

**EFFECT OF ORGANIZATIONAL EMPLOYEE RETENTION
STRATEGIES ON PROJECT COMPLETION
THE CASE OF CIVICON LIMITED –MOMBASA COUNTY, KENYA**

BY

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DECLARATION

I hereby declare that this project report is the result of my original work and that no part of it has been presented for another dissertation in this university or elsewhere for the purpose of examination or otherwise.

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DEDICATION

This project is dedicated to my loving family and friends for their daily inspiration, moral support and encouragement during my study. A special dedication to my daughter Trizah who relentlessly motivated me and stayed with me at late hours while writing the project.

Above all I thank God Almighty for guiding me and opening this window of opportunity for me.

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ABBREVIATIONS

ILO	International Labour Organisation
MBA	Master of Business Administration
SPSS	Statistical Package for Social Sciences

ABSTRACT

Retention of employees is an important function of the Human Resource Department. Employee retention is the foremost problem which all organizations are now facing in the global competitive environment as employee retention is a major challenge faced by the companies globally. Unless there is a deliberate and serious effort from the management towards this direction, the competitors in the industry are likely to attract and snatch the talent already nurtured in the company over a period of time. Careful strategies for crafting and implementing employee retention strategies are a skill and should be given top priority by the management. The purpose of this study was to empirically examine employee retention strategies and their effect on project completion at Civicon Limited. The study would benefit other companies which may wish to retain their talented employees. From the analysis of past studies, it was clear that retention of employees is very important and more so retention of key staff. Concerted action is thus required to retain talented people. The study adopted descriptive survey research design with questionnaires being the data collection procedure. This study involved a target population of 120 employed staff working in this organisation and a sample size of 90 employees representing 75% of the target population. The study revealed that it is more profitable for organizations to put in place appropriate employee retention strategies such as organisational commitment, financial rewards in form of wages, promoting training and career development on employees and improving the working environment. The researcher recommended that the reward package should be restructured to motivate the employees more. This could be done by comparing and implementing using those of best practices in the industries. Also the management of the organisation should address employees concerns on time and improve the working conditions. This can be done by putting the employee's suggestions in action and act on them immediately they are expressed.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Retaining a positive and motivated staff is vital to an organization's success. High employee turnover increases expenses and also has a negative effect on company morale. Implementing an employee retention program is an effective way of making sure key workers remain employed while maintaining job performance and productivity.

Beadles et al. (2008) found a positive and significant correlation between job retention and organizational performance. Campion (2007) found that inescapable turnover was characteristically viewed as critical to an organization. The notion that turnover decreases the organizational performance was supported by the most of researchers. Mobley (2008) suggested that turnover might interrupt job performance when an employee who intended to leave became less efficient and effective. Shaw, Gupta, and Delery, (2012) found empirically that voluntary turnover was associated with the inferior organizational performance. Other researchers suggested that turnover could improve performance and completion of projects. One probable advantage of turnover was the exclusion of poor performing employees (Price, 2009). Furthermore, Staw et al; (2009) proposed that turnover might enhance performance if most of the turnover was by employees with longer or very short tenure.

Employee turnover refers to the movement of employees out of an organization (Reggio 2010). It is a negative aspect, which might lead to the failure of employee retention strategies in the organizations affecting the completion of projects. Leaving of job appears to reflect significant work place problems, rather than opportunities for advancement into better jobs (Holzer and Wissoker, 2001). Turnover of employees disrupts teams, raises costs, reduces productivity, and results in lost knowledge. So, it is essential for the management to realize the importance of employee job satisfaction. It was estimated in a study by Abbasi & Hollman in 2000 that American industries incurred \$11 billion annually as a result of voluntary and involuntary turnover. This cost was due to termination, advertising, recruitment, selection and hiring. Turnover also produced ethereal costs, such as declining morale, and the interruption of social and communication patterns as noticed by Mobley (2009). Beadles et al (2008) stressed the study of turnover as a well-researched area which was one of the major interests in organizational

behaviour. Shaw (2007) studied the association between employee turnover and organizational culture and Kaak, Feild, Giles, and Norris in 2007 explored the concept of turnover culture amongst lower staff. Some studies by Pizam & Ellis, (1999) recommended retention programs that could diminish turnover and its cause and effects. Realistic job previews, job enrichment, socialization practices were included. Boles et al. (2011) studied to make use of the pre-employment application demographics to reduce employee turnover. Hampton, 2012 Shanahan, 2012, Schreiber, 2013; Baumann, 2010 studied that the literature was also immersed with recommendations to undertake turnover and reduce retention.

In their study, Pinkovitz et al. (2004) attempted to know how much an organization is more likely to spend to ensure getting an adequate return on investment (ROI) in employees. Turnover direct costs enclose factors such as termination, vacancy, recruitment and selection, orientation and training. Other indirect costs can encompass such factors as loss of productivity of incumbent prior to departure, loss of productivity of co-worker, loss of productivity of the new hire during initial transition.

According to Pizam & Ellis, (2012), retaining top talented employees is a priority for every organization, in every industry and every part of the globe. However, turnover is not always a bad thing. It is important for any organization to see an ongoing, regular influx of new talent that brings fresh ideas and experience along with a different perspective. Turnover can help rejuvenate an organization and invites everyone to continually examine and challenge common practices and assumptions, looking for ways to improve. But too much turnover can harm the organization, resulting in uneven workloads, lower employee morale or engagement, loss of corporate knowledge or memory, lack of continuity particularly in customer or supplier relationships, problems with quality or productivity and finally affect project completion .

The people organizations wish to retain are often the ones most likely to live. It was claimed by Reed (2008) as cited by Armstrong (2009) that every worker is five minutes away from handing in his or her notice and 150 working hours away from walking out of the door to a better offer. There is no such thing as a job for life and today's workers have a few qualms about leaving employers for greener pastures.

One of the biggest challenges companies undertaking project work are facing is the attraction and retention of top performers as some of the projects require specialist skills. Armstrong (2009) defines employee turnover – also referred to as wastage, attrition – as the rate at which people leave an organization. Turnover of employees, especially key staff or high performers for specialised projects, can be disruptive and costly.

Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed, by having policies and practices in place that address their diverse needs (Workforce Planning for Wisconsin State Government, 2005). These policies and practices employed by organizations to encourage employees to remain in the organization are what are referred to as the retention strategies.

Labour turnover can be either voluntary or involuntary. According to Noe, Hollerbeck, Gerhart and Wright (2007), involuntary turnover is turnover initiated by the organization (often among people who would prefer to stay), while voluntary turnover is turnover initiated by employees (often whom the company would prefer to keep). For purposes of this study, the researcher focused on effect of employee retention strategies on voluntary turnover affecting project completion. The turnover of key employees will mean loss in productivity, loss of customers, damaged morale, damaged organization image, destabilized business and incurring costs associated with separation, hiring and training, all which will affect the organization's overall performance and project completion. Powerful leaders know that the success of their company is built on the quality of their people. Thus retaining top or key performers is critical to the long term health and success of the business (Armstrong 2009).

To counter turnover and its resulting effects, concerted action is required to retain talented people. Organizations must therefore work on their employee value proposition. An organization's employee value proposition consists of what an organization has to offer that prospective or existing employees would value and which would help to persuade them to join or remain with the business (Armstrong 2009). It will include remuneration which is important but can be over emphasized compared with other elements that are non-financial in nature. These non-financial factors may be crucial in attracting and retaining people and include the attractiveness of the

organization, the degree to which it acts responsibly, respect, diversity and inclusion, work-life balance and opportunities for personal and professional growth. The aim is to become an employer of choice, a firm people want to work and stay with.

According to Kusluvan (2012), one of the major benefits of the development of the service industry in any economy is the provision of employment as the industry is labour intensive. In Kenya, little research has been conducted regarding labour turnover in the service industry and especially on organisations undertaking projects. Research on labour turnover in service industry in Kenya (International Labour Organisation, 2001) indicated similar trends of labour turnover with lodges on the lead with 60% in 2000. This impacted negatively in business sustainability due to high costs of training new employees, replacement and separation for the departing employees. In addition, are the detrimental effects of customer dissatisfaction. In Kenya especially the banking industry, tourism industry, construction industry and media houses are making all efforts to retain key performing employees by training them and offering financial incentives. Despite all this, employees are moving from one bank to another and one media house to another or from one NGO to another (International Labour Organisation, 2001)

In almost any organization, if the management utilizes the information compiled through the exit interview system positively, it would result in a controlled turnover and develop an effective retention strategy (Gray, 2013). Gray (2013) reiterates that organizations need to assess their typical patterns of turnover pertaining to their own circumstances. However, there are some general policies that should be considered so as to improve employee job satisfaction. Employees' job satisfaction is positively correlated with employees' retention. Reggio (2010) concluded from literature review that it is important that organizations strive to keep employees satisfied. Happy employees may be less likely to be absent from their job voluntarily or to look for work elsewhere. To overcome the negative consequences of turnover affecting project completion, there is a need to understand the causes and the consequences of turnover. Firms must therefore strive at all times to ensure that the right caliber of employees is recruited. The success or failure of the firm therefore depends to a large extent, on the ability of the company to attract and retain the right people for the job. However, an organizations ability to retain its employees is a function of many factors. For business organisations to succeed and sustain their success in any project undertaken,

the understanding of the functioning of the organisation is vital. Human resource activities especially retention programme is a key component.

1.2 Statement of the problem

Employee retention is a major challenge faced by companies globally. It affects the ability of the organisation achievement of its objectives. Organizations are striving to retain their talented staff by implementing effective retention strategies. High employee turnover would subsequently have an impact on productivity and sustainability of the organization affecting projects. Some organisations are not aware of the causes of employee turnover or what can retain the employees in the organisation as studies conducted have dealt with financial retention strategies and no much study has been carried out to identify other retention strategies.

Several studies have been done on labour turnover especially in the western countries such as the United Kingdom. However, there have been conflicting results as to what these factors are and how much each contributes to the turnover incident. For example, Viscussi and Khan (2006), argued in their findings that there is a significant inverse relationship between wages and turnover, while other researchers argue turnover is related to work environment (Martin 2008). From the previous research findings (Freeman 1980, Datche,r 1993 and Booth al, 1996), it was found that labour turnover is related to certain industrial, economic, and demographic factors such as age, sex, education, ethnicity, and length of service among other variables.

Researchers like Freeman 1980, Datcher 1993 and Booth al, 1996, have suggested that employee turnover is among the highest in the service industry. Many project organisations and construction companies are familiar with this costly problem. When employees leave, valuable knowledge is lost and even projects are adversely affected. Moreover, getting a new employee ramped up to performance levels similar to the one you have lost takes time and money. NGOs and other organisations which actively find ways to retain employees gain a sustainable competitive advantage.

Labour turnover continues to be a contentious issue in the service industry in Kenya and especially for organisation undertaking projects as affects project completion and these projects requires specialised knowledge. Employers see the process of staff leaving and being replaced as a natural and inevitable feature of the industry. Labour turnover represents direct cost to these

organizations. It affects organizational growth, profitability and customer satisfaction. This may also affect donor funding for projects funded by donors. Previous studies done on other parts of the world reveal this phenomenon as costly and subsequently create operational difficulties in the workplace. There is a direct correlation between labour turnover and project completion as most of the projects are labour intensive and if employees leave the organisation project completion may be affected. When projects are not completed in time, resources may be wasted. In Kenya, statistics indicated that there has been documentation on labour turnover index rate and mobility rate within the industry but the reasons for mobility is not clearly known thus there was a need to carry out research to establish the cause of high labour turnover in the construction industry, (International Labour Organisation, 2001)

1.3 Purpose of the study

The purpose of this study was to analyze the effects of organizational employee retention strategies on project completion.

