

THE PERCEIVED INFLUENCE OF REWARD MANAGEMENT PRACTICES
IN THE RETENTION OF GENERATION Y EMPLOYEES AT G4S KENYA
LIMITED

EPIMACH MARITIM

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF DEGREE IN MASTERS OF SCIENCE
IN HUMAN RESOURCE MANAGEMENT, UNIVERSITY OF NAIROBI

AUGUST 2014

DECLARATION

This research project is my original work and has never been submitted to any other college,

University or any other institution for the award of a diploma, degree or master's degree.

SIGNATURE----- DATE-----

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Reg. D64/64868/2013

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

University supervisor.

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DEDICATION

This project is dedicated to my wife who challenged me to aspire for greater academic excellence and to my children for competitive encouragement. I also dedicate this project to the hundreds of G4S employees who toil daily to make a living and whose sacrifice and dedication makes G4S the company it is.

ACKNOWLEDGEMENTS

I wish to acknowledge and thank my lecturers from the School of Business University of Nairobi and particularly supervisor, Florence Muindi, without whose guidance I would not have achieved this academic step.

I also acknowledge my fellow students with whom together we worked in pursuit of academic excellence. I wish to thank Philip Kitheka who worked with me in analyzing the results of the survey, whose professionalism and analytical skills enabled me gain greater understanding of the results. Finally I wish to thank my colleague Adah Munyendo who took time to proofread the project.

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ABSTRACT

The objective of the study is to investigate the perceived influence of reward management practices on retention of generation Y employees at G4S Kenya limited. The reward management factors that influence retention include; reward strategy, reward policies, job evaluation, salary survey, total rewards and grade & pay structure. Retention of generation Y employees in any organization is important as it contributes to the firms' long-term viability and sustainable growth. Retaining generation Y employees ensures a steady stream of talented individuals joining the management ranks and being part of management succession plans. This study applied census survey methodology in a context of one organization. The target population was all generation Y employees at G4S. Questionnaires with structured questions with rating scales were administered online for purpose of collecting primary data. Quantative analysis was done using descriptive statistics such as percentages, means, standard deviation and tables to capture the results. The research revealed that generation Y employees at G4S perceive reward management practices as none competitive and does not encourage retention. Reward management practices, job satisfaction, organizational commitment, organizational culture, person organization fit and turnover intention all play a significant part in the retention of generation Y employees. Lack of understanding of reward management practices by generation Y employees at G4S Kenya does not support retention. Generation Y employees perceive reward as non-competitive. Many of the generation Y employees are not satisfied with the work environment, career advancement opportunities and work life balance. The findings recommend that reward management practices be enhanced and benchmarked to the market in order to enhance retention of generation Y employees at G4S Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The advent of generation Y employees into organizations in the early 80's presented a new challenge to management. Key employee retention is for many organizations a strategic intention as the war for talent plays out in the labor market. Retention of critical skills is a prerequisite to the success of an organization in the medium to long term. Acquisition of key skills and talent therefore forms an important aspect of organization success and provides a key competitive advantage. Organizations develop various reward strategies and practices to ensure that critical human capital resources are not only attracted but also retained and fully exploited for the benefit of the organization.

Reward is one of the most important components of an organizations retention strategy. Armstrong (2009) states that rewarding people involves reward management practices concerned with design, implementation and maintenance of reward systems that are geared to the improvement of organizational, team and individual performance. It includes both financial and non-financial rewards. It is imperative therefore those organizations develop and install reward strategies and practices that motivate staff to remain in the organization. Organizations should adopt the all-encompassing approach of total reward, as this is likely to provide a greater attraction and retention to a greater number of employees. Reward is a critical motivator towards an employee's choice to remain in an organization.

Rewards have been shown to motivate performance when certain conditions exist, Blinder (1990). Individuals are best motivated when they believe that their behaviors will lead to certain outcomes that are attractive and that performance at a desired level is possible. Vroom suggests that individuals will choose behaviors they believe will result in the achievement of specific outcomes they value. In deciding how much effort to put in work behaviors, individuals are likely to consider three things; valence, instrumentality and expectancy. All these factors are referred to as VIE and are considered to influence motivation in a combined manner. According to Ryan and Pointon (2005) managers should attempt to assure their employees that increased

effort will lead to higher performance which will lead to valued rewards. In this study we shall be trying to understand the relationship between reward practices and the retention of generation Y employees.

1.1.1 Concept of Employee Perception

Wendell (1998), states that perception is a process of consciousness of an object. It is one of the means of valid knowledge in the world and consists in an inseparable relation of the perceptive consciousness with its content. According to his research, employee perception is a factor that can make a huge difference in the quality of the workplace and influence the employees' stay in the organization. When employees view the employer, their work, and their relationships within that workplace as being positive, there is a good chance the employee will be productive and remain with the employer for a long time. Negative perceptions of the company and the work environment can cause qualified employees to seek opportunities elsewhere.

According to Parkinson (1990) positive employee perception of the organization portfolio is an important factor for the existence, growth and development of an organization. What the employee perceives is generally what the employee believes and acts on. Employee perceptions are shaped by many factors, chief among them organizational roles, supervisory styles, and communication styles. Employee perceptions cannot be ignored, even when they are known to be incorrect, because they are factual to the employees, that in turn acts as a major factor to continued existence of the employee to the organization.

Schneider (1976) states factors that can impact employee perception include how well the employer communicates with employees, the nature of the working conditions, the policies and procedures of the business in general and how much trust and respect exists between managers, employees and fellow employees. The benefits paid and how they relate to the work assigned can also have a huge impact on the perception of an employee. He stated in his research that once all these factors have been catered for, there is a high chance of employee retention.

According to Sperling (1997) perceptions can be controlled to a considerable extent through effective supervision where the manager or supervisor maintains a constant explanation to the employee on the importance of the organizations objectives, its existence, growth and development. According to his research the supervisor needs to become aware of the power of

perception, learn that circumstances are likely to cause incorrect perceptions, learn how to manage employee perceptions to the extent possible, and always approach perception as the perceivers reality. This leads to the employer investing on the managers and supervisors training programs that would assist them to administer the relevant assistance to the employee's perception hence higher rate of employee retention.

Robbins (2004) defines perception as 'a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment' (2004, p. 132). Perception is not necessarily based on reality, but is merely a perspective from a particular individual's view of a situation. In dealing with the concept of organizational behavior, perception becomes important because 'people's behavior is based on their perception of what reality is, not on reality itself; the world as it is perceived is the world that is behaviorally important' (Robbins et al 2004, p.132).

In 2004, groundbreaking research by Bowen and Ostroff argued that in order for HR Systems to lead to desired performance, they must elicit clear and shared perceptions of the work climate and of the behaviors that management expects, supports and rewards. That study suggested that HR outcomes depend on employee perceptions.

Here, researchers build on that theory by focusing on employees' beliefs about why HR adopts certain practices, which hasn't been previously studied. This is also the first study to focus on employees' perceptions, rather than relying on management's definitions of what constitutes an "emphasis on quality" HR practice versus a "cost control" practice.

1.1.2 Total Reward

In the 1960's sociologist Frederick Herzberg constructed a two-dimensional paradigm of factors affecting people's attitudes about work. He concluded that factors such as company policy, supervision, interpersonal relations, working conditions and salary are "hygiene factors" rather than motivators. According to this theory the absence of hygiene factors can create job dissatisfaction but their presence does not motivate. In contrast he determined from research data that motivators are elements that enrich a person's job and he identified five factors, achievement, recognition, work, responsibility and advancement. These motivators are

associated with long-term positive effects in job performance. Herzberg's paradigm formed the framework for total rewards.

Manus and Graham (2003) defined total reward as including all types of reward direct and indirect, intrinsic as well as extrinsic and each aspect of reward linked together and treated as an integrated and coherent whole. Research over the years, across many disciplines indicates that a combination of rewards offered by an employer represents a system of inducements where different reward elements drive different behaviors and outcomes. Total rewards when properly designed, aligned and delivered can have significant impact on organizational and individual performance.

According to Patricia and Shuster (2001) the better workforce deal is one of total rewards that make-work more attractive and fulfilling. Here the emphasis is on people (in total). The very best talent is interested in partnering with business that provides a compelling future, individual growth, a positive work place and total pay. But this is not just free lunches and time off to attend classes. It involves exciting and interesting work, colleagues, and leaders. It suggests that the company will get business that people want to do so they grow and learn. And of course it means providing something unique about the work place that makes people want to participate every day.

