

**PERCEIVED RELATIONSHIP BETWEEN CAREER
DEVELOPMENT AND EMPLOYEE RETENTION AT DELOITTE
KENYA**

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DECLARATION

This research project is my original work and has not been presented for a degree or any other academic award in any other university.

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Supervisor's Approval

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

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DEDICATION

I would like to dedicate this work to my late father Alhaji N B C Foday. The man who told me to always dream big and work hard to bring my dream to fruition. To My mum whose unconditional love and prayers have been unfailing. To my sister, Mrs, Sitta Kai Kai for believing in me, and making it possible for me to reach the stars and chase my dreams. Thank you so much, and may God continue to guide and protect you.

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ABSTRACT

The most perpetual challenge in most organizations today is lack of a well structured career development and employee retention program. This has heightened the need for career development programs in order to achieve employee retention in most organizations. While extensive literature exists, career development, the focus has largely been on its influence on performance and productivity, leaving out the role of employee retention. The study thus set out to determine the relationship between career development and employee retention at Deloitte Kenya. The study used descriptive, correlation and regression survey designs. The population of this study was a total of 120 employees. A structured questionnaire was used for purposes of data collection and data was analysed using inferential statistics. Results indicate that generally, a majority of respondents are satisfied with career planning at Deloitte Kenya as most respondents exhibit conformity to career planning best practices. Training and development is also found to be satisfactory in the study area according to most respondents as indicated by support given to the programs both by the participants and the firm's management. Coaching and mentoring is further found to be moderately to highly practiced at the firm, to which respondents expressed satisfactory levels. The study further found to have well established career counseling services catering for employees counseling needs both during service and when leaving for a variety of reasons. Respondents further expressed high satisfactory levels with succession planning and talent management. The finding also implies that employees at Deloitte Kenya are satisfied and intend to stay with the firm. Against this background, inferential results further revealed that among other factors, career planning, training and development, coaching and mentoring career counselling, succession planning and talent management are key influences of employee retention at Deloitte Kenya. Together these career development practices facilitate employee engagement and job retention. This inturn reduces turnover and increase productivity at Deloitte Kenya.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Career development has increasingly become attractive to organisations that aim at improving performance and productivity. As organisations evolve and compete with one another, they consider several factors like technological innovation, demographic change, and having and retaining skilled employees as strategic move to gain competitive advantage. These factors play an important role in firm's development. Knowledge and skills have become key for companies to be economically competitive (Hiltrop, 1999). Career development process enables employers to provide opportunity for employees to develop and learn as they navigate through their career path. This ensures that employees become highly skilled in their work, and are also able to maintain their capacities as effective employees with the requisite knowledge that will enable them to be retained by employers (Frazee, 1997).

Career development and employee retention rides with a cluster of essential systems such as reward and recognition, learning and development, performance management, recruiting and induction. These systems are interconnected, and together they will improve productivity, retention and performance. Effective implementation of career development initiative in any organization inevitably influences employee retention. When the two practices are linked together, organizations will be able to achieve an increase in productivity, decrease in recruitment and on boarding-cost, increase in internal fill roles and higher engagement level (Forster, 2000). Given that career development and employee retention has proven to be important for the functioning and survival of firms, this study aims to identify the relationship between these two practices, and show how its enhance performance.

1.1.1 Concept of Perception

Arthur & Bennett (1995) describe perception as a mental process involving the selection, organization, structuring and interpretation of information in order to make inferences and give meaning to it. It is our own unique image of how we see and experience the real world. Sensations such as sight, touch, smell, feel and taste are the inputs to the perception process, where it takes the inputs from the senses and turns or transforms them into outputs. These outputs are information, patterns and meanings which may become inputs to a further system that has action or behavior as its outputs. Sensation or the ways that stimuli are received and transmitted are probably similar for different people. This does not mean though that two people will see the same situation in the same way. The stimuli is received and processed may differ. For example, what a manager may consider to be perfectly fair criticism of a subordinate's performance, the subordinate may see as victimization. James and Patrick, (2012) argued that perception is the process which attributes meaning to incoming stimuli through the human senses, therefore, it is constitutes of two factors, the stimuli and the individual factors. Knowledge of the perceptual process is essential since the manner in which users of a product and service interpret the information which is affected by their cognitive understanding that they have established in their minds.

Enss (2012) indicates that too often managers misunderstand the behavior of employees because they tend to rely on their own perception of situation and forget that employees' perception may be different. Perception happens in one of five ways, you see something with your eye, smell something with your nose, hear something with your ears, feel something with your tongue. Because there is an over abundance of stimulation hitting your senses in every moment, most sensations will be filtered out. This is why only a fraction of our surrounding environment will ever reach your conscious awareness. What is filtered in versus filtered out depends on where you put your attention. Whatever stimulus you focus on becomes the attended stimuli. At this stage you become consciously aware of the environmental stimuli and you begin to analyze and interpret the perceived object in order to give them meaning and context.

1.1.2 Career Development

The concept was first advanced by Frank Parson in 1909s and later Ginsberg et al, (1951), this concept have transformed from the view of career development as a development process by which individuals make occupational choices up to their early adulthood, to being viewed as a lifelong process of occupational decision making process that occurs at different sub-stages of one's life (Patton & McMahon, 2006).The term career development had increasingly came at the end of twentieth century, to describe the psychological, sociological, educational, physical, economic and change factors combine that combine to shape individual career behaviour over the life span(Patton & McMahon 2006) According to Blau (1998) It is the evolution or development of a career informed by experience within a specific field of interest, success at each development and educational attainment. Career development includes learning, developing and mentoring employees to ensure that they navigate their career path within an organization, which enhance productivity for an organization.

Field & Thomas (1992) defines Career development as a series of activities or the ongoing process of developing one's career. It is a process that entails training new skills, moving to higher job responsibilities; make a career change with the same organization, or starting one's own business. Career development is an effective way to foster future leaders within organization with relevant skills and experience that will be required to implement organization strategies. The concept of career development has evolved over time, with various authorities advancing varied theories on how individuals shape their careers. They also maintain that career development is a lifelong process of managing work leisure, and transition in order to move towards a personally determined and evolving preferred future. Positive career development program helps organization attract and retain the best people by recognizing and responding to the needs of individual employees, they will get the best of them. Effective career development program helps develop the economy and also benefits individuals, employers and society at large. Recognizing that everyone potentially has a career and that as a consequence, everyone has career development needs, means that attention must be paid to how career development is best supported (Field & Thomas, 1992).

1.1.3 Employee Retention

Hayes (1999) defines retention as process in which employees are encouraged to remain with the organisation for a maximum period of time. This process enhances effective and efficient delivery of goods and services by organizations. Employee retention strategies are adopted and implemented to ensure that employees remain and work for the successful achievement of organizational goals. Wetzels (2006) opined that employee retention refers to the ability of an organization to retain its employees. However, he asserts that many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense retention becomes the strategy rather than the outcome. Employee turnover is a huge challenge that has not been resolved.

Hyman (2005) has defined employee retention as a systematic effort to create and foster an environment that encourages employee to remain employed by having policies and practices in place that address their diverse needs. According to Hyman (2005) employee retention is crucial for one reason, and that is the cost of employee turnover. whether one measures the cost in terms of recruitment costs, loss of productivity, opportunity cost, or the knowledge and expertise lost when talented individuals leave these are all losses that could be saved by providing employees with the right reason to stay..Effective succession planning is dependent upon the ability to retain the best employees in any organization. This process enhances effective and efficient delivery of goods and services by organizations.

1.1.4 Deloitte Kenya

Deloitte Kenya is one of the longest established professional firms of accountants in Kenya. The firm has 11 partners and about 300 employees in offices in Nairobi and Mombasa.. Their client range from the largest and prestigious organizations in the country, including nearly 30% of the companies quoted on the Nairobi stock exchange, to sole traders. Clients come from a wide variety of local and international programmes including manufacturing, financial, distribution, service, agricultural, governmental and

charitable bodies, representing the complete spectrum of the private sector, development agencies, nongovernmental organizations and parastatals (Deloitte, 2014).

Deloitte Kenya has saved millions of dollars over turnover related cost as a result of its career development and retention program. The program also helps employees better navigate through the firm allowing for improved satisfaction and ultimately retaining valuable talents (Deloitte Kenya, 2014).

1.2 Research Problem

The most perpetual challenge in most organizations today is lack of a well structured career development and employee retention program. This has heightened the need for career development programs in order to achieve employee retention in most organizations. As a result, it is prudent for organizations to adopt the concept of career development to enhance employee retention. In support of this assertion, Hajieh (2013) found that, with its roots in staff and managers' attitude to motivation category, career development opportunities and continuing promotion improves staff's performance which in turn increases the quality of work life of social insurance employees in Tehran. Hosseini (2010) concluded that among the eight dimensions of quality of work life, pay fair and adequate pay size, integration and social cohesion, continuing security, the integration and development of human capabilities and career development opportunities, are related to employee retention. Khosla et al. (2012) found a strong positive relationship between Quality of Work Life (QWL), employee retention and career development aspects. Recent survey on employee retention by Deloitte Kenya found out that the biggest challenge facing most companies in Kenya is inability to retain talent within their firms. Poor talent retention according to the survey is as a result of ineffective career development program. (Deloitte Kenya 2014).