1.4 Objectives of the study

The objectives of this study were:

- i) To determine the extent to which organizational commitment influences employees retention and project completion.
- ii) To investigate the extent to which wage level and rewards influences employee retention and project completion
- iii) To assess the extent to which training and career development affects employee retention and project completion
- iv) To establish the extent to which working environment influences employee retention and project completion.

1.5 Research Questions

The study was guided by the following research questions:

- i) To what extent does organisational commitment influence employee retention and project completion?

- ii) To what extent does wages level and reward influence employee retention and project completion?
- iii) To what extent does training and career development affect employee retention completion of contracts?
- iv) To what extent does the working environment influence employee retention and projects completion?

1.6 Research Hypotheses

The study tested the following hypothesis;

1. **H₁** Organisational commitment does influence employee retention and project completion.
2. **H₁** Wages level and rewards does influence and employee retention and project completion.
3. **H₁** Training and career development does influence employee retention and project completion.
4. **H₁** Working environment does influence employee retention and project completion.

1.7 Significance of the study

The findings of this study will not only be useful to the researcher but also to the organization under study and to other researchers. To the researcher, it will give a better understanding of the different retention strategies and their effectiveness. To Civicon Limited, it is hoped that the study will help the Human Resource department refine retention policies and strategies already in existence by highlighting the adequacy or otherwise of these policies.

To the employees of the organisation, the study will give them a chance to voice their appreciation or concern about the existing retention strategies and give their recommendations. Other researchers will benefit from this study by borrowing ideas on how to retain employees when organizations experience high turnovers. They will borrow suggested study areas that will come out from the findings of this research.

1.8 Basic Assumptions of the Study

The research project was based on the assumptions that the respondent of this study are conversant with the various methods employed by the organisation to retain them and the employees will provide truthful and reliable survey information and the organisation is a good representative of the rest of the companies in the construction industry.

1.9 Limitations of the study

Limitations include any aspect of the study that might negatively affect the results of that study. Therefore, the challenges that might be encountered during the study include:

Limited study; The study focused on one organization leaving no chance for comparison and this might affect the effectiveness of the study. Additionally the study was based only at Civicon Limited offices in Mombasa County which is the head office it did not extend to project in other places in Southern Sudan, Turkana County and Congo. To counter this, it was believed that the company applies the same policies for employee retention in all other construction sites. Additionally Civicon Limited has been one of the leading construction companies in East and Central Africa, may be the best company in the industry applying the appropriate policies of retaining key performing employees to remain more competitive in the market and ensure that their projects are completed on time.

Accessibility to information; Organizations hold their information and operations with a high level of confidentiality. Civicon Limited might not be willing to divulge information in fear of breaching confidentiality. To tackle this problem of confidentiality, the researcher assured the management of the organisation that the information acquired will be used only for research purposes.

Delayed response; Not all respondents filled in their questionnaires within the scheduled time and so the researcher was forced to give them more time. Extending the time affected the time plan set by the researcher. The researcher had envisioned this kind of delay and had to provide for this in the initial set up of the time plan. Thus all that was done for reworking the time plan to reflect the changes.

1.10 Delimitations of the study

This study was confined to Civicon Limited head office and targeted its top management, middle level managers, operational staff and support staff. The study was to seek to understand the retention strategies and policies applied at all these levels and come up with suggestions on how to make them more effective so as to reduce employee turnover which may affect the completion of their projects. It is believed that the organisation is one of the leading construction companies in Kenya and beyond and is the best firm applying the appropriate policies of retaining key

performing employees to remain more competitive in the market. Also Civicon Limited is operating in the construction industry which is believed to be one of the sectors where management is sensitive in implementing policies to retain key performing employees. By carrying a study in this industry, it identified the key retention strategies applied by the key players in this important sector of the Kenya economy.

1.11 Definition of significant terms used in the study

The key terms used in the study were:

Organizational commitment: Is the individual's psychological attachment to the organization which predicts work variables such as turnover, organizational citizenship behavior, and job performance

Training and career development: is where organizations provide opportunities for personal and professional growth through training. It refers to any attempt to improve employee performance on a currently held job or one related to it.

Work environment: It refers to the surrounding within which employees carry out their respective tasks or duties. It consists of the systems of work, the design of jobs, working conditions and the way in which people are treated at work by their managers and co-workers.

Employee Retention strategy: The process of keeping employees within the organization by taking steps to help prevent unwanted turnover. It also involves taking measures to encourage employees to remain in the organization for the maximum period of time

Project completion: A term used to refer to the setting of explicit goals that must be attained to call a component or deliverable of the project done.

1.12 Organization of the study

Chapter one outlines the background of the study, the problem statement, the purpose of the study and its rationale together with its significance. The researcher come up with research objectives and research hypothesis that guided the study in coming up with the effect of employee retention strategies on project completion.

Chapter two presents a review of literature and relevant research associated with the five variables by providing a clear understanding on the objectives of the study. Incorporated in the chapter is the conceptual framework.

Chapter three presents the methodology and procedures for data collection and analysis.

Chapter four contains data analysis, presentation and interpretation of the results in tables, cross tabulation, percentages and Chi- square test results.

Chapter five offers a summary and discussion of the researcher's findings on the effects of organisational retention strategies on project completion.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review is the evaluation of all sources of information or data that relates to the topic under study. Literature review has also been defined by Hart (2004) as the use of ideas in the literature to justify the particular approach to the topic, the selection of methods, and demonstration that a study or project contributes something new.

This chapter analyzed views from several authors related to retention of employees which may affect project completion. The chapter has four sections which include a review of past studies, conceptual frame work, a critical review of the gaps in the literature and the summary of the specific objectives of the study.

2.2 Overview of importance of retention strategies

Long term health and success of any organization depends upon the retention of key employees. To a great extent customer satisfaction, organizational performance in terms of increased sales, satisfied colleagues and reporting staff, effective succession planning etc. is dependent upon the ability to retain the best employees in any organization. Encouraging employees to remain in the organization for a long period of time can be termed as employee retention. It is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Maertz & Campion (2008) stated relatively less turnover research has focused specifically on how an employee decides to remain with an organization and what determines this attachment. Retention processes should be studied along with quitting processes. Zineldin, (2005) has viewed retention as an obligation to continue to do business or exchange with a particular company on an ongoing basis.

Denton (2010) has clearly stated that employees who are happy and satisfied with their jobs are more dedicated towards their work and always put their effort to improve their organizational customer's satisfaction. Stauss et al., (2001) has defined retention as 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 behavioural

intentions. Panoch, (2001) forwarded the view that organizations today take great care in retaining its valuable employees and good employees as they are increasingly becoming more difficult to find . Walker (2007) was of the view that managing and retaining promising employees' is an important fundamental mean of achieving competitive advantage among the organizations. Cutler (2001) was of the view that one of the most important demands on management today in any organization is keeping the most vital and dynamic human resources motivated and dedicated. It is not important to see who the organization hires but what counts is that who are kept in the firm. Steel, Griffeth, & Hom (2002) added to this view that the fact is often overlooked, but the reasons people stay are not always the same as the reasons people leave. Researchers such as Amadasu (2003), Taplin et al.(2003), Gberevbie(2008) have found that if appropriate employee retention strategies are adopted and implemented by organisations employees will surely remain and work for the successful achievement of organisational goals . In the view of Acton et al., (2003), the Human Resource Department plays an active role in retaining its employees. It make policies for employee betterment such that employee would be satisfied with the organization and stay with the firm for longer time. This shows that it is not just retention of employees but also retention of valued skills.

Researchers such as Cascio (2003), Heneman and Judge (2003), Gberevbie (2008) have agreed that an organization's inability to formulate and implement strategies capable of recruiting competent employees and retaining them to achieve organizational goals is one of the main challenge facing organizations in the area of performance. Workforce Planning for Wisconsin State Government (2005) has defined employee retention as a systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that Employee Retention. According to Olowu and Adamolekun (2005), it is becoming more essential to secure and manage competent human resource as the most valuable resource of any organization, because of the need for effective and efficient delivery of goods and services by organizations, whether in public or private sector. Therefore, for an organization to realize its goals, appropriate strategies for employee recruitment and retention are very important for enhanced performance. Researcher such as Kaliprasad (2006) has confirmed that despite the fact that a company may try to bring all these factors into play to enhance employee retention, an employee can still choose to leave the workplace because of, for example, bad management. Kaliprasad (2006) pointed out that an organizations ability to retain its employees completely

depends upon its ability to manage them. He found out four interlinked processes that can be utilized for an effective human resource management system: the motivational process; the interaction process; the visioning process; and the learning process. Baker (2006) gave stress on the fact that hiring new employees are far difficult as well as costlier than to keep the current employees in the organization. That is why the core issue in any organization is to give a continuous ongoing effort to identify and try to keep all the best performers irrespective of their age. Gbervbie (2008) has stated that employee retention strategies refer to the plans and means, and a set of decision making behavior put formulated by the organizations to retain their competent workforce for performance

2.3 Organisational commitment as an employee retention strategy

Many studies have reported a significant association between organisational commitment and turnover retentions (Lum et al, 2011). Tang et al's (2008) study confirmed the link between commitment and actual turnover and Griffeth et al's (2010) analysis showed that organisational commitment was a better predictor of turnover than overall job satisfaction.

Researchers have established that there are different types of organisational commitment. Allen & Meyer (2007) investigated the nature of the link between turnover and the three components of attitudinal commitment: affective commitment refers to employees' emotional attachment to, identification with and involvement in the organisation; continuance commitment refers to commitment base on costs that employees associate with leaving the organisation; and normative commitment refers to employees' feelings of obligation to remain with the organisation. Put simply, employees with strong affective commitment stay with an organisation because they want, those with strong continuance commitment stay because they need to, and those with strong normative commitment stay because they feel they ought to. Allen and Meyer's study indicated that all three components of commitment were a negative indicator of turnover. In general, most research has found affective commitment to be the most decisive variable linked to turnover

The relationship between satisfaction and turnover has been consistently found in many turnover studies (Lum et al, 2003). Mobley et al 2008) indicated that overall job satisfaction is negatively linked to turnover but explained little of the variability in turnover. Griffeth et al (2000) found that overall job satisfaction modestly predicted turnover. In a recent New Zealand study, Boxall et al

(2003) found the main reason by far for people leaving their employer was for more interesting work elsewhere. It is generally accepted that the effect of job satisfaction on turnover is less than that of organisational commitment.

Some researchers have established a relationship between satisfaction, organisational commitment and turnover. Lum et al's (2003) study of pediatric nurses suggested that organisational commitment has the strongest and most direct impact on the intention to quit whereas job satisfaction has only an indirect influence. They suggested that satisfaction indirectly influences turnover in that it influences commitment and hence turnover intentions. (Mueller & Price, 2010 cited in Lum).

Elangovan (2001) noted that the notion of job satisfaction and organisational commitment being causally related has not been incorporated in most turnover models. His study indicated there were strong causal links between stress and satisfaction (higher stress leads to lower satisfaction) and between satisfaction and commitment (lower satisfaction leads to lower commitment). He further noted a reciprocal relationship between commitment and turnover intentions (lower commitment leads to greater intentions to quit, which in turn further lowers commitment). In summary, only commitment directly affected turnover intentions.