WorldatWork (2000), states there are five elements of total reward, each of which includes programs, practices, elements and dimensions that collectively define an organizations strategy to attract, motivate and retain employees. These elements that constitute total reward are compensation, benefits, work-life, performance & recognition and development and career opportunities. Many organizations have adopted the total rewards strategy that affords the organization increased flexibility, improved recruitment & retention, reduced labor cost/turnover, heightened visibility in labor market and enhanced profitability. Daniel Pink, New York Times bestselling author has given compelling arguments for taking total rewards strategy as it balances financial rewards with intrinsic motivators in order to increase motivation and improve organizational performance.

Thomson (2002) suggests total reward as typically encompassing not only traditional and quantifiable elements but also more intangible non-cash elements such as scope to achieve and

exercise responsibility, career opportunities and learning and development. An organizations reward management practice is based on set of beliefs and guiding principles that are consistent with the organizations values. These beliefs include need to achieve fairness, equity, consistency and transparency. Reward strategies and the processes that are required to implement them have to flow from the business strategy.

1.1.3 Reward Management Practices

Most organizations use different types of rewards. The most common types include basic pay, Job design, incentives and benefits, development opportunities and performance based pay. According to Cox (2002) money is important because of the things it can buy and it also symbolizes an employee's worth .An organizations reward practice is important because if managed effectively, money can improve motivation and performance. While pay and benefits alone are not sufficient conditions for high satisfaction, it is an indispensable measurement in job satisfaction evaluation. One (2007) argues that for most people, work is the primary source of income and financial security and an important indicator of status within the organization as well as society.

Reward policy underpins reward practices. The policy defines the key elements of the total reward available for employees. The policy also defines the organizations orientation towards the labor market clearly stating how the organization wishes to benchmark itself versus the competition. The task of developing a strategic reward framework for organizations is usually challenging but necessary to survive in the competitive market place. The process however cannot be copied from the organization but needs to be designed, developed and grown within the unique environment of the organization Wilson (2003). A well designed incentive program rewards measurable changes in behavior that contribute to clearly defined goals. Reward management policy is concerned with formulation and implementation of strategies that aim to reward staff fairly, equitably and consistently. The policy also defines the maintenance requirements necessary to ensure that reward management remains relevant and properly aligned to overall organization goals. Reward strategy sets out what the organization intends to do in the longer term to develop and implement reward policies, practices and processes that will further the achievement of its business goals.

According to Schuster and Zingheim (1992) reward Systems are critical parts of any organization's design. How well they fit with the rest of the systems in an organization has an important impact on how effective the organization is and on the quality of life that people experience in the organization. Over the past decade, some new reward systems practices have become popular in order to align reward systems with the important changes that are occurring in the way organizations are designed and managed.

Michael Armstrong (2006). Job evaluation provides the basis for achieving equitable pay and is essential as a means of dealing with equal pay for work of equal value issues. The reward system will consist of policies that will provide guidelines on approaches to manage rewards. Processes concerned with evaluating relative size of jobs (job evaluation) and assessing individual performance (performance management). Procedures operated in order to maintain the system and to ensure that it operates efficiently and provides value.

1.1.4 Employee Retention

Parkinson (1990) defines employee retention as the efforts by which employers attempt to retain employees in their workforce. In this sense employee retention becomes a strategy rather than an outcome. Organizations strategists develop employee retention as a strategy with focus of gaining competitive advantage that is aligned to the overall organizations strategy. There are various high performance environments that share a serious devotion to results after employees are retained. This calls for examining approaches that can be used to retain critical employees. Nurturing from entry level, a new hire and then to high performing and committed employees requires organization to understand requirements of positive work environment.

According to Siggler (1999) employee retention refers to organizations ability to retain its employees, which can be represented by simple statistics. Leighn (2002) defines employee retention as keeping those employees that keep the organization in business. Abraham (2007), it is important that the organization hires the right employee and strives to safeguard them to avoid losing them. It is the duty of the organization to focus on reducing employee turnover with an aim of decreasing recruitment cost, training costs, accidents of new employees are often higher and so is wastage of resources. According to his research organizations can seek positive turnover whereby they aim to maintain only those employees considered to be high performers.

Hiring employees is just the beginning of creating a high performing workforce. There follows new higher induction, on boarding and retaining them. Employees can be available and get attracted to an organization, but retaining these employees is reliant on organizations abilities.

Schuler et al (2007) plans are developed and theories highlighted of employee retention that enable organization to reduce the rate of turnover. Recognizing that employee turnover is a symptom but not a problem assists in detecting the root cause and getting solution before it escalates. Turnover like absenteeism or conflict at various levels of management is the result of deeper issues that have to be resolved. They can be low morale, lack of career progression, and lack of recognition or poor relationships, which may exist in the organization. In case the root causes are not highlighted and solutions developed employee retention goes down.

Worldwide, retention of skilled employees has been of serious concern to managers in the face of ever-increasing rate of employee turnover. Today's business environment has become very competitive making skilled employees a major differentiating factor. Recent studies have shown that retention of highly skilled employees has become more difficult as skilled employees are being attracted by more than one organization with various types of incentives. Abbasi and Hollman (2000) sought to determine the impact of employee turnover on organizations and found that excessive employee turnover often engenders far-reaching consequences and at extreme may jeopardize attainment of organization goals.

Toracco (2000) stated that although knowledge is recognized as one of the organizations most valuable assets most organizations lack the supportive systems required to retain and leverage the value of knowledge. An organization may decide to develop a retention strategy based around benefits; however the most effective approach is to develop retention strategies around total reward. Whereas statistics in some instances suggest that an organization is facing stability and retaining employees by maintaining a low turnover, this may hide that fact that in the low turnover critical employees are leaving the organization. It is important therefore for organizations to identify the critical employees and fully understand their motivation to stay or leave.

1.1.5 Generation Y Employees

Generation Y is often tagged as a self-entitled group raised during prosperous economic times of the late 80's and early 90's, placed on pedestals by their doting Baby Boomers parents, Deloitte, research paper, Generation Y: Powerhouse of the global economy (2009). They are typically perceived as increasingly familiar with digital and electronic technology. They have been exposed to modern environments both at the workplace and in their personal life. Some defining characteristics of this generation include that they are optimistic, techno savvy and connected, confident, comfortably reliant, entrepreneurial, success driven, inclusive and environmentally minded.

The arrival of generation Y at the work place forced organizations to re-strategize how to attract and retain critical talent (Naggle 1999). Organizations are forced to rethink working practices and adapt the work environment. Their work ethic, expectations and approach differ markedly with the conventional work place of the period prior to the 80's. In the research, Generation Y in the Workforce: Managerial challenges published in the Journal of Human Resource and Adult learning volume 6, of June 2010, researchers identify a number of specific management challenges attributable to managing generation Y. It was found that compensation for generation Y is not solely about money. They have a desire for what is now commonly referred to as total reward. Style of communication is different, the research found. Generation Y respond to humor, passion and the truth. Other attributes the research found include management training, lifestyle benefits and distributed work environment.

In their research in Australia, HR Coach Research Institute, Gen Y impact on Strategy 2008, it was concluded that generation Y is a threat to business if they are misunderstood, not engaged and underpaid. They are however an opportunity if they are involved asked what they think and provided environment flexibility. Businesses that focus on these aspects will improve their generation Y retention opportunity by focusing particularly on their heads, hearts and pockets.

Zeehan Shamji (2011) opines that an ambitious business that want to recruit the best talent need to identify what makes generation Y tick in order to attract them. But it does not end there you need to work hard to retain them. Generation Y do not believe in "job for life"

1.1.6 G4S Kenya Limited

G4S Kenya limited part of the global risk management and solutions multinational G4S plc., was established in 1969 via acquisition. In that year G4S acquired K9 Guarding Company, Night Security Organization, Thika and Mombasa based Guarding Services Company to form Securicor Kenya limited the predecessor of G4S Security Services Kenya Limited that later converted to G4S Kenya Limited. Between 1969 and 1990 the company was engaged in manned security services backed by a small dog (canine) section and courier services using established bus companies. The company also established the first cash in transit (CIT) service in 1973. At this time the company had a presence in the major urban centers of Nairobi, Mombasa, Kisumu and Thika.

Between the years 1991 and 2000 the company expanded its services exponentially with the acquisition of Express Security, cash in transit (CIT) business and established the first alarm response business. The company also consolidated all its services under one management team. At this time the company accelerated expansion into other major towns in Kenya increasing its footprint to all provinces and districts.

In 2010 the company changed its name to G4S Kenya Limited following merger with Group 4 Security. Today G4S Kenya prides itself as the leading risk and security services provider in Kenya and the region. Its portfolio of services apart from guarding, cash in transit (CIT) and courier services includes specialty services such as event management, asset tracking, secure journey for corporate executives and other high net worth individuals, safety and security audit, fire detection and management solutions, ambulance response and secure data.