Deloitte Kenya has a well developed model for career development and employee retention program that commence from recruitment and selection stage which aims to develop potential in to performance. This model clearly describes how career development programs aim at improving employees' skills to enhance employee retention. Deloitte provides personal and professional support from competent coaches

both within the business and from externally recognized organization..Deloitte Develop-Deploy-connect model shows that retention tends to rise when an employee's talent are developed within the company, and when they are offered challenging jobs that connects to their colleagues and the company's larger goals (Deloitte, 2014).

Studies have been done in relation to career development and employee retention especially in the finance sector, public service and secondary schools. Munjuri (2011) researched on factors affecting career advancement and concluded that career development have a positive impact on firm's productivity. A study by Kelley (2012) found that the most common career development practices adopted by commercial banks were career planning, career counseling and employees training programs. This practices according to the study increases performance. In another study, Madegwa (2011) found that limited access to informal networks, gender role stereotypes and blocked promotions were hindrances to employee career development programs. Wanjala (2012), investigated the factors influencing career choice among form four students in secondary school in Kenya; the study concluded that sociological, educational, economic and psychological factors are important agents for career development. All the studies highlighted above focused on the influence of career development on performance and productivity, leaving out the role of employee retention. This study seeks to address this gap with the following research question: Perceived relationship between career development and employee retention at Deloitte Kenya?

1.3 Objective of the Study

The objective of this study is to determine the relationship between career development and employee retention at Deloitte Kenya.

1.4 Value of the Study

The study will be significant to the management and the staff of Deloitte Kenya by providing information regarding the relationship between career development process and employee retention. The findings of the study will be important to the management of Deloitte Kenya, as it will help management understand the importance of management

of strategic change as they seek to increase penetration in the market, and thus gain competitive advantage. The research findings in the study will be recommended for use by firms specifically Deloitte Kenya's employee and employers. This is important because both parties will understand what is expected of them, and be able to work together as a team, in order to enhance productivity and reduce turnover.

The study will be useful to the government and policy makers, as they will be able delve in to the perceived relationship between career development process and employee retention, and comprehend how this relation relates to performance and growth. It will also enable the government to develop strategies that will enhance effectiveness and efficiency. This study will contribute to research and practice, as it will serve as point of reference on the area of study, and other related topics to scholars and researcher. The study can also be used for further research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides the theoretical foundation of the study, which includes motivation, and social cognitive theories respectively. These theories deal with career development and employee retention approaches that provide an insight into our research question, Perceived relationship between career development and employee retention. This chapter also covers career development practices, the factors that influence retention, and career development and employee retention.

2.2 Theoretical foundation of the study

This study will be based on motivation and social cognitive theories

2.2.1 Motivation Theory

Herzberg's Motivation-Hygiene theory states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors causes dissatisfaction. His findings have a practical influence on attitudes toward administration. According to Herzberg, individuals are not content with the satisfaction of lower order needs at work, for example those needs associated with minimum salary levels and unpleasant working conditions. Rather individuals look for higher level needs having to do with achievement, recognition, responsibility, and advancement. This appears to be parallel with Maslow's theory of need hierarchy.

However, Herzberg added a new dimension to this study by proposing a two factor model of motivation, based on the notion that the presence of one set of job characteristics leads to dissatisfaction at work. The theory suggests that to improve job attitudes and productivity, administrators must recognize that increased satisfaction leads to job satisfaction and subsequent retention of employees. Dissatisfaction can also stem from unfavorable assessment of job related factors as company policies, supervision, technical problem, interpersonal relations, lack of career opportunities and work conditions. These factors do not only lead to dissatisfaction, but also serve a reason for employees to leave.

2.2.2 Social Cognitive Theory

The social cognitive career theory is derived from Bandura's general social cognitive theory which deals with psychosocial learning. This theory has been termed as the most promising career theory that may prove satisfactory in career development and retention. Lent (2006) expanded the scope of social cognitive career theory offering a new social cognitive career model. This theory is designed to explain the ways in which previously identified inputs such as self- efficacy and outcome expectations, along with persons are related to job satisfaction. Self-efficacy is concerned with the belief in the ability to exercise control over ones actions and event that affect their lives. Beliefs impact life choices, motivation, quality of actions and the ability to overcome adversity.

Lent, (2006) expanded upon Bandura's work to focus exclusively on the development of the individual within the context of career development. Managers who wish to retain talent can borrow from this theory. Career development is driven by self efficacy or believes in the ability to accomplish something of importance. The degree of achievement depends on two factors, outcome expectations or the idea that initiating a particular behavior will yield the desired result and goals. Lent (2006) states that if a person feels confident of his or abilities, he or she is more likely to connect to specify actions to reach them. When organizations put in place measures to enhance motivation, they can easily retain talents. The theory associate individual failure to insufficient skill and knowledge which are deemed as acquirable.

2.3 Career Development Practices

London (1993) suggests that career development practices are series of activities designed to identify competencies required by employees to manage their career objective which should be linked with organization objective. London (1993) stated that career development practices aim at providing learning and development opportunities which in turn enhance employee engagement, motivation and job satisfaction. Huselid (1993) points out that career development practices builds the skills of employees to match contemporary issues at the workplace.

2.3.1 Career Planning

Leibowitz (1986) claims that career planning is a continuous process of self assessment and goal setting designed by employee and employer in order to work in line with organizational objective. Career planning involves both employee and employer connecting together to identify goals, and also develop strategies required to fulfill identified goal. Leibowitz (1986) maintains that employees should identify their abilities through programs such as coaching , mentoring and counseling, so that management will decide on the what training needs that should be developed, and also determine the task that should be assigned to them. The process help an organization to gain competitive advantage and also ensures skills and abilities are matched with task, thus productivity is enhanced. Organizations that wish to effectively structure it positions with regards define roles and responsibilities, must undertake the process of career planning to ensure effectiveness in output, and also enhance productivity. Career planning is the process by which one selects career goals and the path to these goals. The major focus of career planning is on assisting the employees achieve a better match between personal goals and the opportunities that are realistically available in the organization (Leibowitz, 1986).

2.3.2 Training and Development

Eisenberger et al., (2002) states that training involves a professional working with learners to transfer to them certain area of knowledge or skills to improve in their current job. Training ensures that employees enhance their skills to undertake their job effectively and efficiently, and also builds the confidence of employees within an organization. Huwitez (1990) claims that development is a broad ongoing plethora set of activities designed to bring someone or an organization up to another threshold of performance, often to perform some jobs or new roles in the future. According to Hurwitz (1990) employees must be trained and developed where possible to meet their own career needs and the needs of the organization. Training is job or task oriented, while development is career oriented. Development aim at preparing people for higher responsibilities. Training and development help employees master the knowledge skills

and behaviour emphasized in training programs, and apply them to their day to day activities, and future assignment.

2.3.3 Coaching and Mentoring

Libri (2004) describe coaching as on the job training. It is different from managing, less about directing work, but all about helping someone succeed. Coaching according to Libri (2004) is a way of working with people that leaves them more able to contribute to their organization, and find meaning in what they are doing. The underlying goal of every coaching interaction is to help the other person succeed. Coaching is an integral parts of every manager's job. Managers that provide regular ongoing coaching and feedback to help employees develop skills and improve team performance and define and realize career goals, having more successful and productive teams. Coaching also provide plenty of opportunity for learning and growth. It is one of the best ways to develop and retain valuable employees. Coaching is increasingly used for professional development to indicate a positive change in individuals and to encourage the transfer o knowledge from the coach to the individuals. Yang (2006) defines mentoring as a professional activity, a trusted relationship, and a meaningful commitment. Mentoring practice as we know it today is loosely modeled on the historical craftman apprentice relationship, where young people learned. Mentoring relationship have a great potential to enhance the development of young individuals in both early and middle career stage (Yang 2006).

2.3.4 Career Counselling

Career counseling is a systematic approach to facilitating the career decision making and job search process. It is a partnership between you and your career counselor designed to assist you in making important decisions about career. Career counseling are similar in nature to other types counseling such as marriage or psychological counseling. What unites all types of professional counseling is the role of practitioner, who combine giving advice on their topic of expertise with counseling techniques that support clients in making complex decisions and facing difficult situations (McAuley, 1998). Professional career counselors can support people with career related challenges. Through their expertise in career development, they can put a person's qualifications, experience,

strengths and weakness in a broad perspective while also considering their desired salary, personal hobbies and interests, location, job market and educational possibilities (McAuley, 2011).

2.3.5 Talent Management

Talent management is about getting the right people in the right jobs doing the right thing. This requires predicting how employees will act in the future and getting them to act differently from how they acted in the past. To be effective, talent management process must take into account the underlying factors that influence employees' decisions and actions. They must be based on how business leaders and managers want them to behave. Talent management increase the probability that employees will display behaviour than align with organization's overall strategic direction. The ability to influence employee behaviour makes talent management a highly effective method of driving business result (Perrin, 2003). Small changes in employee behaviour can have massive impact on business performance. Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs.(Perrin, 2003).