2.4 Wages and rewards as a retention strategy affecting employee retention and project completion

The single most important obligation owed by an employer to an employee is to pay him/her wages (Cole 2002). It must be emphasized, however, that pay is not the only form of reward. Indeed it is occasionally argued that financial payment is not even the most effective form of reward (Kressler 2003). Today workers expect more than just an hourly wage or a salary from their employer; they want additional considerations that will enrich their lives. These considerations in an employment setting are called employee benefits (Decenzo, Robbins 1999).

Compensation, sometimes referred to as rewards, deals with every type of reward individuals receive in exchange for performing organizational tasks (Ivancevich 2007). It is the chief reason why most individuals seek employment. Ivancevich (2007), views it as an exchange relationship where employees trade labour and loyalty for financial and non-financial compensation (pay, benefits, services, recognition etc).

Reward, as remuneration for the effort and results of work encompasses a variety of elements that are both financial and non financial (Kressler 2003). Ivancevich (2007) further divides the components of compensation into direct financial compensation, indirect financial compensation and non-financial rewards.

Where direct financial compensation consists of the pay an employee receives in the form of wages, salaries, bonuses or commissions. Indirect financial compensation also called benefits and services consists of all financial rewards that are not included in direct financial compensation, for instance, pensions, insurance cover among others. While non-financial rewards, as defined by Armstrong (2009), are rewards which do not involve any direct payments and often arise from the work itself, for instance, achievement, self esteem and recognition.

Recognition is one of the several types of non-financial incentives (Dessler 2008). It includes things like employee of the month award, praise, personalized plaques, parties and movie tickets. Recognition Armstrong (2007) adds, can be provided by positive and immediate feedback from managers and colleagues that acknowledges individual and team contributions. It is also provided by managers who listen to and act upon suggestions of their team members. Others include promotion, allocation to a high-profile project, job enlargement to provide for more interesting and rewarding work, public applause and sabbaticals among others.

Recognition, as Armstrong (2007) points out, is one of the most powerful methods of rewarding people. They need to know not only how much well they have achieved their objectives or carried out their work but also that their achievements are appreciated. Employee compensation is a vital part of human resource management. According to Gupta (2008), no organization can expect to attract and retain qualified and motivated employees unless it pays fair compensation. By paying at competitive levels, the company can retain its personnel. It can minimize the incidence of quitting and increase employee loyalty.

For most people, work is their primary source of income and financial security. Pay is also seen as an indicator of status within the organization as well as in the society at large. Thus, for some people, pay is a reflection of self-worth, so pay satisfaction takes on critical significance when it comes to retention (Noe, Hollenbeck, Gerhart and Wright 2006). One of the main dimensions of satisfaction with pay, deals with pay levels – that is, the absolute amount of income associated

with the job. Indeed, when it comes to retention, employees being recruited away from one organization by another are often lured with promises of higher pay levels (Noe, Hollenbeck, Gerhart and Wright 2006).

The research conducted on the link between dissatisfaction with pay and voluntary turnover appears to be inconclusive. Mobley et al (2010) concluded that results from studies on the role of pay in turnover were mixed but that often there was no relationship between pay and turnover. Other studies found no significant relationship. On the other hand Campion (2002) cited in Tang suggests that the most important reason for voluntary turnover is higher wages/career opportunity. Martin (2003) investigates the determinants of labour turnover using establishment-level survey data for the United Kingdom. Martin indicated that there is an inverse relationship between relative wages and turnover (ie establishments with higher relative pay had lower turnover).

Griffeth et al (2000) noted pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they leave. They cite findings from Milkovich and Newman (1999) that where collective reward programs replace individual incentives, their introduction may lead to higher turnover among high performers.

According to Taplin et al (2003) who conducted a large-scale turnover study in the British clothing industry. Two factors emerged as the most significant reasons for employees leaving the industry. One was the low level of wage rates in the clothing industry relative to other manufacturing sectors. The other reason referred to industry image with staff leaving because of fears relating to the long-term future of clothing manufacture in the United Kingdom. In this study, turnover rates were highest among the most skilled workers. The study also examined the role of payment systems in turnover. The researchers found that where there were flat-rate payment systems alone, average turnover exhibited a statistically significant difference from the industry mean. However, most firms in the clothing industry adhered to piece rate payment systems finding it to be the most effective way of regulating the effort-bargain. This is, in the authors' view, despite anecdotal evidence that many skilled workers dislike its unpredictability and new entrants to the workforce lack the skills to maximise their earnings potential.

For some individuals pay will not be the sole criterion when people decide to continue within an existing job. In their study of mental health professionals, Tang et al (2000) examined the relationship between attitudes towards money, intrinsic job satisfaction and voluntary turnover. One of the main findings of this study is that voluntary turnover is high among employees who value money (high money ethic endorsement), regardless of their intrinsic job satisfaction. However, those who do not value money highly but who have also have low intrinsic job satisfaction tended to have the lowest actual turnover. Furthermore, employees with high intrinsic job satisfaction and who put a low value on money also had significantly higher turnover than this second group. The researchers also found that placing a high value of money predicted actual turnover but that withdrawal cognitions (ie thinking about leaving) did not.

2.5 The effect of training and career development as retention strategy affecting employee retention and project completion

According Bernardin (2006), defines training as any attempt to improve employee performance on a currently held job or one related to it. He goes further to point out that development differs from training, where development refers to learning opportunities designed to help employees grow – such opportunities do not have to be limited to improving employees’ performance on their current jobs. Armstrong (2006) describes career management as being concerned with providing opportunities for people to progress and develop their careers and ensuring that the organization has the flow of talent it needs. He goes on to say that the elements of career management are the provision of learning and development opportunities, career planning and management succession planning.

Career development programs, according to Bernardin (2006), are effective retention tools and are quickly becoming an employee expectation. Organizations recognize that they can link their career programs to specific business objectives while developing their employees to meet their goals. These programs tell employees that the organization values and respects them by investing in their future career growth. Thus feel the need to remain in the organization. Bernardin (2006) points out that, organizations with exceptional training opportunities and programs often make Fortune Magazine’s list of the best companies to work for, an honour that also translates into financial

success. A recent study found that companies that make Fortune's list had 50 percent less turnover than their peers and returned about three times more money for stockholders.

To become a leading edge company, Bernardin (2006) says, a firm will need to become more concerned with the types of programs they use to improve workplace learning and performance, not simply how much money they spend on training. People want to be associated with leading edge companies and thus show more commitment to such companies. A direct incentive to remain with an employer, Torrington *et al* (2005) says, can be through sponsoring of long-term courses of study such as an MBA or accountancy qualification. In financing such courses, the employers send a very clear signal to the employees concerned that their contribution is valued and that they can look forward to substantial career advancement if they opt to stay. Leaving would mean an end to the funding for the course, thus an employee opting to remain with the sponsoring employer.

There are however two widely expressed, but wholly opposed, perspectives on the link between training interventions and employee turnover. On the one hand is the argument that training opportunities enhance commitment to an employer on the part of individual employees, making them less likely to leave voluntarily than they would if no training were offered. The alternative view holds that training makes people more employable and hence more likely to leave in order to develop their careers elsewhere (Torrington *et al* 2005). According to Green *et al* (2000) report as cited by Torrington *et al* (2005), research on perceptions of 1,539 employees on different kinds of training found that the overall effect is neutral; 19% of employees saying that the training was more likely to make them actively look for another job and 18% saying it was less likely to do so. However, they also found the type of training and the source of sponsorship to be a significant variable. Training which is paid for by the employer is a good deal less likely to raise job mobility than that paid for by the employee. Firm-specific training is also shown in the study to be associated with lower turnover than training which leads to the acquisition of transferable skills. Torrington *et al* (2005) concludes that whatever form of training, an employer can develop a workforce which is both capable and committed by combining training interventions with other forms of retention initiatives

Shah and Burke (2003) reviewed some of the literature on the relationship between turnover and training. In a British study examining the impact of training on mobility, Green *et al* (2000)

concluded that, in aggregate, training has on average no impact on mobility. However, training that is wholly sponsored by the individual (or their families) is on balance likely to be a prelude to job search. In contrast, when employers pay for training the downward effect on mobility is more likely.

Lynch (1991, 1992, 2008) concluded that both on-the-job and off-the-job training have a significant effect on job mobility. While formal on-the-job training reduces the likelihood of mobility, particularly for young women, off-the-job training increases the likelihood of mobility. In a study of six local labour markets in Britain, Elias (2004) found that women who received employer-provided and job-related training had a lower probability of changing employer or making the transition to non-employment, but for men training made no significant difference to this type of turnover.

In a study examining the effect of apprenticeships on male school leavers in the United Kingdom, Booth and Satchell (1994) found that completed apprenticeships reduced voluntary job-to-job, voluntary job-to-unemployment and involuntary job termination rates. In contrast, incomplete apprenticeships tended to increase the exit rate to these destinations relative to those who did not receive any training. Winkelmann (1996) reported that in Germany apprenticeships and all other types of vocational training reduce labour mobility in spite of the fact that the German apprenticeship training is intended to provide general and thus more transferable training.

Chang (2009) examined the relationship between career commitment, organisational commitment and turnover intention among Korean researchers and found that the role of career commitment was stronger in predicting turnover intentions. When individuals are committed to the organisation they are less willing to leave the company. This was found to be stronger for those highly committed to their careers. The author also found that employees with low career and organisational commitment had the highest turnover intentions because they did not care either about the company or their current careers.

Individuals with high career commitment and low organisational commitment also tend to leave because they do not believe that the organisation can satisfy their career needs or goals. This is consistent with previous research that high career committers consider leaving the company if development opportunities are not provided by the organisation. However, this group is not apt to

leave and is likely to contribute to the company if their organisational commitment is increased. Chang found that individuals become affectively committed to the organisation when they perceive that the organisation is pursuing internal promotion opportunities, providing proper training and that supervisors do a good job in providing information and advice about careers.

2.6 The effect of the work environment as a retention strategy affecting employee retention and project completion

Armstrong (2009) defines the work environment as consisting of the systems of work, the design of jobs, working conditions and the way in which people are treated at work by their managers and co-workers. Working conditions need to meet health and safety requirements. The way people are treated is a matter of managerial behaviour, achieving work-life balance and dealing with issues such as stress, harassment and bullying. Torrington *et al* (2005) point out the inability to juggle the demands of a job with those of the family as one of the more significant reasons for voluntary resignations from jobs. Raising children has never been easy, and in an age when both parents work or where families are being run by single parents, this task is not getting any easier (Noe *et al* 2006). Employers who have staff retention high on their agenda are now considering ways in which employment can be made more family friendly.

Armstrong (2009), explains that work-life balance employment practices are concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work; and this balance should be healthy further explains Kodz *et al* (2002) as cited by Armstrong (2009). Thus, the idea that employers might use family-friendly (work-life balance) policies to help recruit and retain valued workers is one that has been used for years by many employers (Noe *et al* 2006).

The IRS (2002) considers that 'Flexible working is considered the most practical solution to establishing an effective work-life balance.' The term flexible working covers flexi time, home working, part-time working, compressed working weeks, annualized hours, job sharing and term-time only working. It also refers to special leave schemes that provide employees with the freedom to respond to a domestic crisis or to take a career break without jeopardizing their employment status (Armstrong 2009).

Armstrong (2009), points out that, work-life balance policies can lower absence and help to tackle the low morale and high degrees of stress that can lead to retention problems as employees tire of juggling work and life responsibilities. A research conducted by the Institute of Employment Studies (Kodz et al, 2002), identified employees who were staying longer with their firms because of access to flexible working arrangements. If it is the case that many, if not most, voluntary resignations are explained by dissatisfaction on the part of employees with their supervisors, it follows that the most effective means of reducing staff turnover in organizations is to improve the performance of line managers. Too often, it appears, people are promoted into supervisory positions without adequate experience or training. Organizations seem to assume that their managers are capable supervisors, without recognizing that the role is difficult and does not usually come naturally to people. This organization should take action to improve the effectiveness of supervisors (Torrington *et al* 2005). Lawler (2003) suggests that what managers have to do is to treat people right. This means recognizing them as individuals with different needs and wants, rewarding their achievements, helping them to develop and treating them with consideration as human beings.