1.2 Research Problem

Generation Y employees are the current resources organizations depend on for delivery of key objectives and goals. The high potential generation Y employees are highly sought for their technological savvy and energetic work ethic (Sijansky&Ferri-Reed, 2009) these young workers are however hard to retain. Research shows that the generation that one is born within has some impact upon individual terms of styles, work values and image. Major challenge facing organizations today is how to attract, engage and retain generation Y employees. The job market place has become competitive for high value and high talent employees making the challenge of

retention even more acute. Many multinational organizations have responded to this challenge by putting in place various incentives to attract and retain generation Y employees but the challenge remains. This generation of employees are highly mobile hard to please, demanding and sometimes very impatient. Retention issues are emerging as the most critical workforce management challenges and successful organizations will be those that adapt their organizational behavior to the realities of the existing work environment where success depends upon innovation, creativity and flexibility. An organizations ability to retain talent holds economic benefits for the organization through both cost containment (replacement cost) and revenue generation (effective deployment of talent)

Like many multinational organizations G4S Kenya runs a highly structured management graduate recruitment program aimed at providing a steady pipeline of young talent to resource the organization. The program is now into its 4th generation of recruits. Over the last 3 years the organization has faced a steadily rising turnover of employees who joined the organization through this program. The human resources and change department conducts exit interviews for all employees who voluntarily leave the organization. An analysis of the reasons advanced by the employees who joined via the graduate recruitment program indicates similarity in reasons for exit. The reasons advanced include lack of challenging work environment, limited opportunity for growth, low pay and unfulfilled promises made by the organization during the resourcing process. Arising out of the above scenario there is a need to study the factors that affect the retention of generation Y employees at G4S Kenya. This program being fairly young has not previously faced this challenge and therefore no research has been done to address the challenges.

Various studies related to employee retention as an outcome and/or strategies have been carried out. Allen, (2000) did research on talent management as an organization strategy to increase the rate of employee retention and concluded that organizations need to analyze employee talents and abilities to align them to their roles and responsibilities assigned to them. Mulwa (2010) carried out research on benefits, as a factor that affects employee turnover in world vision and recommended that a review of existing benefits plan is needed to address staff expectations. Most researchers focus on a few components that lead to employee satisfaction and hence retention leading to creation of a gap in the understanding and study of employee retention.

Otieno (2010) studied employee compensation as a cause of staff turnover in private primary schools and recommended that employees should be well compensated as an indicator of management appreciation of the employees' contribution and ability. This study focused on private primary schools and does not therefore address generation Y employees. Arising out of this there is a need to carry out a study on the factors that affect generation Y retention at G4S. To my knowledge no study has been done on this topic and case study of G4S in Kenya. This study therefore seeks to bridge the knowledge gap by establishing the factors that affect generation Y employees' retention at G4S Kenya limited.

1.3 Research Objective

To establish the perceived relationships between reward management practices and retention of generation Y employees at G4S Kenya limited.

1.4 Value of the Study

In the book, *Securicor, The People's Business*, author Sarah Underwood, states "in a labor intensive business, people must always be a top priority, a fact not lost on Securicor despite the scale and scope of its operations". The author continues, "Caring for the career development and well-being of each individual has, since the days of Night Guards Limited, been an inherent company value, resulting in a level of staff loyalty and commitment rare in today's big business environment". These quotes underline the place of people in the G4S value chain and demonstrate management commitment to staff retention. This study will therefore be valuable to G4S in determining its adherence to one of the founding principles of the organization. The study will also help management of G4S identify factors important to generation Y employee retention and motivation in order to improve turnover statistics. The study will also make a contribution to adjustment of reward policies and structures.

Academicians will benefit from this study as reference for thoughts and ideas on similar studies and research in future. This study will also add to the depository of knowledge available for research. The study will help bridge knowledge gap

The study will also be useful to other organizations that may be facing similar challenges to those being analyzed. Such organizations may base policy adjustment and change on the findings

of this study. The study may also contribute to change in reward structures. Recruitment firms will also benefit from this study and adjust their recruitment strategies accordingly.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on the subject matter. It summarizes information from researchers who have carried out their research in the same field of study. The chapter presents theoretical review, the various forms of intrinsic and extrinsic incentives to Generation Y.

2.2 Theoretical foundation of the study

Developing a solid foundation for a research study is enabled by a methodological analysis and synthesis of quality literature (Barnes, 2005; Webster & Watson, 2002). One of the main reasons for conducting literature review is to enable researchers to find out what is already known. It is important however to remember that not everything reported in the literature is of equal rigor (Ngai&Wat 2002)

Herzberg published the two-factor theory of work motivation in 1959. The theory states that job satisfaction and dissatisfaction cannot be measured on the same continuum. Herzberg et al. next conducted an empirical study to test the hypothesis. After two pilot programs, the design and hypothesis were further developed and expanded (Herzberg et al., 1959). The main hypothesis stated that factors leading to positive attitudes and those leading to negative attitudes differ. The second hypothesis stated that factors and effects involved in long-range consequences of events would differ from those in short range sequences.

George Homans (1958) introduced Exchange theory in his publication, social behavior exchange. He defined social exchange as the activity tangible or intangible and more or less rewarding or costly between at least two persons. The fundamental principal of the theory is that humans choose behaviors that maximize their likelihood of meeting self-interest. The theory assumes that those engaged in interactions are rationally seeking to maximize the benefits to be gained from those situations.

2.3 Reward Management Practices

Most organizations use different types of rewards. The most common types include basic pay, Job design, incentives and benefits, development opportunities and performance based pay. According to Cox (2002) money is important because of the things it can buy and it also symbolizes an employee's worth .An organizations reward practice is important because if managed effectively, money can improve motivation and performance. While pay and benefits alone are not sufficient conditions for high satisfaction, it is an indispensable measurement in job satisfaction evaluation. Noe (2007) argues that for most people, work is the primary source of income and financial security and an important indicator of status within the organization as well as society.

2.3.1 Reward Strategy

Reward strategy is a business-focused description of what the organization wants to do about reward in the next few years and how it intends to do it. It is a declaration of intent which establishes priorities for developing and acting on reward plans that can be aligned to business and human resource strategies and to the needs of people in the organization. Brown and Armstrong (2006) believe that reward strategy is ultimately a way of thinking that you can apply to any reward issues arising in your organization to see how you can create value from it. The aim is to support the corporate and human resource strategies and align reward policies and processes to organizational and individual needs. It provides a sense of purpose and direction and a framework for reward planning. In the words of RosabethKanter (1999) business strategies exist to elicit the present actions for the future and to become 'action vehicles' integrating and institutionalizing mechanisms for change. It also provide the organization with a sense of purpose and direction in delivering reward programs that support the achievement of business goals and meet the needs of stakeholders.

Reward strategy constitutes a framework for developing and putting into effect reward policies, practices and processes that ensure that people are rewarded for doing the things that increase the likelihood of the organizations business goals being achieved. As Helen Murlis (2003) points out, reward strategy will be characterized by diversity and conditioned both by the legacy of the past and the realities of the future. All reward strategies are different just as all organizations are

different. It often has to be a balancing act, because of potentially conflicting goals. For example it may be necessary to reconcile the competing claims of being externally competitive and internally equitable paying a specialist more money to reflect market rate pressure may disrupt internal relativities. The Chartered Institute of personnel and development (CIPD), (2005) annual reward management survey of 477 organizations revealed that 45 percent of employees have developed, or are in the process of developing a written reward strategy, aligned to their business and human resource strategies. The survey showed that as firms grow they take, or are forced to take a more strategic approach to their reward practices and processes. Just under one-fifth, (17 %) of organizations with fewer than 50 staff had a reward strategy compared with 62% of employers with 5000 workers or more.

2.3.2 Reward Policies

The task of developing a strategic reward framework for organizations is usually challenging but necessary to survive in the competitive market place. The process however cannot be copied from the organization but needs to be designed, developed and grown within the unique environment of the organization Wilson (2003). A well designed incentive program rewards measurable changes in behavior that contribute to clearly defined goals. The challenges in developing such a program lies in determining what rewards are effective agents of change, what behaviors can be changed and the cost and benefits of eliciting change Hartman et al. (1994). Employees should be aware of the relationship between how they perform and the reward they get. Organizations should apply performance management programs which assist in planning employee's performance programs, monitor performance by effecting proper measuring tools. Reward should be used as a way of strengthening good behaviors among employees as well as productivity. Hence reward should focus on reinforcing good behaviors. Employees could be awarded for working overtime, taking initiatives, reliability, exceptional attendance, and outstanding feedback and meeting deadlines.