2.3.6 Succession plan

Succession planning is a process for identifying and developing internal people with the potential to fill key business leadership positions in the organization. Succession planning increases the availability of experienced and capable employees that are prepared to assume roles as they become available. Effective succession plan concerns itself with building a series of groups up and down the entire leadership pipeline or progression. Succession planning is a process whereby an organization ensures that employees are recruited and developed to fill each key role within the company. Through succession planning process, you recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement or promotion into ever more challenging roles (Noel, 2001). Succession planning is important when its comes to determining an organization's short and long term business strategy, hence it is critical for organizational

success. This practice helps organizations avoid talent shortages, retain top talents, increase employee engagement, and assist employees in transitioning in to new intern roles (Noel, 2000).

2.4 Factors that influence retention

By focusing on the fundamentals, organization can go a long way towards building a high retention workplace. Organizations can start by defining their culture and identifying the types of individuals that would thrive in that environment. Attracting and recruiting top talent require time, resources and capital. Organizations retain good employees by being employer of choice. Presenting applicants with realistic job previews during the recruitment process have a positive effect on retaining new hires. There are various types of selection tools that can help predict job performance and subsequent retention. These include both subjective and objective methods. While organizations are used to more subjective tools such as interviews, application and resume evaluations, objective methods are increasing in popularity. Socialization practices delivered through a strategic orientation and assimilation program can help new employees become engaged in the organization and thus more likely to stay. These practices include share and individualized learning experiences, activities that allow people to get to know one another. Such practices may include providing employees with a role model, mentor or trainer or providing timely and adequate feedback (Gardner, 2004).

Providing training and development opportunities can discourage turnover by keeping employees satisfied and well positioned for future growth opportunities. Dissatisfaction with career development is a major reason for employees to look elsewhere. If employees are not given opportunities to continually update their skills, they are more likely to leave.. Pay levels and satisfaction contributes to employee's decision to remain or stay in an organization. Organization can lead the market with a strong compensation and reward package. Employees often look elsewhere because of poor compensation and benefits. Organization can link rewards to retention by offering bonus payment, or employee stock options benefits or define benefit plan payout to years of services, etc. Research have shown that defined compensation and rewards are associated with longer tenure .A Research conducted by Messmer,(2000) concludes that an employee's relationship with

his or her immediate superiors or manager is important to making an employee feel embedded and valued within the organization. Supervisors need to know how to motivate their employees and reduce cost while building loyalty in their key people.

2.5 Career Development and Employee Retention

In today's rapidly moving, uncertain and highly competitive global market, firms are facing major decisions and challenges. Over the past years, organizations have developed a keen interest in the field of talent management and employee retention, with surveys to show that both practices are on top of organization's agenda. The ability to hold on to highly talented employees is crucial for future survival. However there is also increase realization that this cannot be achieved unless organizations develop and implement career development programs that is geared towards ensuring that employees feel satisfied, engage and motivated. Career development and employee retention is now viewed as a tool to strengthen organizational capabilities (Walker, 2007).

Aguenza & Mat Som (2012) investigated on the Motivational Factors of Employee Retention and Engagement in Organizations in Malaysia, 7,500 employees were surveyed through a cross sectional research design, data was analyzed by use of trend analysis the results of this study revealed career development programs played an instrumental in influencing employees retention in the organization. Another study by Kwenin (2013), explored explores the link between work environment, career development opportunities and employee retention in Vodafone Ghana Limited. The study used 142 employees, representing 10% of the target population of 1,420. The study adopted descriptive research survey, specifically cross sectional. Data was analyzed with Descriptive Statistics. Pearson Correlation Coefficient was employed to establish the relationship among the variables. The findings indicated that career development opportunities had positive relationship with employee retention and thus affect employees' decision to stay in Vodafone Ghana Limited. Lassiter Consulting (2014), conducted a descriptive survey in relation to the influence of career development program on employee retention, a sample of 50 employees was chosen from among Fortune 100 companies. Data was analyzed using descriptive statistics, the results of the analysis showed that career development programs highly contributed to employee retention.

A report by Global workforce index shows that two-thirds of the employees are motivated to learn new skills or seek additional training as an opportunity for promotion with their current employer. In addition, nearly half (47 percent) of survey respondents in the U.S. are either actively seeking or considering some form of additional education or training to pursue a new field of work. Although some experts advise employees to consider moves in addition to upward movement. Employees are taking control and looking at ways of renewing and upgrading skills in order to stay relevant.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that will be applied in conducting the study. This will include the research design, population of the study, data collection and data analysis.

3.2 Research Design

Descriptive survey was used to conduct this Study. Kothari (2004) explain that a descriptive study gives a clear explanation of the characteristics of the population or situation being studied. In this study, the focus will be to determine the perceived relationship of career development and retention of employees at Deloitte Kenya. A descriptive survey allows the researcher to describe specific behavior as it occurs in the environment.

3.3 Population

The Human Resource Department at Deloitte Kenya puts the total number of employees on the Payroll, across the three management levels, at 300 comprising both the Nairobi Headquarter and the Mombasa branch. The same will form the present study's target population. Kombo and Cramp (2003) explains that a target population should have some observable characteristics to which the researcher intends to generalize the results of the study.

3.4 Sampling

Bartlett et al. (2001) developed the sample size determination table (table 3.1 below) at with the sampling error of 5% and at 95% confidence level.

Table 3.1 Table for finding a base sample

	Variability				
Population	50%	40%	30%	20%	10%
100	81	79	63	50	37
300	142	121	84	72	42
500	222	212	128	84	52
1,000	286	269	147	92	55
10,000	385	356	169	100	58
50,000 and above	397	366	172	101	58

Assumes a 95% confidence level, identifying a risk of 1 in 20 that actual error is larger than the margin of error (greater than 5%).

Therefore taking the 300 population size category, the study settles for the 40% variability which gives a sample size of 121, which will be adjusted to be 120 for easy distribution across the three strata, as presented in the sampling frame shown in (Table 3.1)

Table 3.2 Sampling frame

Category	Population	Sample	Percentage
Senior Management	16	6	40%
Middle Management	49	20	40%
Lower Management	235	94	40%
Total	300	120	40%

Taking 40% of the estimated target population, a sample size of 120 respondents will be reached for response. The respondents will be selected based on the stratified random sampling technique, whereby the three management levels, top, middle and lower cadre will form the strata from which respondents will be drawn as shown in Table 3.2.

3.5 Data Collection

Primary data was used in this study. A structured questionnaire will be used for purposes of data collection. The questionnaire will consist of two parts, and it will be administered using a drop and pick later method.

3.5 Data Analysis

The collected data was first sorted, cleaned and coded. Both descriptive and inferential statistics will then be used in data analysis. Descriptive statistics will include frequencies and percentages, measures of central tendencies such as the mean and measure of dispersion such as the standard deviation. Inferential statistics will employ Pearson's correlation which will on the other hand be used to study the relationship between the independent and depended variables. Data will be presented in form of tables and graphs.

CHAPTER FOUR: DATA ANALYSIS INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis and presentation. The general objective of the study was to determine the relationship between career development and employee retention at Deloitte Kenya. More specifically, the study sought to determine the effect of career planning, training and development, coaching and mentoring, career counseling, succession planning and talent management on the retention of skilled staff at Deloitte Kenya. The reliability and viability of the data collected for the study was ascertained.

4.2 Response Rate

The study achieved a response rate of 81.7% with 98 respondents reached out of the 120 targeted. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. The study therefore attained an excellent response rate as presented in Table 4.1.

Table 4.1 Response rate

Questionnaires	Frequency	Percent (%)
Returned	98	81.7
Unreturned	22	18.3
Distributed	120	100.0

Source: Researcher, 2014

4.3 Demographic information

This section captures the responses by gender, Management level, length of service, education level as well as age bracket, presented and analyzed in figures and Tables.

4.3.1 Response by gender

The study sought to establish the gender distribution in the study area. Table 4.2 presents the finding.