2.7 Conceptual Framework

To conceptualize, the research concentrated on five main strategies of employee retention. The framework developed to meet the objectives and answer the research questions is as shown below:

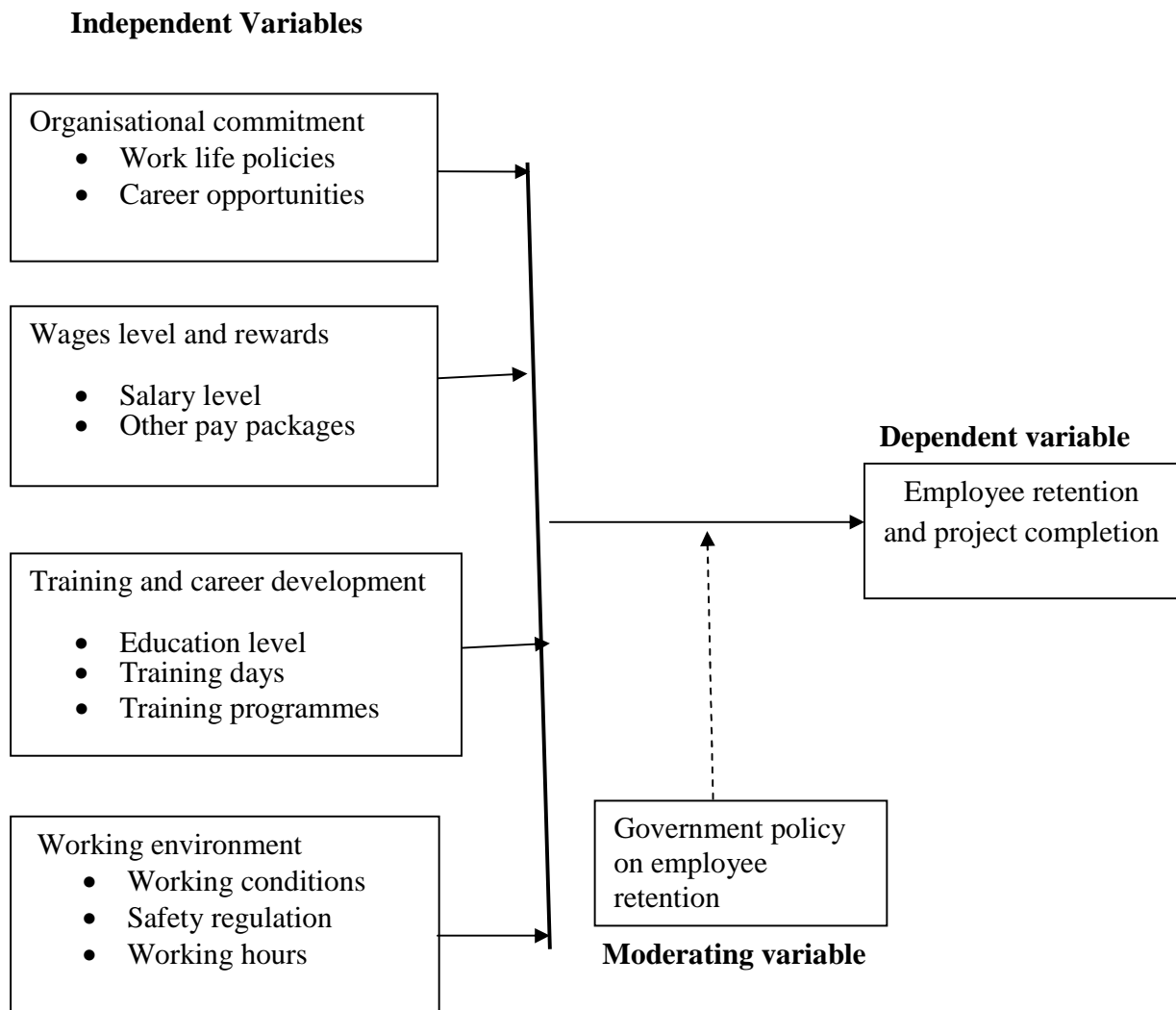


Figure 1: Conceptual framework on the effect of organizational employee retention strategies on labour turnover affecting project completion

The conceptual framework shows how employee turnover and project completion are affected. It shows the various independent variables which affect employee turnover. Organisational commitment which covers issues such as work life policies and career opportunities. The wages level and rewards is a very important variable affecting the employee turnover the higher the salaries the greater the motivation in the job. Training and development tend to retain employees in the same organisation hence affecting employee turnover. Work environment will also have a great effect on the employee turnover. The working conditions safety regulations and the working

hours must be favorable. There was one moderating variable of government policy on the employee retention which is beyond the control of the organisation.

2.8 Summary the literature review

From the analysis of past studies, it is clear that retention of employees is very important and more so retention of key staff. Employee turnover especially at an alarming rate will mean loss in productivity and incurring costs associated with recruiting and training new employee among others which affects projects. Employee turnover also tarnishes the company image. Concerted action is thus required to retain talented people.

The literature review does not clearly bring out which of the retention strategies or a combination is best placed at resulting into a higher retention rate. We acknowledge there are limits to what any organization can do to retain its employees, but there are those strategies, even though not giving a 100 percent retention, which can result in a retention rate acceptable to the organization and the industry at large.

This study was thus seek to address this gap and so try to point out the retention strategies, which when applied can result in a high retention rate of employees in organizations and more so in the construction industry. Many agree that retention of employees, especially the high performing employees in the organization is very important. Retention policies are thus designed to ensure that people remain committed members of the organization.

Employee turnover to some extent is inevitable. An organization cannot shield its people from attractive opportunities and aggressive recruiters. Once an organization understands the factors that affect retention, for instance understanding employee career needs, it will be able to draw up policies or strategies that will not only help minimize overall employee turnover but also help them influence who leaves and when. This will in turn ensure increased productivity and performance as there will be no gaps left by key people.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology that was used in data collection and its analysis in order to answer the research questions addressing the effectiveness of employee retention strategies and its effect on project completion. It details the target and sample population of the respondents that the researcher focused on in the study. This chapter also point out the data collection instruments the researcher used. As such, this chapter covers the research design, target population and sampling design, a description of data collection instruments used and analysis of the data collected.

3.2 Research Design

The type of research design that the researcher used in the study to gather information from the respondents is Descriptive Research Design. This design provides a deep understanding of the events being studied and its instruments are helpful in getting firsthand experience as well as in-depth of the study (Kothari, 2004). It is concerned with conditions that exist, practices that prevail, beliefs and attitudes that are held, processes that are ongoing and trends that are developing. Kothari also notes that this method has the ability to allow large amount of data to be collected quickly and at minimal cost.

Further, the choice of using descriptive design was preferred since the methods of data collection it utilizes, that is, questionnaires was applicable to the study and aid in collecting precise information. Descriptive type of research also supports case study and the proposed research was be taking the case study approach.

3.3 Target Population

Population, also referred to as universe, is the units of analysis that are contained in a problem complex that a researcher would like to say something general about. The target population was the employees from Civicon limited in Mombasa County.

Below is a summary of the target population:

Table 3.1 Target Population

Department	Target Population	Percentage
Finance	16	13%
Procurement	8	7%
Transport	28	23%
Operations/ workshop	36	30%
Stores	20	17%
Human Resources	12	10%
TOTAL	120	100%

3.4 Sample size and Sampling Procedure

The researcher used stratified random sampling to obtain the probability samples. Samples here being units that the researcher selected from the population studied. Nyandemo (2007) points out that stratified random sampling is preferred as a way of obtaining probability samples over other methods like simple random sampling because it gives a sample that is representative of the population, especially if it is a small sample from a large population. Thus for this study, stratified random sampling was preferred as it will give a sample that was a representative of the population.

The target population was divided into various categories or groups referred to as strata and employees of Civicon Limited were randomly selected from these strata to form the samples. This sample size was adopted from Mugenda & Mugenda (1999) that suggests that one may use a sample size of at least 10 per cent, but for better, more representative results, a higher percentage is better. Thus the researcher used 75 percent of the population.

The study sample will be as follows:

Table 3.2 Sample Size

Department	Target Population	Sample size (75% of target population)
Finance	16	12
Procurement	8	6
Transport	28	21
Operations/ workshop	36	27
Stores	20	15
Human Resources	12	9
TOTAL	120	90

3.5 Data Collection Instruments

The study involved collection of primary data. The researcher used questionnaires to collect data. The questionnaire was the main instrument used to collect data as, according to Nyandemo (2007), its administration is at a lower cost even when the universe is large, it allows for anonymity of the respondents if needed, the respondents will have enough time to give well-thought answers and it also allows use of large samples thus making the results more dependable and reliable. The questionnaires were administered to all categories. Open and closed ended questions were used. Closed ended questionnaires provided multiple choice answers, respondent expected to select among possibilities. Suitable when possible replies are few and clear cut. Open-ended questionnaires allow respondent freedom of response. Individuals respond in own words, space provided is good indicator of response length.

3.6 Validity and Reliability of the Research instrument

Validity and reliability are two statistical properties used to evaluate the quality of research instruments (Kothari, 2004). It is important that assessment techniques possess both validity and reliability. Reliability of an instrument is defined as a characteristic of an instrument that reflects the degree to which the instrument provokes consistent responses, reflects its stability and consistency within a given context. Validity in relation to research is a judgment regarding the

degree to which the components of the research reflect the theory, concept, or variable under study (Kothari, 2004).

3.6.1 Validity

Mugenda & Mugenda (1999) describe the validity in quantitative research as “construct validity”. The construct validity is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. To ensure content validity the questionnaires were prepared to cover as much aspect on all departments as possible and an expert opinion sought. The questionnaire is thus valid as it is able to measure the various indicators.

3.6.2 Reliability

Reliability is the ability of an instrument to provide consistent results in data gathering (Kothari, 2004). To test the reliability, the researcher carried out a test re-tests by administering the questionnaire to ten respondents at an interval of two days. Data was then analyzed by use of correlation coefficient to determine whether it is reliable.

3.7 Data Collection Procedures

The researcher personally collected the data using questionnaires. The questionnaires were taken by the researcher to the organisation and then picked later after they have been filled.

3.8 Ethical Considerations

In order to conduct the study the researcher submitted a written request to Human Resource Manager for permission to conduct the study. Similarly consent from the participants was also sought, their confidentiality assured and the purpose of the study explained.

3.9 Data presentation and Analysis Techniques

Data analysis refers to computation of certain measures along with searching for patterns of relationship that exist among data groups (Kothari 2004). Data analysis facilitated the answering of the research objectives and questions and this was done using descriptive survey design which included percentages and tables used to summarize, organize data. Before analysis, data was checked for accuracy and completeness then coded and entered into the computer for analysis. As

Kothari (2004) explains, processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis. The term analysis on the other hand refers to the computation of certain measures along with searching for patterns of relationship that exist among data groups. Thus the data collected was edited, coded, classified and tabulated after which it was subjected to analysis.

The researcher used content analysis techniques on the data generated by Statistical Package for Social Sciences (SPSS) version 16 for windows. Chi- square was calculated and used to test the hypothesis.