2.3.3 Job Evaluation

Job evaluation is of fundamental importance in reward management. It is a systematic process for defining the relative worth or size of jobs within an organization in order to establish internal relativities and provide the basis for designing an equitable grade structure and managing pay

relativities. Michael Armstrong (2006). Job evaluation provides the basis for achieving equitable pay and is essential as a means of dealing with equal pay for work of equal value issues. In the 1990s and 1980s job evaluation fell into dispute because it was alleged to be bureaucratic, time consuming and irrelevant in a market economy where market rates dictate internal rates of pay and relativities. However as the e-reward 2003 survey of job evaluation showed, job evaluation is still practiced widely and its use is extending, not least because of the pressures to achieve equal pay.

Job evaluation can be analytical or non-analytical. According to Michael Armstrong (2006), analytical job evaluation is the process of making decisions about the value or size of jobs, which are based on an analysis of the level at which various defined factors are present in a job in order to establish relative job value. The set of factors used in a scheme is called the factor plan, which defines all of the factors used and the levels within each factor. The two main types of analytical job evaluation schemes are point factor schemes and analytical matching. On the other hand, non-analytical job evaluation compares whole jobs to place them in a grade or rank order. They are not analyzed by reference to their elements or factors. The main non-analytical schemes are: job classification; job ranking, paired comparison ranking, internal benchmarking, and market pricing.

Job evaluation should be emphasized, it is best seen as a procedural aid to pay determination that has to be maintained, rather than as a one off system to be installed and then insulated from individual and group pressures. It provides a flexible, disciplined, participative device for the management of the fairness of pay under what are usually changing circumstances. Hence the paradox noted by Clark Kerr (1950), the more exact, consistent and rigid a description and evaluation plan is, the less its survival value under collective bargaining. The more self-executing the plan is, the more it is self defeating Kerr (1977). It could be claimed that every time a decision is made on what a job should be paid, requires a form of job evaluation. Job evaluation is therefore unavoidable but it should not be an intuitive, subjective and potentially biased process. The issue is how best to carry it out analytically, fairly, systematically, consistently, transparently and so far possible, objectively without being bureaucratic, inflexible or resource intensive.

2.3.4 Salary Survey

It is an analysis of the finding of what the others are paying so that one can correctly price their jobs in relation to their competitors Gary Dessler (2008). According to Herderson (2006) every employer conducts at least a telephone, newspaper or Internet salary survey. Employers use those surveys in order to determine the price of the benchmark jobs also based on a formal or informal survey of what comparable firms are paying for similar jobs. Survey also collects data on benefits, life insurance, sick leave and vacations to provide a basis for decisions regarding employee benefits. Salary survey can be formal or informal. Internet survey can be good for checking specific issues such as when a bank want to confirm the salary at which to advertise a newly opened teller's job or if some banks are paying tellers an incentive Nicholas Wade (2003). According to Martocchio (2002) he states that some large employers can afford to send out their formal surveys to collect compensation information from other employers. Most of these ask about things like number of employees, overtime policies, starting salaries and paid vacation. Andrew Ritcher (1998) in his research found out that many employers use survey published by consulting firms, professional association or government agencies. The 2% or so annual area wage survey provides salary data for clerical and manual occupation ranging from secretary to messenger. Area wage survey also provides data on weekly work schedule, paid holiday and vacation, health insurance and pension plans.

2.3.5 Total Rewards

The Chartered Institute of Personnel and Development (CIPD) define the concept of total reward thus: Total reward is the term that has been adopted to describe a reward strategy that brings additional components such as learning and development, together with aspects of the working environment, into the benefits package. It goes beyond standard remuneration by embracing the company culture, and is aimed at giving all employees a voice in the operation, with the employer in return receiving an engaged employee performance. World at Work, a not-for-profit organization that provides education, conferences and research on global human resources issues defines total rewards as all of the tools available to the employer that may be used to attract, motivate and retain employees. Total rewards include everything the employee perceives to be of value resulting from the employment relationship. Total reward has the potential to assist employers, in a very powerful way, and help them align both their HR and business strategies. If

we consider all the tools available that we can use to attract and retain, certain considerations come to mind Adam Sorensen (2010) Zingheim and Schuster (2000) comment that the conception of “total rewards” can be categorized in to four components: convincing future, encouraging workplace, individual growth and “total pay”. Silverman and Reilly (2003) explained the total pay as the combination of basic salary, performance- based salary, benefits, and acknowledgment or feedback. Employees are in awe of the “total pay” that is devised around their task and needs. Several alternatives available are basic salary to reward the workers continuing value; performance based salary to highlighting the results; benefits to give safety from life and health vulnerabilities, in addition to vacation, identification and feedback. Consequently the companies that address individual’s need and preferences adequately in terms of total pay more likely to “attract and retain” key workers and by applying such methods organization anticipates enormous concentration to non-monetary aspects of rewards (IDS, 2003)

Advantage of a total reward package is increased flexibility. Flexibility allows business’ to develop programs that cater to the needs of its employee by combining transactional and relational awards, allowing the reward package to meet the different emotional and motivational rewards of employees (World at Work, 2007). Improved recruitment and retention is another advantage. Highly skills employees are in demand and, companies must find ways to attract and retain high performers. A comprehensive rewards package highlights the organization’s commitment by showing the total value of the reward package. This commitment provides a competitive advantage to prospective employees as well as those employees contemplating leaving the organization (World at Work, 2007). Total rewards help reduce labour costs and the cost of turnover by promoting employee engagement and reaffirming trust within the organization.

2.3.6 Grade and Pay Structure

Pay is an important feature of human resource management after all it is the main reason why people work. It is a sensitive and controversial area. Newman and Milcrovich (2001) state “Employees may see compensation as a return in exchange between their employer and themselves as an entitlement for being an employee of the company or as a reward for job well done.” This brings us to types of grades and pay structures in an Organization. Armstrong and Helen 2004 go ahead to describe grade and pay structures as tools that provide the framework for

managing pay although grade structures are increasingly being used as a part of non-financial reward process by mapping career paths without any direct references to the pay implications. A grade structure consists of a sequence or hierarchy of grades, or levels into which groups of jobs that are broadly comparable in size are placed, Armstrong (2006) There may be a single structure with a sequence of narrow grades (often 8 to 12) or relatively few broad band's (often 4 to 5). Alternatively the structure may consist of a number of career or job families each divided typically into 6 to 8 levels a career or job family structure groups jobs with similar characteristics together, Armstrong and Murlis (2004). Narrow graded structures consist of a sequence of job grades into which jobs of broadly equivalent value are placed. Grades may be defined by a bracket of jobs evaluation points so that any job for which the job evaluation score falls within the points, bracket for a grade would be allocated to that grade. Alternatively grades may be defined by grade definitions or profiles which provide the information required to match jobs set out under job demand factor headings, Armstrong (2003)

Broad graded structures have 6 to 9 grades contained in multi-graded structures. They may include 'reference points' or 'market anchors' that indicate the rate of pay for a fully competent performer in the grade aligned to market rates in accordance with the market stance policy Armstrong (2009). Broad banded structures compress multi-graded structures into four or five brands Armstrong (1999). They are slowly replacing narrow graded structures as the number of grades is compressed into a small number of much wider bands in which pay is managed more flexibly than in a conventional graded structure Armstrong and Murlis (2004) Job families consist of jobs in a function or occupation such as marketing, operations, finance and human resource that are related through the activities carried out and the basic knowledge and skills required but in which the levels of responsibility, knowledge skill or competence levels required differ. Career family structures on the other hand resemble job family structures in that there are a number of different 'families'. Difference is that in career family jobs in the corresponding levels are within the same size range of scores. Similarly the pay ranges in corresponding levels across the career families are the same.

2.4 Employee Retention

Turnover has negative side effects on productivity, product and service quality, and profitability. The cost involved in hiring new employees is high and finding skilled employees can be difficult

Boyens (2007). Replacing a lost valuable employee can be more expensive than employing a new one. Cappelli (2008) believes that retaining the organizations valuable employees has been very challenging for many organizations.

According to Abraham (2007) retaining the best employees is paramount to a firm's long-term success. By taking proactive approach to develop an effective employee retention program, the anxiety of turnover can be reduced. The best employee retention practices take time, effort and resources but the rewards can be valuable. In his research one of the major drivers for investing in retention program is the financial impact of recruiting and training valued employees. There are two general categories of forces that operate in employee retention; engagement and coercion. Engagement occurs when an employer connects emotionally with his/her work while coercion occurs when forces outside the employee ability encourage either attachment to or disengagement from an employer. Good managers help the employee stay engaged but poor ones push them towards disengagement (Glen, 2007)

According to Carrel (1995) as business grows it often focuses on attracting and retaining good employees. According to him, human resource management is challenged with the way to attract, retain, motivate and develop individual talent. The impact of turbulent business environment presents difficulty in managing the diverse and ever changing legal and regulatory environment. Employee retention encompasses talent management, that is the use of integrated set of activities to attract and retain employees it needs now and in future. According to Abraham (2007) understanding what motivates an employee is a keynote when developing and implementing an effective retention programme. According to him rewards and recognition are crucial components to the success of any employee retention program because they confirm to the employee that their efforts are meaningful and appreciated. This can be through commending employee for work well done, commendation letters signed by top executives and service awards. According to him exit interviews are conducted to help managers identify current practices, trends and challenges affecting the workforce. They assist in revealing how employees feel about the company's reward structure, growth potential, benefits plan and culture among other matters.