Table 4.2 Response by gender

Gender	Frequency	Percent (%)
Male	58	59.2
Female	40	40.8
Total	98	100.0

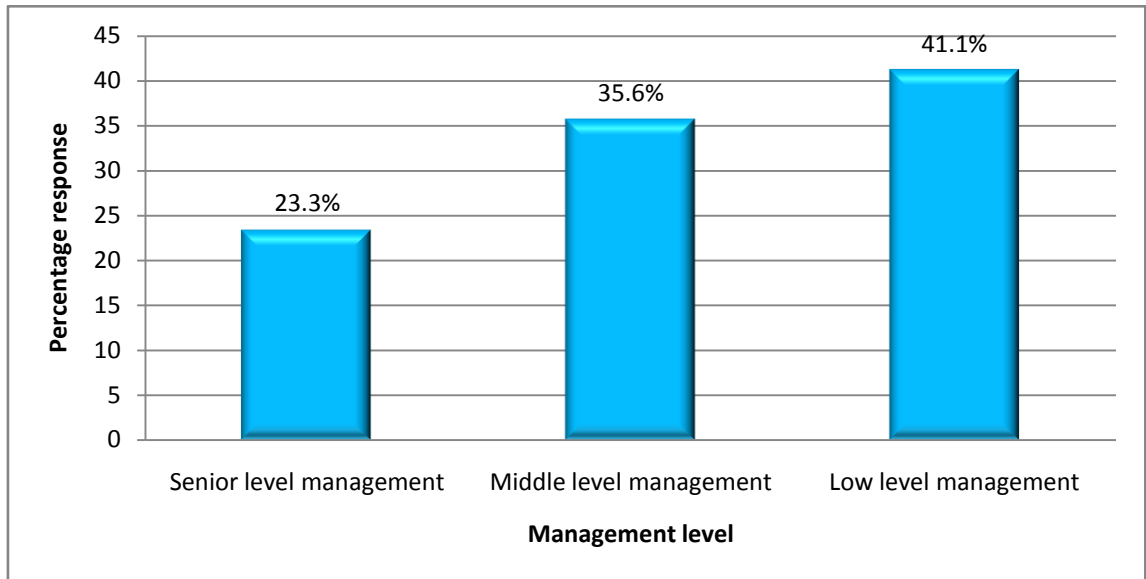
Source: Researcher, 2014

A majority of respondents, 59.2%, reached belong to the male gender compared to the female gender who recorded a 40.8% response. Though there were more male than female response, the difference is not sufficient to skew the findings to any gender.

4.3.2 Response by Management level

The study further found it necessary to establish the different management level respondents fell under, in order to further ascertain diversity in perspectives. Figure 4.3.2 presents the findings.

Figure 4.1 Management level



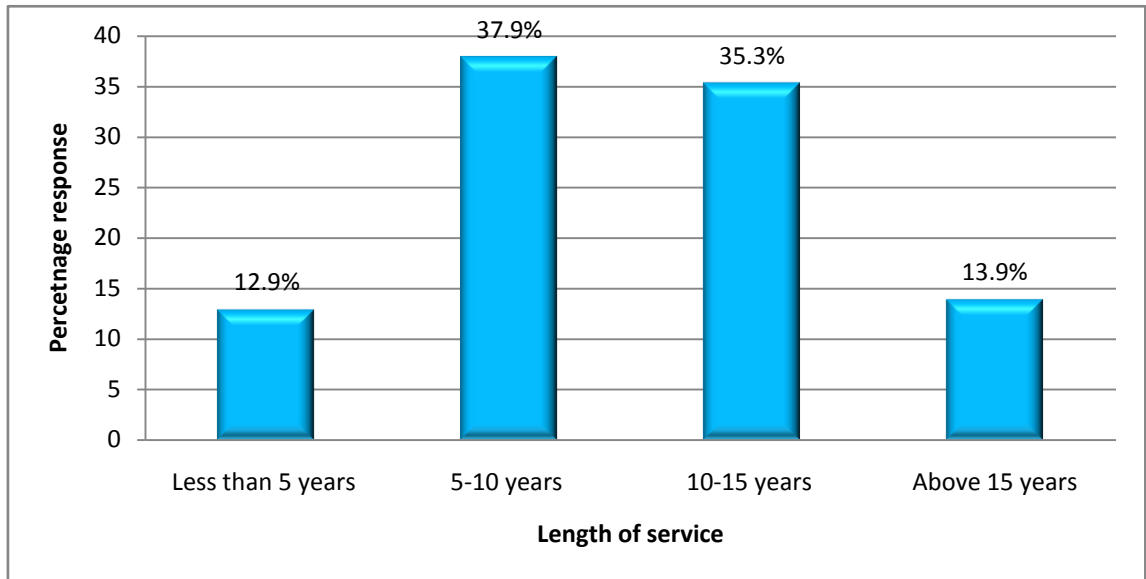
Source: Research data, 2014

A majority of respondents, 41.1% were found to belong to the lower cadre management, followed by 35.6% belonging to the middle management level while only 23.3% belonged to the senior management level. This ascertains the diverse perspectives in the responses, as informed by activities in the respective management levels.

4.3.3 Response by length of service

To further show the diversity in background experience in the study area, respondents were asked to indicate the length of service within in the organization. Results are as presented in Figure 4.2.

Figure 4.2 Response by length of service



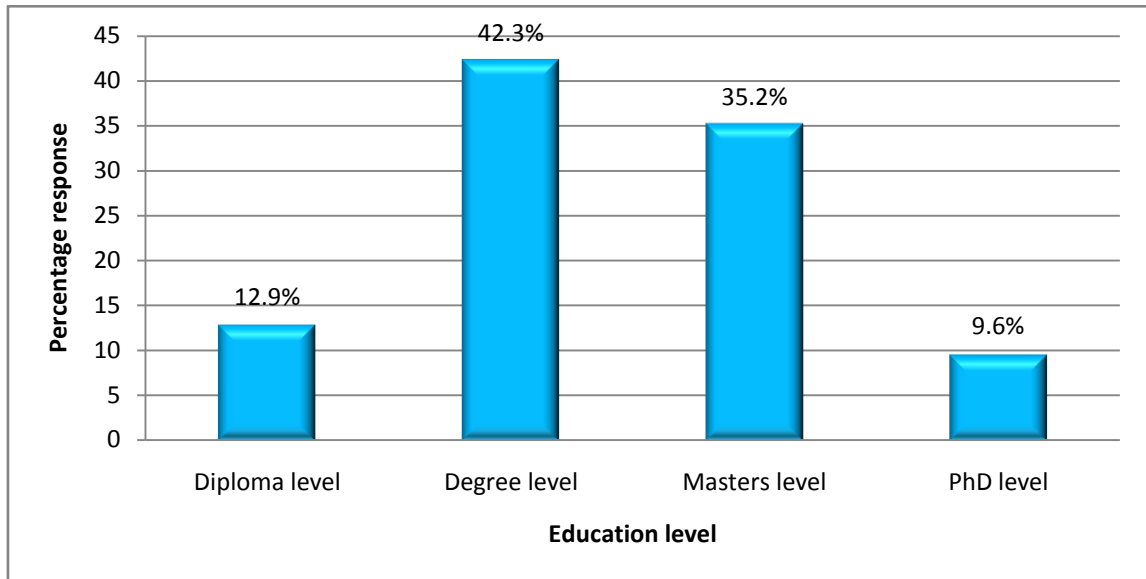
Source: Research data, 2014

The length of service among respondents is generally distributed. A majority, 37.9% however indicated having worked for between 5 and 10 years. This was closely followed by 35.3% having worked for between 10 and 15 years. Only 12.9% and 13.9% of respondents indicated having worked for less than 5 years and above 15 years respectively. A range of experience can thus be established among respondents and therefore responses obtained are likely to be of sound opinion from respondents in respect to career development practices and employee retention at Deloitte Kenya.

4.3.4 Response by education level

Respondents were further asked to indicate their highest levels of education. This would serve to show the academic backgrounds among respondents and the diversity thereof. Findings are as shown in Figure 4.3.

Figure 4.3. Response by education level



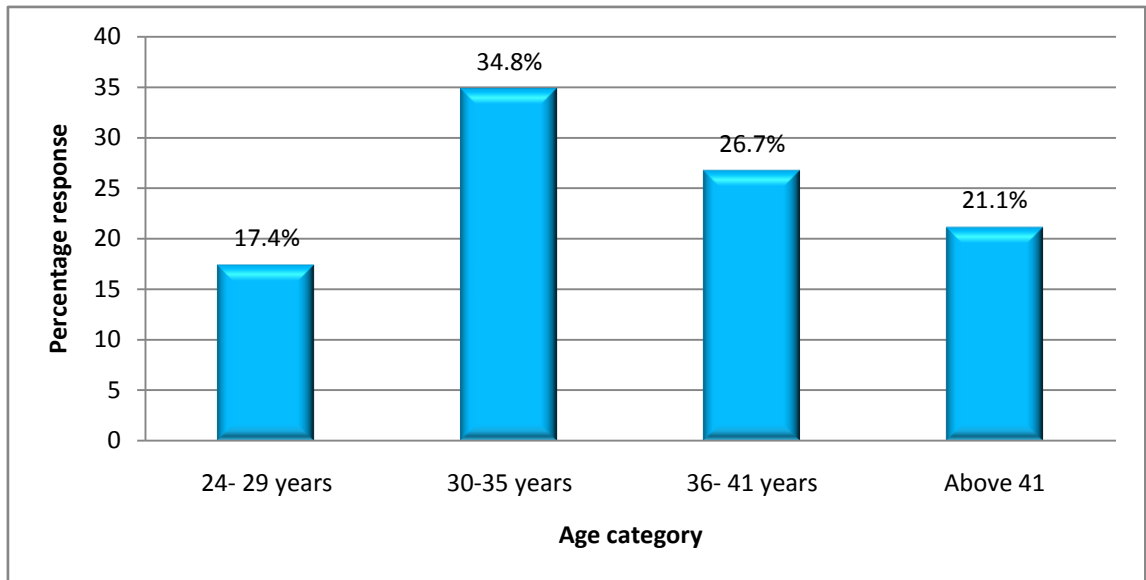
Source: Research data, 2014

It was established that, a majority, 42.3% of respondents have attained a Degree level, followed by 35.2% with a Masters Degree level. Only 9.6% have PhDs while an equal percentage, 12.9% had attained a Diploma levels. A majority of respondents at Deloitte Kenya can thus be said to have high education background, which implies that they understand the concept.