3.10 Operational Definition of variables

Variables referred to anything that might impact the outcome of a study. The operational definition of variables describes what the variables were and how they would be measured within the context of this study. Table 3.3 shows the operational definition of variables for this study, indicators, measurement, and the data collection methods that were used.

Table 3.3: Operational definition of terms

Variable	Type of variable	Indicators	Level of scale	Questionnaires
Organisational commitment	Dependent	<ul style="list-style-type: none"> • Work life policies • Career opportunities 	Nominal	8, 9, 10 and 11
Wages level and rewards	Independent	<ul style="list-style-type: none"> • Salary level • Other pay packages 	Normal	12, 13 and 14
Training and career development	Independent	<ul style="list-style-type: none"> • Education level • Training days • Training programmes 	Nominal	15, 16, 17, 18 and 19
Work environment	Independent	<ul style="list-style-type: none"> • Working conditions • Safety regulations • Working hours 	Nominal	20, 21, 22 and 23

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The main focus of this chapter is the analysis, presentation and interpretation of the results of the research. Data obtained was analyzed to determine the effect of organisational employee retention strategies on project completion at Civicon Limited. Descriptive statistics such as frequencies and percentages were used to analyze responses to various items in the questionnaire. In addition cross tabulation of the data was analyzed according to the departments. The questionnaires were administered to all levels of management in the six departments of finance department, procurement department, transport department, operations or workshop department, store department and human resource department.

4.2 Response Rate

Out of 90 questionnaires issued 75 were returned and accounted for 83.3% of the sampled population which was used for data analysis

Table 4.1 Response rate

Department	Number of Questionnaires Issued	Number of Questionnaires returned	Proportion of Response in percentage
Finance	12	12	100
Procurement	6	5	83
Transport	21	18	86
Operations/ workshop	27	22	81
Stores	15	11	73
Human Resources	9	7	78
Total	90	75	

4.3 Demographic Information of Respondents

The main objective of this study was to find out the effect of organisational retention strategies on project completion at Civicon Limited. As such, the study found it paramount to first establish the background of the study under which the interpretations would be justifiably made. The demographic information sought included: gender, age and level of education of respondents, marital status level of management and department attached to.

4.3.1 Gender of Respondents

The study sought to establish the gender of the respondents since the main purpose of the study involved assessing the effects of employee retention strategies on project completion. This is because some project activities especially construction activities can only be done by male gender.

Table 4.2: Gender Respondents

Gender	Frequency	Percentage	Cumulative Percent
Male	47	62.7	62.7
Female	28	37.3	100.0
Total	75	100.0	

The study findings indicate that majority 47 (62.7%) were male while female were 28(37.3%). This implies that the organisation does not practice gender equality in its recruitment. Workshop department had highest male and the transport department the highest female.

Table 4.3: Departmental / Gender cross tabulation

Department	Male	Female	Total
Finance	7	5	12
Procurement	5	0	5
Transport	8	10	18
Operations/ workshop	16	5	21
Stores	7	4	11
Human resource	4	4	8
Total	47	28	75

The gender cross tabulation table indicates that operations or workshop department had the highest number on the male gender of 16 and the human resource the lowest of 4. For the female gender, transport had the highest of 10 while the procurement had no female gender

4.3.2 Age of the Respondents

It was necessary to find out the age of the respondents to show their ability and efficiency.

Table 4.4: Age of respondents

Age	Frequency	Percentage	Cumulative Percent
20-30	24	32.0	32.0
31-40	32	42.7	74.7
41-50	13	17.3	92.0
51-60	6	8.0	100.0
Total	75	100.0	

The study findings indicate that age bracket 31-40 years has majority 32 (42.7%) of the respondents and age bracket 51-60 years has the lowest 6 (8%) as shown in Table 4.4.

Table 4.5: Department /Age brackets cross tabulation

Department	20-30	31-40	41-50	51-60	Total
Finance	7	4	0	1	12
Procurement	0	4	0	1	5
Transport	4	10	4	0	18
Operations/ workshop	8	5	6	2	21
Stores	2	5	2	2	11
Human resource	3	4	1	0	8
Total	24	32	13	6	75

The table shows that in the age brackets of 20-30 years, the operation had the highest number of 8 while the procurement had none. For 31- 40 age brackets transport had highest of 10, 41-50 age brackets operation had the highest of 6 and the age brackets of 51-60 operations and stores department had the both the highest of both 2 each

4.3.3 Level of Education of Respondents

The study in this section sought to find out the level of education of the respondents.

Table 4.6 Level of Education of Respondents

Level	Frequency	Percentage	Cumulative Percent
University	26	34.7	34.7
College	41	54.7	89.3
High school	7	9.3	98.7
Primary school	1	1.3	100.0
Total	75	100.0	

The study findings indicate that 41 (54.7%) of the respondents possess up to college level of education followed by university with 26 (34.7%) and the primary level has the least as shown in table 4.3. This implies that the organisation considers a lot education level. This can be interpreted to imply that projects do not require high levels of education when recruiting its personnel.

Table 4.7: Departmental education level

Department	University	College	High school	Primary School	Total
Finance	7	5	0	0	12
Procurement	0	5	0	0	5
Transport	6	9	3	0	18
Operations/ workshop	3	16	2	0	21
Stores	6	4	0	1	11
Human resource	4	2	2	0	8
Total	26	41	7	1	75

The study findings indicate that in the university level finance department has the highest number of 7 respondents; in the college level operations had the highest of 16 respondents, at high school level transport had the highest of 3 respondents and at the primary only one respondent in the stores department

4.3.4 Marital status

The respondents were asked to indicate their marital status falls between 31-40 years.

Table 4.8: Marital Status

Status	Frequency	Percentage	Cumulative Percentage
Single	28	37.3	37.3
Married	44	58.7	96.0
Others	3	4.0	100.0
Total	75	100.0	

The marital status indicates that a large proportion of the respondents are married 44 (58.7%). This is because the greatest age brackets. The singles were 28 representing 37.3 % and others and only 3 respondents representing 4 %.

Table 4.9: Department / marital status cross tabulation

Department	Single	Married	Others	Total
Finance	6	5	1	12
Procurement	0	5	0	5
Transport	5	11	2	18
Operations/ workshop	7	14	0	21
Stores	5	6	0	11
Human resource	5	3	0	8
Total	28	44	3	75

The table indicates that the operations department had the highest number of singles of 7. Also the operations department had the highest number of married employees of 14 while in the others transport had the highest of 2 respondents.

4.3.5 Level of management

Analysis was made on the level of management.

Table 4.10: Level of management

Level of management	Frequency	Percentage	Cumulative Percentage
Senior management	11	14.7	14.7
Middle level management	24	32.0	46.7
Supervisory	20	26.7	73.3
Junior workers	20	26.7	100.0
Total	75	100.0	

Table shows that most respondents worked at middle level management 24 (32.0%) and also supervisory level management and junior workers with 20 (26.7%) each. Senior management had the least of 11(14.7%) respondents.

Table 4.11: Department / Level of management cross tabulation

Department	Senior mgt.	Middle level mgt.	Supervisory	Junior worker	Total
Finance	3	6	2	1	12
Procurement	1	1	1	2	5
Transport	3	6	4	5	18
Operations/ workshop	2	3	7	9	21
Stores	2	4	3	2	11
Human resource	0	4	3	1	8
Total	11	24	20	20	75

The study indicates that the transport and the finance departments had the highest number in the senior management of 3 respondents each. In the middle level management the same departments had also the highest if 6 respondents also each. In the supervisory and junior workers the operations department had the highest of 7 and 9 respondents respectively.

4.3.6 Department currently attached to.

The respondents were asked to indicate the department where they are attached.

Table 4.12: Department currently attached

Department	Frequency	Percentage	Cumulative percentage
Finance	12	16.0	16.0
Procurement	5	6.7	22.7
Transport	18	24.0	46.7
Operations/ workshop	22	29.3	76.0
Stores	11	14.7	90.7
Human resource	7	9.3	100.0
Total	75	100.0	

From the table many respondents are attached to the operations department 22 (29.3%) while procurement has the least having 5 (6.7%). This is because most of the activities in the projects are operational in nature.

4.3.7 Distribution of respondents by period they have worked in the organisation

In order to determine the experience of the respondents in their area of work, the study sought information on the length of service they had worked in the current organization as well as the length of time they had worked in the current capacity.

Table 4.13: Period worked in the organisation

	Frequency	Percentage	Cumulative Percentage
Below 3 years	20	26.7	26.7
3-5 years	28	37.3	64.0
6-10 years	18	24.0	88.0
11-15 years	7	9.3	97.3
Above 15 years	2	2.7	100.0
Total	75	100.0	

The analysis indicates that 28 (37.3%) of the respondents had worked in the current organization for between 3 and 5 years as shown in table 4.8. Above 15 years has the least of 2 (2.7%) an indication the most staff do not stay in the organisation for a long period. This implies that the organization must have a good working scheme and conditions going by the rate of staff work-service. It could also emphasize the delicate nature of the projects where experience is core and so the organization is committed to retaining productive employees.

Table 4.14: Department / period worked in the organisation cross tabulation

Department	Below 3 years	3-5 years	6-10 years	11-15 years	above 15 years	Total
Finance	6	4	1	1	0	12
Procurement	0	3	2	0	0	5
Transport	2	6	7	3	0	18
Workshop	5	9	7	0	0	21
Stores	3	5	0	2	1	11
Human resource	4	1	1	1	1	8
Total	20	28	18	7	2	75

From the analysis, in the finance department the highest number has worked for below 3 years of 6 respondents. In the procurement, the highest has worked for between 3 and 5 years. In the transport the highest number has worked for 6 to 10 years. In the workshop the highest number has worked for between 3 and 5 years. In the transport the highest respondents have worked for between 3 and 5 years and the human resource the highest have worked below 3 years.

4.4 Organisational commitment as retention strategy affecting project completion

Organisational commitment is a variable affecting employee's turnover and project completion thus it was necessary to establish the extent this variable affect the project's completion.

4.4.1 Rate of organisational commitment

The table shows that the organisation has a good commitment to retention of employees to ensure the projects are completed in time with 42 (56.0%) respondents rating the commitment as good and only 1(1.3%) indicating that the commitment is unsatisfactory.

Table 4.15: Rating of organisational commitment

Rate	Frequency	Percentage	Cumulative Percentage
Excellent	7	9.3	9.3
Good	42	56.0	65.3
Fair	18	24.0	89.3
Poor	7	9.3	98.7
Unsatisfactory	1	1.3	100.0
Total	75	100.0	

On the cross tabulation, the analysis shows that in the finance department highest respondents rated it good. Also in the rest the of the departments the highest number rated if as been good. In all the departments, rating of unsatisfactory was the lowest.

Table 4.16: Departmental rating of organisational commitment

Department	Excellent	Good	Fair	Poor	Unsatisfactory	Total
Finance	2	7	2	1	0	12
Procurement	0	3	1	1	0	5
Transport	2	8	6	2	0	18
Workshop	2	12	5	1	1	21
Stores	1	6	2	2	0	11
Human resource	0	6	2	0	0	8
Total	7	42	18	7	1	75

4.4.2 Effectiveness of work life policies in the organisation

From the table it shows that the effectiveness of work life policies of the organisation are average as 44(58.7%) are rating it as effective. Only 6(8.0%) rated it as no extent it is effective. Thus it is an indication that effective work life policies can reduce labour turnover hence ensuring that the projects are completed in time

Table 4.17: Effectiveness of work life policies in the organisation

Rate	Frequency	Percentage	Cumulative Percentage
Great extent	11	14.7	14.7
Average	44	58.7	73.3
Little extent	14	18.7	92.0
No extent	6	8.0	100.0
Total	75	100.0	

The analysis of departmental cross tabulation, in the finance department great extent was the highest, transport department average was the highest .also in operations, stores and human resource average was the highest.