Jeffery (1994) employee retention has become a major concern to the organizations as it might have negative consequences. Whenever talented employee expresses willingness to move on it is

the responsibility of management and the human resource team to intervene immediately and find out exact reasons leading to the decision. According to him organizations invests time and money in grooming an individual and make him ready to work and understand the corporate culture. New joiner is completely raw and management has to work hard to train him for his overall development. It is a complete wastage of resources when an individual leaves suddenly. The human resource department, has to start the recruitment process all over again for the same vacancy, this is work duplication. Finding the right employee for an organization is a tedious and expensive process and all efforts go to waste when an employee leaves.

According to Graham and Benet (1995) it has been observed that individuals sticking to an organization for a longer span are more loyal towards management and the organization. They enjoy all kinds of benefits from the organization and as a result are more attached to it. They hardly speak ill of their organization and always think in favor of management. For them the organization comes first and all other things later. It is essential for the organization to retain the valuable employees showing talent. Every organization needs efficient and talented employees who can come out with creative ideas. No organization can survive if all the top performers quit. It is essential for the organization to retain those employees who really work hard and are indispensable for the system. Wendell (1998) the management must understand the difference between valuable employee and those who hardly make any contribution. Efforts must be made to encourage employees so that they stay happy in the current organization and are not looking for a change.

2.5 Relationship Between Reward Practices and Employee Retention

One of the greatest challenges facing any organization is to ensure the sustainability of an employee for longer period in a dynamic business environment. Retention of employees is of paramount importance as the success or failure of an organization depends on the quality of her people.

Shoaib, Noor, Tirmizi and Bashir (2009), recognize that employee rewards are very important since they have lasting impression on the employee and continue to substantiate the employees' perception of their value to the organization they work for. Moreover, they contend that employees judge the quality of their job in the intrinsic satisfaction and the personal reward they

earn from their work. Using intrinsic rewards to increase employee commitment and retention is achievable in all organizations. Sutherland (2004), demonstrates that reward is the basic element, which indicates how much employees, gain by dedicating their time and effort towards the achievements of company objectives, therefore employers have the responsibility to design an attractive reward package to attract and retain valuable employees. Shoaib et al. (2009), also attest that it is important for employers to know the value employees place in their reward systems and to formulate strategies that address equitable and adequate reward for their employees. When appropriate reward strategies are understood and embedded in the organization's culture, productive employees remain (Shechtman, 2008).

A valued employee is more likely to stay in employment than an unvalued employee is. Sutherland (2004) argues that reward systems ought to be a significant sphere of innovation for employers. The increasing diversity of the workforce, she states, suggests the need for more creative approaches to tailoring the right rewards to the right people. She concluded that recognition and reward are part of a more comprehensive effort at keeping workers or adopting good workplace practices, which can contribute to increased retention. Recognition programs are an important component of an employee retention plan. The importance of these kinds of program is rooted in theories of positive reinforcement. By saying 'thank you' to employees for a job well done or a 'pat on a shoulder' to show appreciation, an organization is reinforcing ideal behavior and encouraging more of the actions that will make it successful.

Job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Perez, 2008). Armstrong (2010) also describes job satisfaction as the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. Collins (2007) also defined job satisfaction as the degree to which an employee has positive emotions towards the work role. Job satisfaction is vital for employee well being and organizational effectiveness. Lee-Kelley, Blackman and Hurst (2009), contend that lack of satisfaction in the job is a major predictor of turnover intentions.

According to Willis (2001), compensation is one of the crucial issues as far as attracting and keeping talent in organizations is concerned. The fundamental hypothesis is that money

influences employee behavior through shaping their attitudes (Parker & Wright, 2001). Therefore wages influence the attraction and retention of the workforce (Parker & Wright, 2001). The provision of a lucrative remuneration package is one of the broadly discussed factors of retention. Not only do rewards fulfill financial and material needs but they also provide a social status and position of power within an organization. In a past study, Allen, Shore and Griffeth (2003) reported that employers have to differentiate themselves from others through their compensation strategy in order to attract and retain quality employees. Therefore, an organization's compensation strategy should be able to attract the right quality of employees, retain suitable employees and also to maintain equity amongst the employees.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the procedures and methods employed to carry out the study. In this section the overall scheme, plan and structure is conceived to aid in the research process and answering the questions raised. The section consists of research design, target population, sample and sampling procedure, data collection procedure and the method of data analysis.

3.2 Research Design

This study used descriptive survey in a context of one organization. The survey method used enabled researcher get detailed information of the factors that affect generation Y employee retention at G4S Kenya limited. This was characterized with systematic collection of data from members of defined population through the use of questionnaires. According to Mugenda and Mugenda (1990) a research design is the conceptual structure within which research is conducted.

3.3 Target Population of the Study

This research targeted generation Y employees of G4S Kenya limited. The total number of generation Y employees at G4S Kenya is 55 (RAMCO employee monthly count, July 2014). This number includes all levels of management and supervisory staff in all departments across the country. The employees are categorized into the following divisions manned security, courier, CIT, HR, and graduate trainees. Due to the number of target respondents, the census approach to data collection will be applied.

3.4 Data Collection

In this research emphasis was given to primary data. The primary data collected through the use of questionnaires that had both open and closed ended questions. The questionnaire is divided into 3 sections; section A for background and demographic information, section B

for reward management practices and section C turnover intention/employee retention. The questionnaire was administered via email.

3.5 Data Analysis

The data collected is both qualitative and descriptive statistics. The data was analyzed by use of mean, percentages and standard deviation. The Pearson product-moment correlation analysis method was used to establish the relationship between reward and retention. The data is presented in the form of tables, graphs and charts to reveal the extent to which different factors influence the rate of generation Y employee turnover at G4S Kenya limited.

3.6 Pilot Study

Reliability analysis was conducted once the questionnaire was ready. This was to ensure that measurement is reliable for this research. Zikmund (2003) states that pilot test is known as any small-scale exploratory research project that uses sampling but does not apply any rigorous standards. Pilot test is used to test the effectiveness of the questionnaire. This helps to make improvement such as questionnaire accuracy and minimize the error in collecting the data.

Ten sets of questionnaires were distributed randomly to generation Y employees at G4S. Based on the feedback from the 10 sets of questionnaires, the questionnaire is relatively easy to understand. However, there were some comments such as grammar mistakes and amendments were made according to the comments pointed out through the pilot test.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

The chapter presents a detailed description of the data, analysis and results within the framework of objectives. Analysis and interpretation of the results is based on overall objective of the study Which was to determine the Influence of Reward Management Practices in the retention of Generation Y Employees at G4S Kenya Limited.

4.2 Response Rate

A total of 55 Questionnaires were distributed to the target population of Generation Y employees at G4S Kenya Ltd. Out of these 46 questionnaires were completed. This represents a response rate of 80%. According to Mugenda&Mugenda (2002) response rate of above 60% is considered authoritative.

4.3 Reliability Testing

Reliability refers to the consistence, stability or dependability of the data. A measuring instrument is reliable if it provides consistent and dependable results (Kothari, 2004). To measure the reliability of the data collection instrument (internal consistency), Cronbach's alpha (α) was used. The rule of the thumb for Cronbach's alpha is that the closer the alpha is to 1, the higher the reliability (Kothari, 2004). Table 4.1 indicates the reliability statistics for the six variables. All the variables were reliable with a Cronbach's alpha reliability coefficient greater than 0.7. The six variables were Reward Management practices ($\alpha=0.936$), Job satisfaction ($\alpha=0.795$), Performance management practices ($\alpha=0.775$), Organizational Commitment ($\alpha=0.717$), Organizational Culture ($\alpha=0.720$), Person Organization Fit ($\alpha=0.893$) and Turnover Intention ($\alpha=0.799$).

Table 4.1: Reliability Analysis

Scale	Items	Cronbach's Alpha (α)
Reward Management practices	16	0.936
Job Satisfaction	8	0.795
Performance Management Practices	8	0.775
Organizational Commitment	5	0.717
Organizational Culture	5	0.720
Person Organization Fit	5	0.893
Turnover Intention	5	0.799

4.4 Description Statistics

Descriptive statistics was done using frequency counts, percentages, means and standard deviations for the dependent and independent variables.