4.3.4 Response by age bracket

Respondents were also asked to indicate their age categories. This would further help show the diversity in responses by age which is pertinent in establishing any possible trend across the age brackets in relation to employee retention. Figure 4.3 presents the findings.

Figure 4.4 Response by age bracket



Source: Research Data

Overall, a declining trend in the number of respondents is observed going up the age categories. A majority of respondents, 34.8%, fall within the 30-35 years age category, followed by 26.7% within the 36-41 years category. Only 17.4% of respondents fell within the 24-29 years category while the above 41 years category recorded a 21.1% response. The study thus reached respondents across the age brackets further assuring a diverse background based on age hence a possible diversity in experiences. However this diversity in age does not have any impact or significance to the study.

4.5 Career Development Practices

The objective of the research was to establish the relationship between career development and employee retention at Deloitte Kenya. The career development practices are grouped in to six including; career planning, training and development, coaching and mentoring, career counseling, succession planning, and talent management. Respondents were asked to indicate the level of agreement to which career development practices influences employee retention at Deloitte Kenya. . Responses were given on a

five-point likert scale, where 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree. For analysis purpose the score of ≤ 1.5 will be interpreted to as strongly disagree, while a score of $1.5 \leq 2.5$ is regarded disagree, $2.5 \leq 3.5$ is interpreted as moderately agree, the score of $3.5 \leq 4.5$ is regarded as agree, and the finally, ≥ 4.5 will be regarded as strongly agree.

4.5.1 Career Planning

Career planning is an essential requirement in each and every organization in the enhancement of skills and abilities of employees for the achievement firms' goals. Respondents were asked to indicate the level of agreement to which career planning influences employee retention at Deloitte Kenya.

Table 4.3 Career planning

Statement	Mean	Standard Deviation
I have set my career goals	3.983	0.9442
There is assistance from management to help match my personal goals and opportunities available	3.119	0.0429
There are fellow employees in the firm to help when called upon or volunteer to help with career challenges	3.729	0.8592
There are career positions that align around a common career theme (marketing, management, software, verticals, etc)	3.603	0.3056
There is room for individual assessments of abilities, interests, career needs, and goals	4.001	1.3078
There are organizational assessments of employee abilities and potential	4.342	0.9745
There is clear communication of information concerning career options and opportunities with the firm	3.274	0.6734

Source: Survey data, 2014

As indicated in Table 4.1, a majority of respondents agreed that the organization undertake a comprehensive assessments of employees potential, a (4.342),also individuals have the forum to analyze their career paths and abilities(4.001), and clearly established goals are set;(3.983); furthermore, employees are willing to render help and

support to one another (3.729); in addition there are career positions that are align around a common career theme (marketing, management, software, verticals, etc) (3.603). However a majority of respondents moderately accepted that information establishing career options and opportunities are clearly defined (3.274); and that there is assistance from management to help match employee goals to what is available in the organization (3.119).

The analysis above shows that assessments of employee abilities, interest, need and goals was seriously considered by the firm. The analysis also clearly proves that employees at Deloitte set their goals, and also there is also considerable support and help from experienced employees to deal with challenging tasks. They management of Deloitte Kenya according to the analysis ensures that career positions are aligned around a common career theme (marketing, management, software, etc)

However, employees do no strongly agree that information about career option is been disseminated with much clarity, and that the management of Deloitte Kenya help match employee goals and opportunities available. The analysis implies that employees are highly satisfied with career planning structure at Deloitte Kenya, and this helps in ensuring that they stay with the organization.

4.5.2 Training and Development

Training and development is an essential requirement for employee development and the fulfillment of organizational objective. in any firm. In order to determine the training and development attributes strategy adopted by Deloitte Kenya, respondents were asked to indicate the level of agreement with the various pertinent statements relating to training and development programs at Deloitte Kenya, to help determine how it relates and influences Employee retention in the firm. A summary of the responses is presented in Table 4.2.

Table 4.4 Training and Development

Statement	Mean	Standard Deviation
Training and development programs are aligned with organizational staff development goals	3.839	0.8317
Training and development programs are in line with employees' learning culture	3.493	0.6315
Training and development programs are in line with employees' needs analysis	3.725	1.0092
There are objective evaluation and success criteria	3.857	1.3718
Employees clearly understand that training programs can speed up their career progress in their desired direction	3.542	0.6347
The firm recognizes completion of training as incentives for successful outcomes	3.449	0.9130
Training and development programs focus a lot on mentoring as a part of training	3.926	1.0431
Training and development programs focus on the execution after the learning	3.764	0.9132

Source: Survey data, 2014

As indicated in Table 4.2, majority of respondents were found to agree that training and development is focused on mentoring (3.926), and also general evaluation at Deloitte Kenya is done objectively (3.857); In addition training and development programs are designed with the organizational development goal(3.839);It is also clearly agreed that training and development programs focus on execution after the learning process (3.764); Furthermore, training and development programs focus a lot on mentoring as a part of training (3.725).However respondents moderately agreed that employees understands the impact of training programs on their career path (3.542); and that training and development programs are inline with employees' learning culture (3.493).In addition, the respondents believe that Deloitte Kenya view training as a prospect for future growth (3.449)

The analysis above indicates that mentoring is highly used as part of Deloitte Kenya training and development programs. The analysis also implies that programs are been

evaluated objective to build structured training programs, at Deloitte Kenya and employees also agreed that training and development programs are usually aligned with organizational staff development. Furthermore, the analysis strongly indicates that training and development programs at Deloitte Kenya aimed at implementing what is learnt by participants, and it is also in line with employees' needs analysis.

However the analysis also indicates that employees do not seem to agree that training and development at Deloitte Kenya can facilitate their career progress, and that Deloitte Kenya recognizes that training and development programs serve as tool for success.

4.5.3 Coaching and Mentoring

The study further sought to establish the effect of coaching and mentoring on staff retention at Deloitte Kenya. Pertinent questions were asked to this end to which respondents were asked to indicate their levels of agreement.

Table 4.5 Coaching and Mentoring

Statement	Mean	Standard Deviation
Coaching and mentoring is marked by dialog, a two-way conversation between the coach and the employee	4.052	0.5638
Coaches and mentors guide employees to discover career solutions on their own	3.693	0.9025
Coaches and mentors indulge employees in case of job challenges	3.359	0.7295
Coaches and mentors approach employees courteously	3.219	0.6520
Coaches and mentors praise good work	3.873	0.4028
Coaches and mentors are influential to the employees	3.624	0.5682
Coaches and mentors are tactful	3.991	0.6134
Coaches and mentors are always around when needed	3.309	1.0067

Source: Survey data, 2014

As indicated in Table 4.3, majority of respondents strongly agree that coaching is marked by two-way conversation between the coach and the employee (4.052) and they also agreed that coaches and mentors are tactful (3.991); Furthermore respondents also agreed that coaches and mentors praise good work (3.873); and that they also guide employees in their career path (3.624). However respondents also moderately agreed that Coaches

and mentors indulge employees to challenging task (3.359), and they also approach employees courteously (3.219); It is also established that they are always around when needed (3.309).

The analysis above clearly indicates strong agreement that coaching and mentoring is marked by dialogue at Deloitte Kenya, and that coaches and mentors are tactful, and they also praise good work at Deloitte Kenya. According to the analysis, employees also agreed that coaches and mentors guide them on their career path, and are influential to their development. However employees also not seem to entirely agree that coaches and mentors indulge in case of job challenges and that they are courteous and are always around when needed.

4.5.4 Career Counselling

Further, to assess the effect of career counselling on employee retention, respondents were asked to indicate their levels of agreement with pertinent statements posed in this regard. Table 4.4 presents the findings.

Table 4.6 Career Counselling

Statement	Mean	Standard Deviation
The firm has an established functioning career counselling unit	3.639	0.8317
The firm has experienced and seasoned counselors that provide counseling and support to employees facing challenging task	3.993	0.6315
Employees are counseled and supported during times of organizational downsizing or restructuring	3.325	1.0092
Employees are frequented given counseling to give them sense of direction in their career path	3.157	1.3718
Employees are given support and counseling before they are retired	3.742	0.6347

Source: Survey data, 2014

As indicated in Table 4.4, majority of respondents were found to agree that the firm has experienced counsellors that provide support to employing facing challenging task (3.993) and employees are given support and counseling during transition period

(3.742).Also the respondents further agreed that the firm has an established counselling department(3.639). A majority of respondents also moderately agree that employees are counseled and supported during times of organizational downsizing or restructuring (3.325), and that employees are frequented given counselling to give them sense of direction in their career path (3.159).