Table 4.18: Departmental rating of effectiveness of work life policies in the organisation

Department	Great extent	Average	Little extent	No extent	Total
Finance	4	5	3	0	12
Procurement	0	3	2	0	5
Transport	1	11	5	1	18
Operations/ workshop	3	13	4	1	21
Stores	2	8	0	1	11
Human resource	1	4	0	3	8
Total	11	44	14	6	75

4.4.3 To what extent does the organisation promote career opportunities

The results shows that most of the respondents 49(65.3%) rate the organisations career opportunities as average. Only 3(4%) rate it as no extent and this is coming from those respondents who their education level is not beyond high school. It only shows that the employees who are well educated are the ones who have career opportunities.

Table 4.19: Extent of the organisation promotion of career opportunities

Extent	Frequency	Percentage	Cumulative Percentage
Great extent	8	10.7	10.7
Average	49	65.3	76.0
Little extent	15	20.0	96.0
No extent	3	4.0	100.0
Total	75	100.0	

From the analysis on departmental cross tabulation of the extent to which organisation promotes career opportunities, the highest on the entire department was average rating.

Table 4.20: Departmental rating of extent organisational promotion of career opportunities

Department	Great extent	Average	Little extent	No extent	Total
Finance	3	8	1	0	12
Procurement	1	2	0	2	5
Transport	1	14	2	1	18
Operations/ workshop	2	13	6	0	21
Stores	0	8	3	0	11
Human resource	1	4	3	0	8
Total	8	49	15	3	75

4.4.4 Would organisational commitment to good work life policies and career opportunities affect the desire to stay with the organization and be commitment to the job?

The response rate in the table 4.12 shows that most respondents 49(64.3%) would be influenced by the organisational commitment to good work life policies and career opportunities to stay with the organization and be committed to their job as compared to 26(34.7%) who indicated that it cannot affect them.

Table 4.21: Organisational commitment to good work life policies and career opportunities and effect to the desire to stay with the organization and be commitment to your job

Response	Frequency	Percentage	Cumulative Percentage
Yes	49	65.3	64.3
No	26	34.7	100.0
Total	75	100.0	

From the table of cross tabulation of organisational commitment, the highest number of respondents indicated that the organisation is committed to good work life policies and career opportunities.

Table 4.22: Department / Organisational commitment cross tabulation

Department	Yes	No	Total
Finance	9	3	12
Procurement	3	2	5
Transport	13	5	18
Operations/ workshop	11	10	21
Stores	7	4	11
Human resource	7	1	8
Total	50	25	75

Presentation of hypothesis testing between organisational commitment as a retention strategy affecting employee turnover and project completion

Table 4.23: Chi-Square Tests on the relationship between organisational commitment and employee turnover

	Chi-Square value	df	Asymp. Sig. (2-sided)
How would you rate the organisational commitment in your organization?	13.745	3	0.003
To what extent are the work life policies in your organization effective?	11.016	4	0.0268
To what extent does your organisation promote career opportunities?	10.877	3	0.000

Table 4.23 shows that organisational commitment and employee turnover are dependent variables. The calculated Chi- square values at 3 and 4 degrees of freedom shows significant relationship meaning between the two thus the null hypothesis is rejected while the alternative hypothesis is accepted concluding that the organisational commitment does influence the employee turnover and project completion at Civicon Limited.

4.5 Wages level and rewards as retention strategy affecting project completion

Wages and other rewards are variables which can affect project completion. Research was carried out to establish the extent to which these variables can affect employee's turnover at Civicon limited.

4.5.1 Rating of the rewards/compensation package in the organization

From the analysis it is clear that the reward and compensation package is good with 30 (40%) respondents rating it good, 28(37.3%) rating it fair, 9 (12%) rating it excellent, 7 (9.3%) rating it poor and only 1(1.3%) rating it unsatisfactory

Table 4.24: Rate of the rewards/compensation package in the organization

Rate	Frequency	Percentage	Cumulative Percentage
Excellent	9	12.0	12.0
Good	30	40.0	52.0
Fair	28	37.3	89.3
Poor	7	9.3	98.7
Unsatisfactory	1	1.3	100.0
Total	75	100.0	

From the analysis of the cross tabulation table, the highest rating in the finance department was fair and good, procurement and human resource departments was highest was rated fair while in the transport, operations and stores was rated good.

Table 4.25: Departmental rating of the rewards / compensation package in the organisation

Department	Excellent	Good	Fair	Poor	Unsatisfactory	Total
Finance	0	5	5	2	0	12
Procurement	0	2	4	0	0	6
Transport	4	7	6	1	1	19
Operations/ workshop	2	11	7	1	0	21
Stores	3	4	0	3	0	10
Human resource	0	1	6	0	0	7
Total	9	30	28	7	1	75

4.5.2 Do you agree with the following statement: “Feeling proud of your work is more important to you than getting a pay raise.”

From the analysis it shows that more respondents 26 (34.7%) mostly agree that feeling proud of the work is more important than getting a pay raise, 24(32.0%) barely agree, 14(18.7%) disagree and 11(14.7%) strongly agree.

Table 4.26: Feeling proud of your work is more important to you than getting a pay raise.

	Frequency	Percentage	Cumulative Percentage
Strongly agree	11	14.7	14.7
Mostly agree	26	34.7	49.3
Barely agree	24	32.0	81.3
Disagree	14	18.7	100.0
Total	75	100.0	

Analysis on the cross tabulation table mps of the departments mostly agree that pay rise make them feel proud at their work. This means that the pay package is a good retention strategy as employees can remain in the organisation because of pay.

Table 4.27: Departmental rating of importance of pay raise

Department	Strongly agree	Mostly agree	Barely agree	Disagree	Total
Finance	1	5	5	1	12
Procurement	1	1	3	1	6
Transport	3	5	9	2	19
Operations/ workshop	2	7	5	7	21
Stores	2	5	2	1	10
Human resource	2	3	0	2	7
Total	11	26	24	14	75

4.5.3 Extent of various types of rewards increases on commitment to the organization

From the table it shows that employees are committed a lot in the organisation by financial rewards as compared to non-financial rewards. Basic pay motivates a lot than other benefits and contingent pay. Recognition does not make employees committed to organisation. Also contingent pay does not make employees more committed to the organisation.

Table 4.28: Extent of various types of rewards increases on commitment to the organization

Types of Rewards / Rate	Greatest Extent	Some extent,	Average	Little extent	No extent
Financial rewards					
Basic Pay/Salary	50	10	8	7	0
Contingent pay	3	5	10	32	25
Benefits	40	20	8	7	0
Non-financial rewards					
Recognition	2	8	10	25	30

A chi-square test was computed to determine whether there is a relationship wages level and other reward and the employee turnover that affect project completion at Civicon Limited

Table 4.29: Chi-square test results on the effect of Wages level and rewards on employee turnover and project completion

Questions	Chi-Square Value	Df	Asymp. Sig. (2-sided)
How would you rate the rewards/compensation package in the organization	82.915	16	0.00
Do you agree with the following statement: “Feeling proud of your work is more important to you than getting a pay raise.”	88.528	16	0.00

Table 4.29 shows that Wages level and rewards and employee turnover are dependent variables. The calculated Chi- square values at 16 degrees of freedom shows significant relationship meaning between the two thus the null hypothesis is rejected while the alternative hypothesis is accepted concluding that the Wages level and rewards does influence the employee turnover and project completion at Civicon Limited.

4.6 Training and career development as retention strategy affecting project completion

Training programmes can promote career development and affect employee turnover and project completion thus research was carried out to establish the extent of effect of this variable.

4.6.1 Rate of the organization’s training programme

The table below shows that the organisation training programme is good 28(37.3%). 26(34.7%) respondents rated it as fair, 9(12%) as poor, 7(9.35) as excellent while only 5(6.7%) rated it as unsatisfactory. Thus the organisation should put more efforts on training to reduce staff turnover.

Table 4.30: Rate of the organization's training programme

Rate	Frequency	Percentage	Cumulative Percentage
Excellent	7	9.3	9.3
Good	28	37.3	46.7
Fair	26	34.7	81.3
Poor	9	12.0	93.3
Unsatisfactory	5	6.7	100.0
Total	75	100.0	

The analysis of the table below on departmental cross tabulation shows that most of the departments rated the training programme as good or fair except the stores department which rated it as been excellent.

Table 4.31: Departmental rating of the organization's training programme

Department	Excellent	Good	Fair	Poor	Unsatisfactory	Total
Finance	0	4	7	1	0	12
Procurement	1	3	2	0	0	6
Transport	2	7	6	3	1	19
Operations/ workshop	1	9	6	2	3	21
Stores	3	3	2	1	1	10
Human resource	0	2	3	2	0	7
Total	7	28	26	9	5	75

4.6.2 The extent would training and career development opportunities influence employee commitment to the organization

From table 4.19 it shows that career and development opportunities influences commitment to the organisation with 60(80%) respondents indicating great extent, 12(16%) rating it fair, 2(2.7%) rating it little extent and 1(1.3%) rating it no extent.

Table 4.32: The extent to training and career development opportunities influence employee commitment to the organization

Rating	Frequency	Percentage	Cumulative Percentage
Great extent	60	80.0	80.0
Average	12	16.0	96.0
Little extent	2	2.7	98.7
No extent	1	1.3	100.0
Total	75	100.0	

On the analysis of the departmental cross tabulation, all the six department rated training and career development opportunities of great extent affecting their commitment in the organisation hence it a good retention strategy,

Table 4.33: Departmental rating to extent to which training and career development opportunities influence employee commitment

Department	Great extent	Average	Little extent	No extent	Total
Finance	9	2	1	0	12
Procurement	5	0	1	0	6
Transport	16	3	0	0	19
Operations/ workshop	16	4	0	1	21
Stores	8	2	0	0	10
Human resource	6	1	0	0	7
Total	60	12	2	1	75

4.6.3 Effect of education level on increase on the commitment to the organisation.

The table shows that education level influences commitment to the organisation with 66(88%) respondents indicating that it does effect while 9(12%) respondents say that it does not affect them

Table 4.34: Does your education level increase your commitment to the organisation

Response	Frequency	Percentage	Cumulative Percentage
Yes	66	88.0	88.0
No	9	12.0	100.0
Total	75	100.0	

From the cross tabulation on the rating of how education level increase commitment to the organisation, the analysis shows that the entire department had indicated that it does affect with only few respondents stating that it does not influence

Table 4.35: Departmental rating of how education level increase commitment to the organisation

Department	Yes	No	Total
Finance	10	2	12
Procurement	6	0	6
Transport	19	0	19
Operations/ workshop	17	4	21
Stores	8	2	10
Human resource	6	1	7
Total	66	9	75

4.6.4 The effect of number of training days in the organisation on increasing commitment to the organisation

From the analysis in table 4.21, it shows that the number of training days does increase the level of commitment in the organisation with 57(76%) respondents responding yes while only 18(24%) respondents indicated that it does not increase.

Table 4.36: The effect of number of training days in the organisation on commitment to the organisation

Response	Frequency	Percentage	Cumulative Percentage
Yes	57	76.0	76.0
No	18	24.0	100.0
Total	75	100.0	

The analysis on the departmental cross tabulation shows the transport department is the leading to supports that training days affects the employee commitment followed by operations while human resources is the last. All the departments support that training days affects their commitment to the organisation

Table 4.37: Department rating on whether the number of training days in the organisation affects commitment to the organisation

Department	Yes	No	Total
Finance	8	4	12
Procurement	5	1	6
Transport	17	2	19
Operations/ workshop	15	6	21
Stores	7	3	10
Human resource	5	2	7
Total	57	18	75

4.6.5 The rating of education level, training days and training programmes on influence on commitment to the organization.