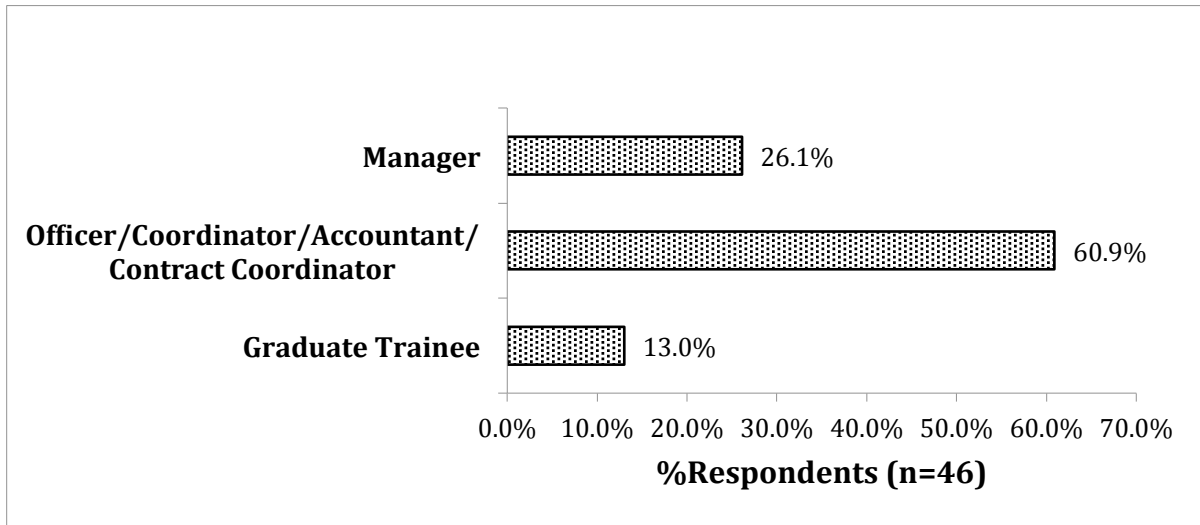
4.4.1 Gender

The research sought to know the gender of the respondents. The results were that 51% or 24 of the respondents were male while 49% or 23 respondents were female. This shows a fair distribution of the gender of the respondents. Therefore the results of the study are not skewed towards any gender

4.4.2 Position/Grade of the Respondents

The study sought to establish position held by the respondents. Table 4.2 shows the distribution of the respondents in terms of positions held. According to study findings, 26.1% of the respondents were Managers while 13% were Graduate Trainees. 60.9% of the respondents were Accountants, coordinators or contract coordinators. The results indicate therefore that a majority of the respondents are in the officer/coordinator/ accountant category. This are first level management positions that generation Y employees would be expected to occupy early in their career.

Figure 4.2 Respondent grade/ job distribution



4.4.3 Number of Years Worked In the Organization

The respondents were required to state the number of years they have worked in the organization. The results are presented in the Table 4.3. Majority of the respondents (39.1%) had worked for their current organization for a period of 1 to 2 years. 34.8% of the respondents had worked in the organization for a period between 3to4 years while 10.9% of the respondents had worked for more than 5 years as shown in the table below. The findings of the study is as expected of generation Y employees, most are still early in career.

Figure 4.3 Number of Years Worked in the Organization

Years	Frequency	Percentage (%)
<1 Year	7	15.2%
1-2 Years	18	39.1%
3-4 Years	16	34.8%
>5 Years	5	10.9%
Total	46	100.0%

4.4.4 Reward Management Practices

The Sixteen (16) items used to measure Reward management practices were categorized into five components as shown on Table 4.4. Most generation Y employees in G4S were slightly satisfied with G4S reward policy and strategy (Mean=3.11, SD= 0.84). Most Generation Y employees were however not satisfied with Base pay (Mean=2.62, SD= 0.90), Job Evaluation and Grading (Mean=2.89, SD= 0.79) and Incentives & Benefits (Mean=2.95, SD= 0.86). The results therefore indicated a general dissatisfaction G4S reward management practices.

Table 4.4: Means and Standard Deviations for the subscales of Reward management practices

Sub-Scale	N	Mean	Std. Deviation
Reward Strategy & Policy	46	3.11	0.84
Job Evaluation and Grading	46	2.89	0.79
Base Pay	46	2.62	0.90
Incentives & Benefits	46	2.95	0.86

Respondents were asked to indicate the extent to which they agreed with statements in relation to reward management practices in G4S. These items were then measured on a likert-type scale ranging from 1 being “strongly disagree” to 5 being ”Strongly agree”. The results are presented in Table 4.5.

Table 4.5: Means and Standard Deviations for the Indicators of Reward management practices

Item	N	Mean	SD
<i>Reward Strategy & Policy</i>			
I understand G4S reward strategy	46	3.17	1.08
G4S reward strategy promotes career progression	46	3.13	1.00
G4S reward strategy recognizes superior performance	46	3.22	1.01

I am satisfied with the organization reward policy.	46	2.93	0.95
<i>Job Evaluation and Grading</i>			
I understand the G4S job evaluation system	46	3.35	1.02
The job evaluation recognizes my jobs true value	46	3.24	1.08
My pay and grade is commensurate with the job I do	46	2.59	1.05
There is equitable pay system in the company	46	2.46	1.07
<i>Base Pay</i>			
G4S pay benchmarked to the market	46	2.76	1.10
G4S pay is competitive	46	2.70	1.11
My pay and grade is commensurate with the job I do	46	2.61	0.98
<i>Incentives & Benefits</i>			
I am satisfied with the G4S bonus policy	46	2.54	1.05
I am satisfied with the G4S health plan	46	3.26	1.27
I am satisfied with G4S car loan policy	46	2.83	1.06
I am satisfied with the phone allowance I get at G4S	46	3.11	1.22

As shown in Table 4.5, most generation Y employees in G4S were not satisfied with their pay (Mean=2.39, SD= 0.98). Similarly, When asked whether they were satisfied with the G4S bonus policy, majority of generation Y employees at G4S indicated that they were not satisfied (Mean=2.54, SD= 1.05). Most items had low rating, which include, I am satisfied with the organization reward policy (Mean=2.93, SD= 0.95), G4S pay is benchmarked to the market (Mean=2.76, SD= 1.10), There is equitable pay system in the company (Mean=2.46, SD= 1.07) and my pay and grade is commensurate with the job I do (Mean=2.61, SD= 0.98). According to the respondents, G4S is not benchmarked to the market. Furthermore, generation Y employees are not satisfied with the organization reward policy and there is no equitable pay system in the company. From the analysis therefore it can be concluded that generation Y employees at G4S are not satisfied with reward management practices.

4.4.5 Retention of Generation Y Employees at G4S

Retention of Generation Y Employees at G4S had six (6) components as shown below. Measures with high mean scores include Job satisfaction (Mean=3.38, SD= 0.833), Performance Management Practices (Mean=3.48, SD= 0.836), organizational commitment (Mean=3.57, SD= 0.731) and Person-organization fit (Mean=4.01, SD= 0.814). The mean score of turnover intention was 2.67 while organization culture had a mean score of 3.14. This is an indication that most Generation Y employees at G4S were slightly satisfied with G4S performance management practices. Furthermore, Most Generation Y Employees at G4S were committed to the organization. Similarly, most Generation Y employees at G4S were slightly satisfied with their jobs as shown in the table 4.6.

Table 4.6: Means and standard deviations of Retention Sub scales

Sub Scale	N	Mean	Std. Deviation
Job Satisfaction	46	3.38	.833
Performance Management Practices	46	3.48	.836
Organizational Commitment	46	3.57	.731
Organizational Culture	46	3.14	1.007
Person-Organization Fit	46	4.01	.814
Turnover Intention	46	2.67	.881

4.4.6 Job Satisfaction

Eight (8) items were used to measure Job satisfaction among Generation Y Employees in G4S. Respondents were requested to rate Items on a five point likert-type scale ranging from 1 “strongly disagree” to 5 “strongly agree”.

The table 4.7 shows how respondents rated various items of the job satisfaction scale. When respondents were asked to rate how well the company promoted a safe work environment, most respondents agreed (Mean=3.96, SD=1.07), an indication that G4S promotes a safe work

environment. Other items on the job satisfaction scale were rated as follows, I am satisfied with overall work environment (Mean=3.41, SD=1.15), I am satisfied with the working condition (Mean=3.33, SD=1.19), Benefits provided by the organization are satisfying (Mean=3.02, SD=1.11) and I am satisfied with career advancement opportunities (Mean=3.02, SD=1.22). On the basis of this study results, most respondents do not necessarily agree or disagree with the benefits offered as well as the opportunities for career advancement. It can therefore be concluded that generation Y employees at G4S are neutral about retention factors of the company.