The analysis above clearly indicated employees agreement that Deloitte Kenya has experienced counsellors that provide support to employees facing challenges, and they also agreed that there is structured counselling program for employees that are about to retire. The analysis also implies that Deloitte Kenya has an established functioning career counselling unit at Deloitte Kenya. However employees are not entirely in agreement with the statements that counselling and support is provided during times of organizational downsizing or restructuring, and that counselling is provided in order to give a sense of direction.

4.5.5 Succession Planning

Respondents were further asked to indicate their levels of agreement with pertinent statements posed with respect to succession planning at Deloitte Kenya area and the influence thereof on employee retention. Table 4.5 presents the findings.

Table 4.7 Succession planning

Statement	Mean	Standard Deviation
There are good opportunities for advancement	4.049	0.9130
Promotion is based on ability and skills	3.926	1.0431
The firm offers equal chances for promotion	3.364	0.9132
There are regular promotions	3.842	0.7466
The firm has a well laid down succession policy	3.349	0.5739

Source: Survey data, 2014

As indicated in Table 4.5, majority of respondents agreed that there are good opportunities for advancement (4.049) at Deloitte Kenya; and promotion is based on ability and skills (3.926); In addition that there are regular promotions (3.842). Majority of respondents moderately agreed that the firm offers equal chances for promotion (3.364); and that the firm has a well laid down succession policy (3.349). From the findings, succession planning in the study area can be termed moderate to highly satisfactory and therefore key in determining employee retention.

The analysis above established that employees strongly agreed that at Deloitte Kenya, there are good opportunities for advancement. The analysis also establish that employees agree that promotion is based on ability and skills, and also promoting is done on a regular bases. Employees seem not to agree that Deloitte offer equal chances for promotion, and that there is a well laid down succession policy.

4.5.6 Talent Management

Effective talent management leads to improved overall experience of employees and increased business productivity. Respondents were therefore required to indicate their agreement levels with pertinent statements to establish the relationship between talent management and employee retention at Deloitte Kenya. Table 4.6 presents the findings.

Table 4.8 Talent Management

Statement	Mean	Standard Deviation
The right people are recruited and deployed at the right place	3.755	.6628
The company keeps track of employee talent development	3.059	.5822
Jobs are aligned to individual competence	3.519	.4098
Employees are objectively evaluated based on individual skills	3.256	.5922
There is recognition of exceptional employee performance	3.973	.6821
Management supports employee talent development	3.601	.4683

Source: Survey data, 2014

As indicated in Table 4.6, majority of respondents were found to agree that employees are recognized for good performance(3.973), and also, they right people are recruited and

deployed at the right place (3.755). In addition, respondents agreed that management supports employees' talent development (3.601) and jobs are also aligned to individual competence (3.519). Respondents, however, moderately agreed that employees are objectively evaluated based on individual skills (3.256) and that the company keeps track of employee development (3.059), and the firm also attracts and recognizes talents.

The analysis above implies employees' agreement that Deloitte Kenya appreciates and recognizes exceptional employee performance, and they also agreed that the right people are recruited and deployed at the right place. Furthermore, the analysis established that the management of Deloitte supports employee talent development, and that jobs are aligned to individual competence. However, employees moderately agreed that they are evaluated based on individual skills. In addition, they also moderately agree that Deloitte Kenya keeps track of employee talent development.

4.6 Employee Retention

In order to establish the perceived relationship between career development and employee retention, it is important to find out the level of retention in the firm. This section analyzes the level of retention in respect to the established career development practices in the organization.

Respondents were asked to indicate their levels of agreement with pertinent questions posed with a view to establish the level of retention in the organization, which has a significant impact on whether employees should stay or leave. Table 4.3 below presents the finding.

Table 4.9 Employee Retention

Retention	Mean	Standard Deviation
Employees are fully satisfied with the working environment existing in the company	3.701	0.9431
Nothing makes workers to be disappointed or dissatisfied	3.213	0.5423
Corporate code of the firm lets me feel comfortable at the work place	3.676	0.8612

Unexpected and sudden changes in the corporate culture would influence workers positively	3.113	1.0617
Each worker shows expected performance and successfully perform all assigned task on schedule	3.963	1.2610
Employees are satisfied with their wages	2.684	0.9745
The firm provides employment benefits	3.853	0.6734
There is a good system of establishing productive communications between employees and senior management	3.552	1.0080
Workers collaborate with each other and share task	3.357	0.6834

Source: Survey data, 2014

As indicated in Table 4.7, most respondents agreed that employees perform the exact task delegated to them on time (3.963). Additionally, they firm also provides employment benefits(3.853); each worker shows expected performance and successfully perform all assigned task on schedule (3.96); and the employees are fully satisfied with the working environment in the firm(3.701)).Employees feel satisfied with their wages,(2.684); and they corporate code of the firm lets them feel comfortable at the workplace(3.676) However respondents moderately agreed that workers work as a team and delegate responsibilities(3.357), and also that there are no issues that make workers disappointed or dissatisfied (3.213). Respondents also do not entirely agree with the statement that unexpected and sudden changes in the corporate culture would influence workers positively (3.113).

The analysis above indicates that employees agreed that worker perform their task and duties according to what is expected of them, and that Deloitte Kenya provides employment benefits. In addition, employees are fully satisfied with the working environment at in the firm, and corporate code of at Deloitte Kenya lets employees feel comfortable at the work place. Furthermore, there is employees feel there is a good system of establishing productivity communications between employees and senior management. However employees seem not to agree that workers collaborate with each other and share task, and that nothing makes them to be disappointed or dissatisfied. Also, unexpected and sudden changes in the corporate culture would influence workers positively.

4.7 Relationship between career development and employee retention inferential analysis.

This section statistically articulates the associations and strengths therefore between the independent and dependent variables. The Pearson Correlation and Regression analyses are thus hereby conducted. Correlation sought to show the nature of relationship between dependent and independent variables and coefficient of determination showed the strength of the relationship.

4.7.1 Pearson Correlation Analysis

	career planning	training and development	Coaching and mentoring	Career counselling	Succession planning	talent management	employee retention
Career Planning							
Training and development							
Coaching and mentoring							
Career Counseling							
Succession Planning							
Talent management							
Employee Retention	0.86	0.74	0.68	0.84	0.68	0.78	

Source: Research Findings

From the findings in the Table 4.8 above, the results revealed that there is a strong positive relationship between career development and employee retention. This relationship is explained by the following independent variables namely: Career planning, training and development, coaching and mentoring, career counseling, succession planning and talent management. From the above findings, the independent variables exhibit values that above 5%. Generally, this means that there is a strong positive correlation between the career development practices, and employee retention.

4.8 Model Summary

The model summary Table provides information about the regression line's ability to account for the total variation in the dependent variable. Further, the model summary for the regression model has a correlation coefficient of 0.830 when the variables of (career development practices namely: career planning, training and development, coaching and mentoring, career counseling, succession planning and talent management) are considered. The correlation between career development practices and employee retention exhibit a strong positive correlation of $R=0.830$ which means that there exists a strong positive relationship between career development practices and employee retention.

Table 4.10 Summary of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.830 ^a	.689	.791	.0241

Source: Research Findings

From the Table above, the results reveals that the coefficient of determination $R^2=68.9\%$, this shows that the model is a good predictor.

4.8.1 Analysis of Variance

The study sought to establish the perceived relationship between career development and employee retention. In the Analysis of variance setting, the observed variance in a particular variable is partitioned into components attributable to different sources of variation. ANOVA provides a statistical test of whether or not the means of several groups are equal, and therefore generalizes the t-test to more than two groups. Below are the findings presented in Table 4.8.

Table 4.11 ANOVA Significance of the Regression Model for Employee Retention

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	0.830	6	0.0137	15.22	.001 ^b
1 Residual	0.112	113	0.0009		
Total	0.932	119			

a. Dependent Variable: Employee Retention

Source: Research Findings

The study found that the overall regression model (Model 1 in table 4.8) is significant. This means that the independent variables of career development practices namely: career planning, training and development, coaching and mentoring, career counseling, succession planning and talent management considered together significantly explain the extent of employee retention in Deloitte, Kenya as explained by the relationship between career development and employee retention as shown in table above where the p-value is 0.01 which is less than 5%.

4.8.2 The Test of Coefficients

The regression coefficients represent the mean change in the response variable for one unit of change in the predictor variable while holding other predictors in the model constant. This statistical control that regression provided is important because it isolates the role of one variable from all of the others in the model.