Training programmes does influence commitment to the organisation with 57(76%) indicating that it mostly influence. Education level and Training days had 9(12%) respondents each only

Table 4.38: The rating of education level, Training days and training programmes on influence on commitment to the organization

Factors	Frequency	Percentage	Cumulative Percentage
Education level	9	12.0	12.0
Training days	9	12.0	24.0
Training programmes	57	76.0	100.0
Total	75	100.0	

Analysis of the departmental rating of the three indicators it shows that all the department shows that training programmes are the ones which influence mostly commitment to the organisation than education level and training days.

Table 4.39: Departmental rating of education level, Training days and training programmes on influence on commitment to the organization

Department	Education level	Training days	Training programmes	Total
Finance	3	1	8	12
Procurement	0	0	6	6
Transport	1	2	16	19
Operations/ workshop	2	5	14	21
Stores	1	0	9	10
Human resource	2	1	4	7
Total	9	9	57	75

Presentation of hypothesis testing on the relationship between training and career development as a retention strategy and employee turnover

Table 4.40: Chi-Square Tests on the relationship between training and career development and employee turnover

Questions	Chi-Square value	df	Asymp. Sig. (2-sided)
To what extent would training programmes influence your commitment to the organization?	90.680	12	0.000
Does your education level increase your commitment to the organisation?	84.354	6	0.000
Does the number of training days in the organisation increase your commitment to the organisation?	79.310	6	0.000

Table 4.40 confirms that training and career development and employee's retention are not independent since at 12 and 6 degrees of freedom the calculated Chi-square is greater than expected. The null hypothesis is rejected meaning that training and career development and the employee retention and project completion are related hence there is a direct relationship between the two variables.

4.7 Working environment as a retention strategy affecting project completion

It was necessary to establish the effect of working environment as variable affecting employee turnover and project completion as many projects are undertaken in environments which are different and thus the organisation has to ensure that the environment is conducive.

4.7.1 Rating of the organization's working environment

Most of the respondents 52 (69.3%) rated the company's work environment as good, 12(16%) as fair, 7 (9.3%) as excellent and only 1(1.3) as unsatisfactory. This shows that the organisation is committed to making the work environment good as a strategy for retaining the employees.

Table 4.41: Rating of the organization's working environment

Response	Frequency	Percentage	Cumulative Percentage
Excellent	7	9.3	9.3
Good	52	69.3	78.7
Fair	12	16.0	94.7
Poor	3	4.0	98.7
Unsatisfactory	1	1.3	100.0
Total	75	100.0	

The analysis on the departmental cross tabulation shows that the organization's working environment is good. The transport department was the leading with 14 respondents and the procurement was the last with 3 respondents.

Table 4.42: Department rating of the organization's working environment

Department	Excellent	Good	Fair	Poor	Unsatisfactory	Total
Finance	2	9	1	0	0	12
Procurement	0	3	3	0	0	6
Transport	1	14	2	1	1	19
Operations/ workshop	2	12	5	2	0	21
Stores	2	7	1	0	0	10
Human resource	0	7	0	0	0	7
Total	7	52	12	3	1	75

4.7.2 Which of the following would mostly influence your commitment to the organization: working condition, safety regulation and working hours.

From table 4.42, it shows that working condition would mostly influence one to organisations commitment with 61(81.3%) responding to it. While safety regulations only 13(17.3%) rated safety regulations as mostly affecting and only 1(1.3%) rating that working condition does affect mostly.

Table 4.43: Which of the following would mostly influence your commitment to the organization?

Response	Frequency	Percentage	Cumulative Percentage
Working condition	61	81.3	81.3
Safety regulation	13	17.3	98.7
Working hours	1	1.3	100.0
Total	75	100.0	

From table 4.44 on cross tabulation, it shows that working condition would mostly influence all the departments on their commitment to the organisations. Safety regulations is the second and working hours the last.

Table 4.44: Departmental ranking of working condition, safety regulation and working hours on their influence on commitment to the organisation

Department	Working condition	Safety regulation	Working hours	Total
Finance	10	2	0	12
Procurement	4	1	1	6
Transport	15	4	0	19
Workshop	19	2	0	21
Stores	9	1	0	10
Human resource	4	3	0	7
Total	61	13	1	75

4.7.3 Would safety regulation affect your decision to leave or stay in the organisation?

From the table, it shows safety regulations do affect employee turnover and project completion with a rating 65(86.7%) responding yes and only 10(13.3%) responding no. Thus organisations should improve the safety regulation to improve employee turnover and project completion.

Table 4.45: would safety regulation affect your decision to leave or stay in the organisation?

	Frequency	Percentage	Cumulative Percentage
Yes	65	86.7	86.7
No	10	13.3	100.0
Total	75	100.0	

The analysis on the cross tabulation below shows all the departments values the safety regulations and can affect their decisions of whether to leave or to stay in the organisation. Transport and the operations department were the leading with the procurement been the last one.

Table 4.46: Departmental rating of whether safety regulation affects decision to leave or stay in the organisation

Department	Yes	No	Total
Finance	10	2	12
Procurement	5	1	6
Transport	18	1	19
Operations/ workshop	18	3	21
Stores	8	2	10
Human resource	6	1	7
Total	65	10	75

4.7.4 Does the work environment in the organisation increase your commitment to the organisation?

From the table 4.27 below, it indicates that work environment does increase commitment to the organisation with 64(85.3%) responding yes while only 11(14.7%) responded no. Thus organisations should improve the work environment to reduce the employee turnover and increase the rate of project completion

Table 4.47: Does the work environment in the organisation increase your commitment to the organisation

Response	Frequency	Percentage	Cumulative Percentage
Yes	64	85.3	85.3
No	11	14.7	100.0
Total	75	100.0	

The analysis on the cross tabulation below shows all the departments values work environment in the organisation and it can increase their commitment in the organisation. Transport and the operations department were the leading with the procurement been the last one

Table 4.48: Departmental rating of whether the work environment in the organisation increase commitment

Department	Yes	No	Total
Finance	10	2	12
Procurement	6	0	6
Transport	17	2	19
Operations/ workshop	17	4	21
Stores	9	1	10
Human resource	5	2	7
Total	64	11	75

4.8.5 Would working hours affect your decision to leave or stay in the organisation?

The analysis shows that working hours do affect employee turnover and project with 58(77.3%) responding yes and only 17(22.7%) responding no. Thus organisations should make sure employee do not work for long hours as this may influence them to decide whether to stay or to leave the organisation.

Table 4.49: Would working hours affect your decision to leave or stay in the organisation?

	Frequency	Percentage	Cumulative Percentage
Yes	58	77.3	77.3
No	17	22.7	100.0
Total	75	100.0	

The analysis on cross tabulation shows that working hours do affect employee retention in all the departments with the operations department having the highest respondents and the human resources with the lowest respondents. Thus organisations should make sure employee do not work for long hours as this may influence them to decide whether to stay or to leave the organisation

Table 4.50: Departmental rating of whether working hours affect decision to leave or stay in the organisation

Department	Yes	No	Total
Finance	12	0	12
Procurement	4	2	6
Transport	14	5	19
Operations/ workshop	17	4	21
Stores	8	2	10
Human resource	3	4	7
Total	58	17	75

Presentation of hypothesis testing between organisational commitment as a retention strategy and employee turnover

Table 4.51: Chi-Square Tests on the relationship between working environment and employee turnover

Questions	Chi-Square value	df	Asymp. Sig. (2-sided)
Would safety regulation affect your decision to leave or stay in the organisation?	77.724	4	0.000
Would working hours affect your decision to leave or stay in the organisation??	77.007	4	0.000
Would working conditions affect your decision to leave or stay in the organisation?	79.103	6	0.000

Table above confirms that working environment and employee’s retention are not independent since at 4 and 6 degrees of freedom the calculated Chi- square is greater than expected. The null hypothesis is rejected meaning that working life influence the employee retention and project completion hence there is a direct relationship between the two variables.

4.7.6 Number (1 to 5) the following Retention Strategies to indicate the extent to which they would affect your commitment to the organization.

From table below it shows that wages level and rewards would affect ones commitment to the organisation with 42(56%) respondents showing great extend, training and career development was number two with 17(22.75) respondents, followed by work environment with 11(14.7%) and organisational commitment was the last with 5(6.7%)

Table 4.52: Number (1 to 5) the following Retention Strategies to indicate the extent to which they would affect your commitment to the organization.

Variables	Frequency	Percentage	Cumulative Percentage
Organisational commitment	5	6.7	6.7
Wages level and rewards	42	56.0	62.7
Training and career development	17	22.7	85.3
Work environment	11	14.7	100.0
Total	75	100.0	

From table below on cross tabulation it shows that wages level and rewards would affect ones commitment to the organisation in all the departments. Training and development was the second. Thus the organisation should put more efforts on wages and training development as a strategy of retaining employees.

Table 4.53: Departmental rating of various retention strategies to indicate the extent to which they would affect your commitment to the organization

Department	Organisational commitment	Wages level & commitment	Training and development	Work environment	Total
Finance	3	4	5	0	12
Procurement	0	4	0	2	6
Transport	0	12	7	0	19
Workshop	2	10	1	8	21
Stores	0	9	1	0	10
Human resource	0	3	3	1	7
Total	5	42	17	11	75

From the analysis wages and rewards is the one which affects mostly employee turnover and project completion and the organisational commitment is the least one. Thus organisation should put more efforts in improving the wages and rewards to retain more employees.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter reports the findings and highlights various discussions of the organization's employee retention strategies affecting their turnover and project completion. The cumulative data was analyzed using quantitative analysis and presented in form of tables. Finally conclusions and recommendations emanating from this study are presented.

5.2 Summary of findings

This study was conducted with the aim of identifying effects of the organisational retention strategies on employee retention and project completion at Civicon Limited, a company undertaking major construction projects in Kenya, Tanzania, Rwanda, Southern Sudan Congo and other countries with its head office based in Mombasa county, Kenya. It was found according to gender, male represented the biggest proportion of the employees with 62.7% and female 37.3%. This shows that in construction companies male are more required than female. The study findings indicate that age bracket 31-40 years has majority 42.7% of the respondents and age bracket 51-60 years has the lowest 8%.

The study findings indicate that 54.7% of the respondents possess up to college level of education followed by university with 34.7% and the primary level has the least of 1.3%. This implies that the organisation considers a lot as far as education level. This can be interpreted to imply that projects do not require high levels of education when recruiting its personnel. As per the marital status it indicates that a large proportion of the respondents are married with 58.7%. The analysis indicates that 37.3% of the respondents had worked in the current organization for between 3 and 5 years and 15 years has the least of 2.7% an indication the most staff do not stay in the organisation for a long period. This implies that the organization must have a good working scheme and conditions going by the rate of staff work-service. It could also emphasize the delicate nature of the projects where experience is core and so the organization is committed to retaining productive employees.