Table 4.7: Means and Standard Deviations for the Indicators of Job satisfaction

Item	N	Mean	SD
I am satisfied with overall work environment	46	3.41	1.15
I am satisfied with the working condition	46	3.33	1.19
Benefits provided by the organization are satisfying	46	3.02	1.11
I am satisfied with career advancement opportunities	46	3.02	1.22
I enjoy work life balance	46	3.39	1.14
I am satisfied with my job	46	3.43	0.89
I am provided with tools to do my job	46	3.43	1.24
The company promotes a safe work environment	46	3.96	1.07

4.4.7 Performance Management Practices

Eight (8) variables were used to measure the respondent's views on performance management practices at G4S. Respondents were requested to rate the items on a five point likert-type scale ranging from 1 "strongly disagree" to 5 "strongly agree". The table 4.8 shows how respondents rated various items of the performance management practices scale. Most respondents when asked if they get appraised at least twice a year strongly agreed (mean 4.04, SD 0.99). This variable scored highest in this category. As shown on the table the respondents scored all other variables in the positive. It can therefore be concluded that most respondents are satisfied with performance management practices at G4s.

Table 4.8: Means and Standard Deviations for the Indicators of Performance management practices

Item	N	Mean	SD
I get appraised at least twice a year	46	4.04	0.99
Transparent nature of performance management leads to employee retention	46	3.39	1.22
Systematic performance management leads to employee retention	46	3.37	1.18
Performance management is participative leading to employee retention	46	3.09	1.17
Fairness in performance management leads to employee retention	46	3.33	1.17
Objectives set are attainable and realistic leading to employee retention	46	3.33	1.06
My performance rating is linked to my overall performance	46	3.57	1.07
My contribution is valued by G4S	46	3.76	0.92

4.4.8 Organizational Commitment

Five (5) items were used to measure commitment to the organization among Generation Y Employees in G4S. Respondents were requested to rate Items on a five point likert-type scale ranging from 1 “strongly disagree” to 5 “strongly agree”. The table 4.9 shows how respondents rated various items of the organizational commitment scale. When respondents were asked whether they were willing to put in a great deal of effort beyond what is normally is expected in order to help this organization to be successful, most respondents agreed (Mean=4.43, SD=0.89). Similarly, when respondents were asked if they were proud to tell others that they are part of the organization, the mean score was high (Mean=4.22, SD=1.01). Other items were rated as follows; It would be very hard for me to leave my organization right now (Mean=3.15, SD=1.07), I would be very happy to spend the rest of my career with this organization (Mean=3.02, SD=1.11) and I feel like I have few options to consider leaving this organization (Mean=3.00, SD=1.10). On the basis of this study results, most respondents do not necessarily

agree or disagree on whether they were willing to spend the rest of their career at G4S. It can be deduced however that most respondents are committed to the organization.

Table 4.9: Means and Standard Deviations for the Indicators of Organizational commitment

Items	N	Mean	SD
It would be very hard for me to leave my organization right now	46	3.15	1.07
I am willing to put in a great deal of effort	46	4.43	0.89
I am proud to tell others that I am part of this organization	46	4.22	1.01
I feel like I have few options to consider leaving this organization.	46	3.00	1.10
I would be very happy to spend the rest of my career with this organization.	46	3.02	1.11

4.4.9 Organizational Culture

Five (5) items were used to rate organizational culture at G4S by generation Y employees. Respondents were requested to rate Items on a five point likert-type scale ranging from 1 “strongly disagree” to 5 “strongly agree”. The **table 5.0** shows how respondents rated various items of the organization culture scale. When respondents were asked to rate whether Relationship among staff is built on strong mutual confidence and cooperation a five point likert-type scale ranging from 1 “strongly disagree” to 5 “strongly agree”, the mean score was 3.15 and SD was 1.37. Most respondents therefore did not agree or disagree with this statement. In addition, when respondents were asked whether it takes short time for top Management to reflect lower level staff’s opinions in decision-making, the rating was low (Mean=2.80, SD=1.17), an indication that most respondents disagreed. Other items were rated as follows; It would be very hard for me to leave my organization right now (Mean=3.15, SD=1.07), The structure of G4S is set to achieve its goals and strategies effectively (Mean=3.33, SD=1.25), G4S makes a lot of effort to enhance customer satisfaction (Mean=3.22, SD=1.19) and People are encouraged to share ideas, experiences, successes and failures (Mean=3.20, SD=1.28. From the analysis therefore most respondents were satisfied with the organization culture.

Table 5.0: Means and Standard Deviations for the Indicators of Organizational culture

Item	N	Mean	SD
Relationship among staff is built on strong mutual confidence and cooperation.	46	3.15	1.37
The structure of G4S is set to achieve its goals and strategies effectively	46	3.33	1.25
G4S makes a lot of effort to enhance customer satisfaction.	46	3.22	1.19
It takes short time for top Management to reflect lower level staff's opinions in decision-making.	46	2.80	1.17
People are encouraged to share ideas, experiences, successes and failures.	46	3.20	1.28

4.5.0 Person-Organization Fit

Five (5) items were used to measure person-organization fit among generation Y employees at G4S. Respondents as indicated on the table 5.1 were requested to rate Items on a five point likert-type scale ranging from 1 “strongly disagree” to 5 “strongly agree”. Most items were rated high by the respondents an indication that they agreed with the statements. These items included My values match those of G4S (Mean=4.22, SD=0.76), The values and personality of G4S reflect my own values and personality (Mean=3.96, SD=0.87), My personal abilities and education match with the job demands (Mean=3.83, SD=1.25), My abilities and training fit with the job requirements (Mean=4.02, SD=1.06) and All things considered, I like my job (Mean=4.02, SD=0.93). On the basis of the study results therefore, most generation Y employees in G4S indicated a reasonably good person-organization fit.

Table 5.1: Means and Standard Deviations for the Indicators of Person-Organization fit

Item	N	Mean	SD
My values match those of G4S	46	4.22	0.76
The values and personality of G4S reflect my own values and personality.	46	3.96	0.87
My personal abilities and education match with the job demands.	46	3.83	1.25

My abilities and training fit with the job requirements	46	4.02	1.06
All things considered, I like my job	46	4.02	0.93

4.5.1 Retention

Five (5) items were used to measure retention among generation Y employees at G4S. Respondents were requested to rate Items on a five point likert-type scale ranging from 1 “strongly disagree” to 5 “strongly agree”. Most items had low mean scores as shown on table 5.2. These included; I often think of leaving my organization (Mean=2.50, SD=0.98), It is very possible that I will look for a new job next year (Mean=2.78, SD=1.21), as soon as I find a better job I will quit from this organization (Mean=2.93,SD=1.14), If I may choose again, I will not choose to work for the current organization (Mean=2.17, SD=1.18) and I would not turn down an offer from another organization at this point of time (Mean=2.93, SD=1.12). The results indicate a bias towards respondents favoring exiting G4S.

Table 5.2: Means and Standard Deviations for the Indicators of retention

Item	N	Mean	SD
I often think of leaving my organization.	46	2.50	0.98
It is very possible that I will look for a new job next year.	46	2.78	1.21
As soon as I find a better job, I will quit from this organization.	46	2.93	1.14
If I may choose again, I will not choose to work for the current organization.	46	2.17	1.18
I would not turn down an offer from another organization at this point of time	46	2.93	1.12

4.6 Correlation Analysis

The study sought to establish whether there were significant associations between Turnover Intention, Reward management practices, Job satisfaction, Performance Management Practices, Organization Commitment, Organization Culture and Person Organization fit. In this study, Pearson correlation was used to explore relationships between the variables, specifically to assess both the direction (positive or negative) and strength of the relationship between the

variables. This was crucial to assess whether any relationship exists between the variables before carrying out further analysis. In addition, the correlation matrix will help to determine whether multicollinearity exists between the independent variables. Multicollinearity exists when independent variables are highly correlated ($r=0.9$ and above). Multicollinearity leads to a poor regression model.