Table 4.12 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.130	0.02		2.223	.000
	Career Planning	.103	.415	-.702	1.102	.004
	Training and development	.104	.102	-.128	.451	.002
	Coaching and Mentoring	.103	.212	.437	1.102	.004
	Career Counseling	.201	.401	.568	.071	.001
	Succession Planning	.302	.502	.201	1.201	.003
	Talent Management	.012	.401	.102	0.45	.001
a. Dependent Variable: Employee Retention						

Source: Research Findings

$$\text{Employee Retention} = 1.130 + .103X_1 + .104X_2 + .103X_3 + .201X_4 + .302X_5 + .012X_6.$$

Using the model above, it is possible to establish the perceived relationship between career development and employee retention at Deloitte Kenya. Model revealed a positive relationship

between the independent variables (career development practices namely: career planning, training and development, coaching and mentoring, career counselling, succession planning and talent management) and the dependent variable (Employee Retention). Holding all factors constant, an increase in one unit of the independent variables results into a corresponding increase in the dependent variables.

Using the following independent variables: career development practices namely: career planning, training and development, coaching and mentoring, career counseling, succession planning and talent management, the model is statistically significant since the p-values for each of the independent variables is less than 5% as shown in Table 4.8.

4.9 Discussion of Finding

The study found that Deloitte Kenya has a well established career planning structure in the organization. One that ensures that career planning sets the stage for effective employee career development path. Respondents indicated a pattern of moderate to strongly agreed response, which indicates that employees at Deloitte Kenya are satisfied with the Career planning set up in the firm. This creates a sense of security for employees, as they will believe that Deloitte Kenya would help them develop their career path, and hence decide to stay with the organization. These findings agree with Olusegun's (2013) assertion that career planning is seen as a very systematic and comprehensive process of targeting career development and implementation of strategies, self-assessment and analysis of opportunities and evaluates the results. Thus, the individuals must identify their aspirations and abilities, and through assessment and counselling to understand their needs of training and development; the organization needs to identify its needs and opportunities, to plan its employees and to ensure its staff the necessary information and appropriate training for career development. It further supports Hock (2011) who argues that career planning must link individual needs and aspirations with organizational needs and opportunities, evaluating, advising and informing its staff on career planning, individual development efforts with training and development programs.

The findings further imply that training and development is satisfactory at Deloitte Kenya. As respondents indicated the significance given to training programs both by employee's participation in training programs and the level of management support for training programs at Deloitte Kenya. Respondents agreed that the firm regards training and development as a way of developing talents, and increasing productivity. This leads to increased engagement and helps to motivate, and retain employees. The finding conforms to Kelly Global Workforce Index (2013) in which employers who invest in training and staff development not only reap productivity benefits but also have a better chance of retaining employees. The main motivation for undertaking training is for the opportunity of a promotion with their current employer, rather than leaving to work with a different employer or start their own business. Oakland and Oakland (2011) further notes that training provided by employers in the workplace leads to effectiveness in upgrading skills. Investment in training measures and the implementation of development schemes are becoming increasingly acknowledged as vital elements of HRM and studies across a wide range of industries and sectors have all found a positive correlation between investment in training and employee commitment.

The finding further implies that employees are satisfied with the level of coaching and mentoring at Deloitte Kenya. This process help to boost employee confidence, and sets the stage for employee retention at Deloitte Kenya. This finding is also strongly in line with Libri (2004) who argues that managers that provide regular ongoing coaching and feedback to help employees develop skills and improve team performance and define and realize career goals, having more successful and productive teams. Yang (2006) agrees that coaching also provides plenty of opportunity for learning and growth. It is one of the best ways to develop and retain valuable employees. He adds that coaching is increasingly used for professional development to indicate a positive change in individuals and to encourage the transfer o knowledge from the coach to the individuals. It is deduced from the findings that coaching and mentoring as a career development practice influences employee retention.

The study further found that Deloitte Kenya firm have a well established career counselling services catering for employees counseling needs both during service and when leaving for a variety of reasons Though respondents moderately agreed to the level of management counseling support during restructuring, and also as to whether counselling is done at Deloitte Kenya to give a sense of direction to employee career path, however majority are satisfied with the counseling structure at Deloitte Kenya. This helps provide a sense of direction for employees, and might refrain from looking elsewhere for opportunities. The finding is in agreement with McAuley (2011) who observes that professional career counselors can support people with career related challenges. Through their expertise in career development, they can put a person's qualifications, experience, strengths and weakness in a broad perspective while also considering their desired salary, personal hobbies and interests, location, job market and educational possibilities

It is deduced from the findings that respondents are highly satisfied with overall succession plan at Deloitte Kenya. From the findings, respondents believe that Deloitte Kenya encourages the development and training of employees, in order to prepare them for future available positions in the firm. Respondents indicated that the firm ensures that employee advancement is done fairly, and in a manner that that facilitates upward social mobility. This leads to job satisfaction for employees, and also strong factor that compel employees to stay rather than leave Deloitte Kenya. The finding is thus in support of Noel (2001) who argued that through succession planning process, you recruit superior employees, develop their knowledge, skills, and abilities, and prepare them for advancement or promotion into ever more challenging roles. Hytter (2007) adds that this practice helps organizations avoid talent shortages, retain top talents, increase employee engagement, and assist employees in transitioning in to new intern roles.

There is strong positive indication from the findings that Deloitte Kenya encourages the development of competencies and skills, which could also be seen as a strategy for good succession planning. From all indications, one would conclude that respondents are satisfied with the talent management system at Deloitte Kenya. This strategy facilitates

progression and development of employees at Deloitte Kenya. Like other career development practices above, this can also help retain employees. These finding conforms to McKinskey (2009) who argues that talent management practices can be effective and extensible throughout organizations. Specifically, employee retention strategies can be carried out through talent management practices supported by a robust technology platform. These practices span the talent lifecycle from hiring, to managing employee performance and alignment with corporate goals, to providing career and promotion opportunities, to measuring program success. Talent management is one of the primary tools for 21st century human assets management (Ingham, 2006; Ashton, 2005) remarked that the basic strategy of talent management is to seek, categorize and nurture skills that will be needed to maintain future competitive advantage.

With regards employee retention at Deloitte Kenya, the findings implies that respondent agree that Deloitte Kenya is continually evolving to make sure it becomes an employer of choice. Though respondents moderately agree over issues like satisfaction of wages, task sharing, how changes in corporate culture and dissemination of information from top to bottom, however, they finding generally shows that employees are satisfied with Deloitte Kenya, as a result they intend to stay with the firm. This finding conforms to Chew (2004) who points out that studying turnover intention, rather than the actual turnover is important in that it is easier to measure and tends to be more accurate. Chan *et al* (2000) also conclude that since intention to stay or leave indicate future plans, a better understanding of intention may make it possible to institute changes to affect this intent prior to actual turnover and subsequently prevent the costs associated with staff turnover.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents summary of the research finding, conclusion and areas for further research are also presented.

5.2 Summary of Findings

The findings imply that a majority of respondents reached belong to the male gender compared to the female. The difference in gender response does not have any impact on outcome of the study.

From the findings it is clear that response from the different management level was established, and this helps to ascertain the level of diversity of respondent. A majority of respondent were found to belong to the lower cadre management, followed by the middle management level. While only a few belonged to the senior management level. This indicates the diverse perspectives in the responses.

The findings further found that respondents have targeted have served in the firm for a maximum of fifteen years, while the minimum period employees have served is less than five years. This establishes that the targeted respondents are well experienced, and that the responses obtained are likely to be of sound opinion in respect to career development and employee retention at Deloitte Kenya.

It was also established from the findings that majority of the respondents at Deloitte Kenya have high education background This clearly signifies that respondents understand the concept.

The finding affirms the diversity in age. All ages were represented at Deloitte Kenya. However this fact does not have any significance to the findings.

The result of this study deduced that Deloitte Kenya has an established career planning structure. The firm ensures that employees understand their career goal, and also guides them through their career path to ensure that both employer and employee objectives are achieved. The response indicates that employees are highly satisfied with the career planning practice at Deloitte Kenya. The analysis shows a steady trend from respondents moderate to strongly agreeing to the statements relating to career planning at Deloitte Kenya. This implies that employees are satisfied with career planning structure at Deloitte Kenya. This stimulates strong desire for employees to stay with Deloitte Kenya.

There is also an indication from the respondent that employees are satisfied with Deloitte Kenya's training and development programs. From all indications from the finding, it is clear that employees strongly believe that the training and development program at Deloitte Kenya is geared towards developing talents, which in turn leads to increase productivity for the firm. The employees also view training as a way of acquiring new skills and knowledge to keep up with contemporary trend in executing tasks effectively. When employees feel that there are opportunities for development through series of training programs, they feel fulfilled and develop a strong attachment with the organization.

The finding further implies that a majority of respondents are in agreement with the statements about coaching and mentoring activities at Deloitte Kenya. Employees are satisfied with the level of coaching and mentoring at Deloitte Kenya. Workers view coaches and mentors as highly experienced, tactful, and are always ready to help and guide employees facing challenging tasks. Employees believe this help boost self-esteem, and employee engagement, which in turn decreases turn over and increases productivity.

The finding deduced also deduced that employees are satisfied with the level of career counselling at Deloitte Kenya. Employees agreed that the career counsellors at Deloitte Kenya, are highly experienced and that they also help employees through smooth transition in times of retirement or get them prepared to face future tasks. This practice induces employees to stay with an organization.

