities should be set up at the organization for smooth operation.

5.5 Suggestions for Further Studies

- A similar study should be undertaken mostly in the private sector organization this will help in a comparison analysis and determine what factors contribute to differences in attraction and retention of employees in public and private sector.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Serial No……………………………..

My name is John Tonui, I am a in the school of Business, am currently Master's student in Business Administration at University of Nairobi. Please fill this questionnaire to enable me collect data for this study. The questionnaire is meant to collect information on investigation into attraction and retention of employees at the Postal Corporation of Kenya.

Kindly answer the questions by writing a brief statement or ticking in the boxes provided as will be applicable. The information provided will be treated as strictly confidential and at no instance will your name be mentioned in this research. This research is intended for an academic purpose only.

SECTION ONE: DEMOGRAPHIC INFORMATION

1. Gender   Male ❑   Female ❑

2. Age ❑ below 30 years ❑ 30-39 years ❑ 40-49years   ❑ 50-59 years

     ❑ 60-69 years

3. For how long did you/have you work(ed) with the corporation?

a) ❑ 0-5 years

b) ❑ 5-10 years

c) ❑ 10-15 years

d) ❑ 15-20 years

e) ❑ 20 and above years

4. What is your highest level of education?

   i.   Secondary   ❑   iii. Tertiary College ❑

   ii.   Undergraduate ❑   iv. Postgraduate   ❑

   v. Other (specify) ………………………………

SECTION TWO: ATTRACTION AND RETENTION OF EMPLOYEES

5. The following are statements about issues encountered in attracting and retaining of employees at the corporation. To what extent do you agree with these statements?

Guide: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

No	Description	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
i	Lack of important information about job attributes impedes attraction and retention of employees.					
ii	Poor processing of recruitment and promotional information by applicants impedes attraction and retention of employees					
iii	Negative perceptions about organizational attributes impedes attraction and retention of employees					
iv	Poor conveyance of valid organizational information about a job and its values, culture and work environment impedes attraction and retention of employees					
v	Lack of proper detailing of recruitment and promotional messages impedes attraction and retention of employees					

vi	Lack of transparency in the organization recruitment and promotional processes impedes attraction and retention of employees					
vii	Negative publicity about organizational performance impedes attraction and retention of employees					

SECTION THREE: MOBILITY STRUCTURES

6. The following are statements about the influences of mobility structures in attraction and retention of employees. Guide: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

No	Description	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
I	Prevalence of structural bias based on gender, race, ethnicity impedes attraction and retention of employees					
Ii	Lack of hiring and promotional standards impedes attraction and retention of employees					
Iii	Poor relationships among jobs impedes attraction and retention of employees					
Iv	Lack of clear recruitment and promotional policy impedes attraction and retention of employees					
V	Extreme gender politics impedes attraction and retention of employees					
Vi	Poor link between overall organizational and individual growth impedes attraction and retention of employees					
Vii	Lack of assignments based on ability and individual attitude impedes attraction and retention of employees					

SECTION FOUR: ORGANIZATIONAL CULTURE

1. Comment on the following issues on the influences of organizational culture on attraction and retention of employees. Guide: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)

No	Description	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
I	The existence of poor social structures within the corporation impedes attraction and retention of employees					
Ii	Lack of enabling conditions for future adaptation within the corporation impedes attraction and retention of employees					
Iii	Lack of clear value dimensions within the corporation impedes attraction and retention of employees					
Iv	Lack of progressive practices within the corporation impedes attraction and retention of employees					
V	Lack of fostering of participation, autonomy and creativity within the corporation impedes attraction and retention of employees					
Vi	Lack of normative integration within the corporation impedes attraction and retention of employees					

THANKS FOR YOUR RESPONSE

-END-