The first independent variable was organisational commitment. Two indicators were used to measure the organisational commitment as retention strategy at Civicon Limited. The first indicator was work life policies. This shows that the effectiveness of work life policies in the organisation was average with 58.7% of the respondents rating it as average, 18.7% little extent, 14.7% great extent and only 8% indicated that there is no extent. The second indicator was career opportunities. This shows that the extent of promotion off career opportunities by the organisation is average with 65.3% rating it average, 20% little extent 10.75% great extend and only 45 no extent. This shows that organisational commitment is very essential in employee retention and project completion. For the chi-square test it was found that there is a relationship between organisational commitment and employee turnover affecting project completion thus the null hypothesis was rejected

The second independent variable was wage level and rewards. There were two indicators for this variable. The first indicator was salary level which indicated that it was good with 40% rating is as good, 37.3% fair, 12% excellent 7% as poor and only 1.3% as unsatisfactory. The other indicator was other pay packages like contingent pay, benefits and recognition. For this rewards cash rewards affected employee commitment than contingent pay and recognition. From the chi-square test the null hypothesis was rejected as it shows that there is e relationship between wages level and other rewards with employee retention and project completion therefore organisation should use this as one the strategy for retaining the employees.

The third independent variable was training and career development. This variable had three indicators. The first indicator was education level. From the analysis it shows that the level of education increases the employee commitment to the organisation with 88% indicating that it affects especially where there are opportunities for career growth based on the level of education. 12% indicated that it does not increase their commitment. This was especially from those who were not highly educated. The second indicator was training days. The analysis shows that the training days do affect employee's commitment to the organisation hence affecting employee turnover. Out of the 75 respondents 76% indicated that training days affects the employee commitment and 24 % do not affect. The third indicator was training programmes. The analysis shows that 37.4% rated the programme as good, 34.7% rated it as fair, 12% as poor and 9.3%. The

chi-square results indicated that there is a relationship between training and career development and employee turnover hence this should be used as a retention strategy by organisations.

The fourth independent variable was work environment. There were three indicators for this variable. The first indicator was working conditions. The findings indicated that 69.3% rated the organisation work environment as good. This implies that Civicon limited is making efforts to make the work environment good as a strategy in order to retain the employees. Of the balance, 16% rated it as fair, 9.3% as excellent and 4% as poor. Only 1.3% indicated it as unsatisfactory. The second indicator was safety regulation. The findings show that safety regulations do affect employee turnover and project completion with a rating 86.7% responding yes and only 13.3% responding no. Thus organisations should improve the safety regulation to improve employee turnover and project completion. The third indicator was working hours. The analysis shows that working hours do affect employee turnover and project completion with a rating of 77.3% responding yes and only 22.7% responding no. Thus organisations should make sure employees do not work for long hours as this may influence them to decide whether to stay or to leave the organisation. The chi-square test shows that there is a strong relationship between work environment and employee turnover thus the null hypothesis was rejected. Thus organisations should emphasise on improving working environment as a retention strategy to affect employee turnover and project completion.

5.3 Discussions

Based on the findings of this study, it was revealed that wages and rewards play an important role in employee retention. This represented 56% of the total population sampled. This is in agreement with Cole (2002) that this is single most important obligation owed by an employer to an employee. Griffeth et al (2000) noted pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they leave. They cited findings from Milkovich and Newman (2009) that where collective reward programs replace individual incentives, their introduction may lead to higher turnover among high performers.

Training and career development was the second rating representing 22.7% of the total sample size. Armstrong (2006) describes training and career development as being concerned with providing opportunities for people to progress and develop their careers and ensuring that the

organization has the flow of talent it needs. He goes on to say that the elements of career management are the provision of learning and development opportunities, career planning and management succession planning. Career development programs, according to Bernardin (2006), are effective retention tools and are quickly becoming an employee expectation. Organizations recognize that they can link their career programs to specific business objectives while developing their employees to meet their goals. These programs tell employees that the organization values and respects them by investing in their future career growth thus feel the need to remain in the organization.

The third one was work environment which represented 14.7%. Armstrong (2009), explains that work-life balance employment practices are concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work and this balance should be healthy further explains Kodz et al (2002) as cited by Armstrong (2009). Thus, the idea that employers might use family-friendly (work-life balance) policies to help recruit and retain valued workers is one that has been used for years by many employers (Noe *et al* 2006).

The last variable was organisational commitment which was rated 6.6%. This does not mean that organisation should not be committed. Lum et al's (2003) study of pediatric nurses suggested that organisational commitment has the strongest and most direct impact on the intention to quit whereas job satisfaction has only an indirect influence. They suggested that satisfaction indirectly influences turnover in that it influences commitment and hence turnover intentions. (Mueller & Price, 2010 cited in Lum). Elangovan (2001) noted that the notion of job satisfaction and organisational commitment being causally related has not been incorporated in most turnover models. His study indicated there were strong causal links between stress and satisfaction (higher stress leads to lower satisfaction) and between satisfaction and commitment (lower satisfaction leads to lower commitment). He further noted a reciprocal relationship between commitment and turnover intentions (lower commitment leads to greater intentions to quit, which in turn further lowers commitment). In summary, only commitment directly affected turnover intentions.

5.4 Conclusion

The study has established that some of the variables do affect the employee turnover. From table 4.52 it shows that wages level and rewards would mostly affect ones commitment to the organisation with 42(57%) respondents showing great extend, training and career development was number two with 17(22.7%) respondents, followed by work environment with 11(14.7%) and lastly organisational commitment with 5(6.6%). Also from the chi-square test results it indicated that only three variables out of the four have strong relationship with employee retention and project completion. Organisations should emphasis more on reducing employee turnover as this one can affect the period when projects can be completed. Also organisations should look for more ways and strategies on how they can reduce the rate of staff turnover.

5.5 Recommendation

Having looked at the implications of the study and made the above conclusions, the researcher has made some recommendations based on the findings of the study

1. The management of the organisation should address employees concerns on time and improve the working conditions. This can be done by putting the employee's suggestions in action and act on them immediately they are expressed.
2. The reward package should be restructured to motivate the employees more. This could be done by comparing and implementing using those of best practices in the industries.
3. The organisation should also be very much committed so as retain more talented employees as its commitment affect project completion.
4. The organisation should look for more retention strategies especially those applied by other organisations in the same industry and also other industries.

5.6 Suggestions for further research

Given that the findings on the effect of organization retention strategies on employee turnover at Civicon Limited;

1. The researcher suggests that more research be conducted in other organisations in the same sector and other sectors as well.

2. The policy makers of the company to investigate more on employee's perceptions of the retention strategies and their direct impact on the project completion.
3. A research should be conducted on various other retention strategies or organizational activities which increase employee turnover.

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APPENDIX 1:

LETTER TO THE RESPONDENTS

PETER MUNYAO KIMILU
P.O BOX 2629-80100,
MOMBASA.
Tel +254 721-604-286
E-Mail: pmkimm.kimilu@gmail.com

DATE:

THE HUMAN RESOURCE MANAGER,
CIVICON LIMITED,
P.O. BOX,
MOMBASA.

Dear Sir/ Madam,

RE: DATA COLLECTION

I am a Postgraduate student at University of Nairobi undertaking a Masters Degree in Project Planning and Management in the Department of Extramural Studies. As part of the requirement for this program, I am required to undertake a research.

I kindly request you to allow me to collect data from your organisation through questionnaire. The aim of this questionnaire is to collect data for purely academic purposes. All information will be treated with strict confidence.

Thank you

Yours Faithfully

.....
Peter M. Kimilu
Student (MA. PPM)
University of Nairobi (SCDE)
MOMBASA

APPENDIX II
RESEARCH QUESTIONNAIRE
EFFECT OF ORGANIZATIONAL RETENTION STRATEGIES ON EMPLOYEE
TURNOVER AND PROJECT COMPLETION

Dear respondent

I am a student at University of Nairobi undertaking a Master’s Degree in Project Planning and Management. I am in the process of conducting a research with the view of analyzing the effect of organizational retention strategies on employee turnover in your organisation. The project is a partial requirement by the institution for the award of the Masters Degree. You are selected as one of the respondent. Kindly fill in the questionnaire below to assist in data gathering for my analysis. Your co-operation in ensuring that the questionnaires are answered will be highly appreciated.

Information collected from this questionnaire will be handled with high confidentiality and will strictly be used for academic purposes by the researcher.

Kindly answer the following questions by **ticking in** (✓) the appropriate box or filling the spaces provided.

SECTION A: PERSONAL INFORMATION

1. What is your gender? Male Female
2. How old are you?

Age (years)	20 – 30	31 – 40	41 - 50	51 – 60	Above 60
Response					

3. What is your highest level of education?
 University College High School Primary School
4. What is your marital status?
 Single Married Other (Specify).....

5. What is your current designation (position held).....

6. Which department are you currently attached to?

- Finance
- Procurement
- Transport
- Operation/workshop
- Stores
- Human resource

7. How long have you worked in this organization?

Length	Below 3 years	3 –5 years	6 –10 years	11 –15 years	Above 15 years
Response					

SECTION B: RETENTION STRATEGY 1: ORGANISATIONAL COMMITMENT.

8. How would you rate the organisational commitment in your organization?

- Excellent Good Fair Poor Unsatisfactory

9. To what extent are the work life policies in your organization effective?

- Great Extent Average Little extent No extent

10. To what extent does your organisation promote career opportunities?

- Great Extent Average Little extent No extent

11. Would organisational commitment to good work life policies and career opportunities affect your desire to stay with the organization and be commitment to your job?

- Yes No

SECTION C: RETENTION STRATEGY 2: WAGES LEVEL AND REWARDS.

12. How would you rate the rewards/compensation package in the organization?

- Excellent Good Fair Poor Unsatisfactory

13. Do you agree with the following statement:

“Feeling proud of your work is more important to you than getting a pay raise.”

- Strongly agree Mostly agree Barely agree Disagree

14. To what extent would the following types of rewards increase your commitment to the organization?

Where 1–Greatest Extent, 2–Some extent, 3–Average, 4–Little extent, 5–No extent

Types of Rewards / Rate	1	2	3	4	5
Financial rewards					
Basic Pay/Salary					
Contingent pay					
Benefits					
Non-financial rewards					
Recognition					

NB: Where contingent pay is additional financial rewards that are related to performance, competence or contribution.

SECTION D: RETENTION STRATEGY 3: TRAINING AND CAREER DEVELOPMENT

15. How would you rate the organization’s training programme?

- Excellent Good Fair Poor Unsatisfactory

16. To what extent would training and career development opportunities influence your commitment to the organization?

Great Extent Average Little extent No extent

17. Does your education level increase your commitment to the organisation?

Yes No

18. Does the number of training days in the organisation increase your commitment to the organisation?

Yes No

19. Which of the following would mostly influence your commitment to the organization?

Education level Training days Training programmes

SECTION E: RETENTION STRATEGY 4: WORKING ENVIRONMENT

20. How would you rate the organization's working environment? Consider physical working conditions, welfare, working hours, work-life balance, nature of work, organization culture and safety regulations.

Excellent Good Fair Poor Unsatisfactory

21. Which of the following would mostly influence your commitment to the organization?

Working conditions Safety regulations Working hours

22. Would working hours affect your decision to leave or stay in the organisation?

Yes No

23. Does the work environment in the organisation increase your commitment to the organisation?

Yes No

24. Number (1 to 6) the following *Retention Strategies* to indicate the extent to which they would affect your commitment to the organization.

Where 1 – Greatest Extent 6 – Least Extent

- Organisational commitment
- Job satisfaction
- Age characteristics of employee
- Wages level and rewards
- Training and career development
- Working environment

Comment.....
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25. What other factors or strategies or policies, which have not been covered in this questionnaire, does the organization employ as an attempt to retain staff members?

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.....

26. Comment on any improvements or policies or strategies that you think the organization could adopt to minimize labour turnover

.....
.....
.....
.....
.....

NB: Brochures or other materials relevant to this study are welcome.

Thank you for taking time to fill in this questionnaire and God bless you.