The findings further deduced that employees are satisfied with the succession plan at Deloitte Kenya. The study found that Deloitte Kenya have a well established succession plan and employees believe that the succession plan at Deloitte Kenya aimed at developing and training employees for future available positions in the firm. Respondents also indicated that Deloitte Kenya ensures that employee's advancement is done fairly, and in a manner that facilitates upward social mobility. When employees feel that they can progress in an organisation, they feel secured and eventually push aside any reason to look elsewhere for opportunities.

The study further found that employees are also satisfied with Deloitte Kenya's talent management approach. The firmly believe that Deloitte Kenya encourages the development of competencies and skills, which could be seen as a strategy for good succession plan. This process also serves as a motivating factor for employees in the firm, and it might also help employees to be highly engaged, and also be less interested in looking elsewhere for opportunities.

The study also indicates employees' satisfaction with Deloitte Kenya. Employees feel comfortable with the work environment, and the corporate culture of the firm. According to the findings, employees also agreed that there is a smooth flow of information from top to bottom, and level of team work and support at Deloitte Kenya. As a result of this, employees see the firm as an employer of choice, and they do not show any desire to leave, in order to search for opportunities elsewhere.

The result from the finding reveals a strong positive relationship between career development and employee retention. This is explained by the following independent variables namely; career planning, training and development, coaching and mentoring, career counselling, succession planning, and talent management. From the findings, the variables exhibit values above 5%. This means that there is a strong positive correlation between career development practices and employee retention.

5.3 Conclusion

The study deduces that career planning in the study is generally satisfactory as most respondents exhibit conformity to career planning best practices by the high levels of agreement. The finding implies that career planning is also a key determinant of employee retention at the firm.

Training and development is also found to be satisfactory at Deloitte Kenya. This is shown by the support given to training and development programs both by the participants and the firm's management. In this regard, training and development comes out as also a significant contributor to employee retention at the firm.

Coaching and mentoring is further found to be moderately to highly practiced at Deloitte Kenya.. It can thus be deduced that unlike training and development and career planning, coaching and mentoring is a moderate but significant influence of employee retention at Deloitte Kenya.

The study further found to have well established career counseling services catering for employees counseling needs both during service and when leaving for a variety of reasons. From the findings, it can also be deduced that like coaching and mentoring, career counseling is a moderate but significant influence of employee retention at the firm.

From the findings, succession planning in the study area can be termed moderate to highly satisfactory and therefore key in determining employee retention. The variable is however, as indicated by respondents, a greatly significant determinant of employee retention at the firm.

Moderate to high satisfaction levels are further noted as regards talent management in the study area. High emphasis is seen to be put on talent attraction, deployment and recognition while moderate emphasis put on talent development and evaluation. The finding implies that with a moderate extent of influence, talent management also influences employee retention at the firm. Inferential results further imply that among

other factors, career planning, training and development, succession planning and talent management are key influences of employee retention.

Generally, a majority of respondents are satisfied with Deloitte Kenya at present and actually intend to stay in the organization for a considerably long time. From the study findings presented and analyzed, it is this study's conclusion that a key determinant of employee retention at the firm is career development.

5.4 Recommendations for policy and practice

Career development has become attractive to organizations that seek to improve performance and productivity. There is so much competition among firms that they are looking for ways to gain competitive advantage as the global business environment becomes increasingly complex. In order to succeed, organizations must put measures in place to make such they become employer of choice. This can be achieved by adopting best practices that facilitates the growth and development of employees, which in turn reduces turnover as employees would become increasingly attached, engaged and satisfied. The ensuing paragraphs cover the best practices that should be adopted to facilitate the development of employee and their eventual retention to achieve organizational objective.

Firms must ensure that their recruitment policy should be based on getting the best people with the right skills and abilities to match the tasks. This helps in the development of talents to take over future roles within the organization, and also serve as a way of preventing shortages of competent people in the organization.

Organizations should also have a structured career development plan. This will allow employees to have a better long-term vision of their evolving role inside the company. It will also allow the company to show its commitment to developing its talent, which benefits both the company and the employee.

Organizations should also make such that their performance evaluation system procedures is done objectively and fairly. Both the organization and the employee benefit

from knowing exactly where they stand in relation to each other's expectations. By monitoring and sharing results, it becomes clear which employees are meeting (or not meeting) performance expectations. Organization should also recognize and reward good performance, to help motivate and enhance employee engagement. An employee that has performed would feel that his or her effort is appreciated and recognized, as a result would remain committed and engaged.

Furthermore, organization should also develop a strong succession plan. As employees are recruited, trained and developed, they must also see that there is possibility for them to navigate their career path within the organization. This practice also enables the organization to make plans for unforeseen circumstances, like sudden retirement, death, illness restructuring or downsizing, etc. The plan ensures that there are available people ready to step up and take responsibility when called upon. This help creates job satisfaction and also serve as a perfect way to retain employees.

Finally organisation should have an effective coaching and mentoring program aimed at supporting employees as they undertake their duties and responsibilities. This system helps management to develop good relationship with employees, and also help identify talents that need to be developed.

5.5 Suggestions for further studies

The present study sought to determine the relationship between career development and employee retention at Deloitte Kenya. Further studies can be conducted with a focus on other organizations with different lines of practice in order to establish any significant patterns or difference.

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APPENDIX 1: QUESTIONNAIRE

My name is Abubakarr Foday currently a final year MBA student at the University of Nairobi. I am conducting research on perceived relationship between career development and employee retention at Deloitte Kenya. This Thesis will be used purely for academic purposes and for the partial fulfillment of a post graduate degree course. Please note responses given will be treated with confidentiality and strictly for the purposes of this study.

Please tick your options where applicable.

SECTION A: DEMOGRAPHIC INFORMATION

1. Management level in the group

Senior level in the group Middle level management

Low level management

2. Number of year working in the organization

Less than 5 years 6 – 11 years

3. Highest education level:

O – Level Undergraduate first Degree

Certificate Postgraduate Degree

Diploma

4. Age Bracket:

Up to 25 26 – 30 31 – 35

36 – 40 41- 45 Over 50

5. Gender: male Female

SECTION B: CAREER DEVELOPMENT PRACTICES

1. Kindly indicate your level of agreement with the following Career Development influences on employee retention at the firm. Use the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

	1	2	3	4	5
CAREER PLANNING					
I have set my career goals					
There is assistance from management to help match my personal goals and opportunities available.					
There are fellow employees in the firm to help when called upon or volunteer to help with career challenges					
There are career positions that align around a common career theme (marketing, management, software, verticals, etc)					
There is room for individual assessments of abilities, interests, career needs, and goals					
There are organizational assessments of employee abilities and potential					
There is clear communication of information concerning career options and opportunities with the firm					
TRAINING AND DEVELOPMENT					
Training and development programs are aligned with organizational staff development goals					
Training and development programs are in line with employees' learning culture					
Training and development programs are in line with employees' needs analysis					
There are objective evaluation and success criteria					
Employees clearly understand what training programs can speed up their career progress in their desired direction					
The firm recognizes completion of training as incentives for successful outcomes					
Training and development programs focus a lot on mentoring					

as a part of training					
Training and development programs focus on the execution after the learning					
COACHING AND MENTORING					
Coaching is marked by dialog, a two-way conversation between the coach and the employee					
Coaches and mentors guide employees to discover career solutions on their own					
Coaches and mentors indulge employees in case of job challenges					
Coaches and mentors approach employees courteously					
Coaches and mentors praise good work					
Coaches and mentors are influential to the employees					
Coaches and mentors are tactful					
Coaches and mentors are always around when needed					
CAREER COUNSELING					
Does the firm has an established functioning career counseling unit					
The firm has experienced and seasoned counselors that provide counseling and support to employees facing challenging task.					
Employees are counseled and supported during times of organizational downsizing or restructuring.					
Employees are frequented given counseling to give them sense of direction in their career path.					
Employees are given support and counseling before they are retired.					
SUCCESSION PLANNING					
There are good opportunities for advancement					

Promotion is based on ability					
The firm offers equal chances for promotion					
There are regular promotions					
There is a fair success policy					
The firm has a well laid down succession policy					
TALENT MANAGEMENT					
The right people are recruited and deployed at the right place					
The company keeps track of employee talent development					
Jobs are aligned to individual competence					
Employees are objectively evaluated based on individual skills					
There is recognition of exceptional employee achievements					
There is a clear and objective promotion policy					
Management supports employee talent development					

SECTION C: EMPLOYEE RETENTION

2. Kindly indicate your level of agreement with the following attributes of employee retention at the firm. Use the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

Employees are fully satisfied with the working environment existing in the company.					
Nothing makes workers to be disappointed or dissatisfied					
Corporate code of the firm lets me feel comfortable at the work place.					
Unexpected and sudden changes in the corporate culture would influence workers positively					
Each worker shows expected performance and successfully perform all assigned task on schedule					
Employees are satisfied with their wages					
The firm provides employment benefits					
There is a good system of establishing productive communications between employees and senior management					
Workers collaborate with each other and share task					