Table 5.3 Pearson Product-Moment Correlation between Generation Y Employee Retention at G4S (dependent variable) and Reward Management Practices

Scale	1	2	3	3	4
1. Retention	1	.689**	.684**	.444**	.778**
2. Reward Strategy & Policy		1	.689**	.574**	.686**
3. Job Evaluation and Grading			1	.675**	.749**
4. Base Pay				1	.568**
5. Incentives & Benefits					1

** . Correlation is significant at the 0.01 level (2-tailed).

Results of correlation analysis between Generation Y Employees’ retention and Reward Management Practices (Reward Strategy and Policy, Job Evaluation and Grading, Base Pay and Incentives & Benefits) are shown in table 5.3. There was a strong and positive correlation between Generation Y Employees’ retention (dependent variable) and reward strategy and policy, which was statistically significant ($r = .689$, $p\text{-value}<0.01$) as shown above. This is an indication that better reward strategies and policies positively influence retention of generation Y employees at G4S. Similarly, There was a strong and positive correlation between Generation Y Employees’ retention (dependent variable) and Job Evaluation and Grading which was statistically significant, ($r = .684$, $p\text{-value}<0.01$), an indication that Job Evaluation and Grading has positive influence on employee retention. The relationship between Generation Y

Employees' retention (dependent variable) and Base pay was positive, moderate and statistically significant ($r = .444$, $p\text{-value} < 0.01$). This indicates that base pay positively influences the retention of Generation Y employees at G4S. The relationship between Generation Y Employees' retention (dependent variable) and Incentives & Benefits was positive, strong and statistically significant ($r = .778$, $p\text{-value} < 0.01$).

4.7 Relationship Between Retention and Reward Management Practices

The study was based on the premise that there is a relationship between retention of Generation Y employees in G4S and Reward Management Practices. To establish the statistical significance of the respective hypothesis, regression analysis was conducted at 95% confidence level. Regression analysis is used to explore the predictive ability of one or more independent variables on one dependent measure (variable). Since the aim of this study was to predict the relationships between a dependent variable and multiple independent variables using a regression equation, unstandardized regression coefficients were used.

4.8 Relationship Between Retention of Generation Y Employees at G4S and Reward Management Practices

The objective of the study was to assess the relationship between Retention of Generation Y Employees at G4S and Reward management practices. Regression analysis was used to test the relationship. Since the sample size was small, the value of Adjusted R^2 was reported in this analysis (Tabachnick and Fidell 2007). In the column titled Collinearity statistics, we get statistics for testing multicollinearity in the model. As shown in table 5.4, VIF was less than 5 and Tolerance was greater than 0.2 an indication that the variables were not highly correlated, hence no existence of multicollinearity.

Tables 5.4 Model Goodness of fit (Retention of Generation Y Employees at G4S as dependent variable and Reward Management Practices as predictors)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 ^a	.669	.637	.35253

a. Predictors: (Constant), Incentives & Benefits, Base Pay, Reward Strategy & Policy, Job Evaluation and Grading

The multiple regression model produced Adjusted $R^2 = .637$, $F(4, 41) = 20.727$, $p < 0.05$. The results of regression analysis (table 5.4) indicate that Reward Management practices explained 63.7% of the variance in Retention of Generation Y Employees at G4S (Adjusted $R^2 = 0.637$). The overall model reveals a statistically significant relationship ($p < 0.05$) an indication that reward management practices significantly influence Retention of Generation Y Employees at G4S.

Tables 5.5: Model Overall Significance (Retention of Generation Y Employees at G4S as dependent variable and Reward Management Practices as predictors)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.303	4	2.576	20.727	.000 ^b
Residual	5.095	41	.124		
Total	15.398	45			

a. Dependent Variable: Retention

b. Predictors: (Constant), Incentives & Benefits, Base Pay, Reward Strategy & Policy, Job Evaluation and Grading

According to this study, Reward Strategy and Policy has a positive statistically significant influence on turnover intention ($\beta = .193$, $t = 2.059$, $p < .05$) as shown in table 5.6. The regression coefficient (β) value of Job Evaluation and Grading was .152, t-test value was 1.299 and significance level (p-value) was .201, an indication that job evaluation and grading has no statistically significant influence on Retention of Generation Y Employees at G4S. The relationship between Retention of Generation Y Employees at G4S (dependent variable) and Incentives & Benefits was positive and statistically significant ($\beta = .352$, $t = 3.571$, $p < .05$). In addition, the relationship between Retention of Generation Y Employees at G4S (dependent variable) and base pay was positive and non-statistically significant ($\beta = -.096$, $t = -1.191$, $p > .05$). This study therefore reveals that reward strategy and policy and Incentives and benefits are significant predictors of the retention of generation Y employees at G4S.

Tables 5.6 Model Regression coefficients (Retention of Generation Y Employees at G4S as dependent variable and Reward Management Practices as predictors)

Model	Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error			Tolerance	VIF
(Constant)	1.553	.219	7.092	.000		
1 Reward Strategy & Policy	.193	.094	2.059	.046	.447	2.240
Job Evaluation and Grading	.152	.117	1.299	.201	.323	3.097
Base Pay	-.096	.081	-1.191	.241	.520	1.924
Incentives & Benefits	.352	.099	3.571	.001	.382	2.615

a. Dependent Variable: Retention

The values for the regression weights are as follows:

$$Y = 1.553 + 0.193RSP + 0.152JEG - 0.096BasePay + .352IB + \varepsilon$$

Where;

Y = retention

RSP =reward, strategy & policy

JEG = job evaluation and grading

IB =incentives & benefits

4.9 Discussion of Major Findings

The results of the study indicate significant relationship between reward management practices and generation Y employee retention at G4S. Thus, when reward management practices are considered positive, retention is high. The result of this research has been proven by Zingheim&Shuster (2008) in which he found that reward practices impact on employee retention. Non competitive reward practices have been identified as the main reason why employees leave their jobs (Barak et al., 2001). Many studies (For example, Chan and Morrison, 2000; Ghiselli et al., 2001) have reported a significant relationship between reward practices and retention. Based on the analysis of the results of this survey, the relationship between job satisfaction and employee retention is significant. All the parameters in the analysis measuring job satisfaction indicated a strong relationship with employee retention. Thus, when job satisfaction is high, employee retention is high. The result of this research has been proven by Rahman (2008) in which he found that job satisfaction has a negative relationship on employee retention. Job satisfaction has been repeatedly identified as the main reason why employees leave their jobs (Barak et al., 2001). Many studies (For example, Chan and Morrison, 2000; Ghiselli et al., 2001) have reported a significant negative relationship between job satisfaction and turnover.

There is a significant relationship between organizational commitment and employee retention. The correlation coefficient value indicates that organizational commitments have positive relationship with generation Y employee retention at G4S. This finding is supported by several studies where it is indicated that there is a significant relationship between organizational commitment and employee retention. Thus, when one's commitment towards the organization high, there is higher the chance of retention. According to Ganesan et al., (1993), organizational commitment is the level of commitment and loyalty of an employee to an organization. As a result, the higher the commitment towards the organization, the more likely he or she will consider themselves part of the organization (Ganesan et.al., 1993).

The relationship between organizational culture and employee retention is significant according to the analysis results. The correlation coefficient values indicate that organizational culture has positive relationships with employee retention. Thus, when organizational culture is positive, employee retention is high. This finding is supported by several studies that where a positive

culture exist such as consensual culture appears tend to increase job satisfaction and therefore lower turnover intention, vice versa. This is consistent with Seo et al. (2004) indicated that Korean employees expected their supervisors to treat them as family members and thus will stay longer in the organization. When supervisors are encouraged to have good informal ties with their subordinates such as providing advice on personal matters, this will directly motivate them to get the job done and thus increased job satisfaction. The transformation toward culture of fostering respect, creating a new team relationship and developing leadership for the managers was successful in reducing turnover intention (Mulcahy and Betts, 2005). As a conclusion, based on the previous studies and result outcomes, the negative relationship between organizational and generation Y employee retention at G4S was convincing

There is significant relationship between person-organization fit and employee retention. Thus, when person-organization fit is high, employee retention is high. According to Vancouver and Schmitt (1991), the higher level P-O fit has strong relationships with retention and describes that the employees with low level P-O are likely to leave organization. According to O'Reilly (1991), value of fit is a main determinant influence the flow of employees in the organization. Furthermore, the study by O'Reilly (1991) specified the compatibility between person-organization fit and individual competencies in job tasks in an organization. The result indicated that person-organization fit has strong relationship with job performance, job satisfaction and retention. Sagas and Batista (2001) stated that use of person-organization fit in the process of recruitment and selection results in a higher rate of retention. Therefore, employees hired under the person-organization fit exhibit greater organizational citizenship behaviour.

The survey did not find any relationship between the demographic profile of the respondents and retention. The gender of the respondents was almost equally spread between male and females. The position/ grade of the respondents did not provide any link with retention. Most respondents were at first management level, which is consistent with expectations for generation Y employees at G4S Kenya. Most respondents have worked for the organization for between 1 and 4 years.

The survey results indicated mixed views concerning G4S Kenya reward management practices. Most respondents indicated dissatisfaction with reward practices at G4S. In particular most respondents are not satisfied with their pay. Most of the respondents expressed dissatisfaction with the bonus policy. The respondents indicated as well that pay was not equitable and not competitively linked to the market. In summary it can be concluded that generation Y employees are not satisfied with G4S reward management practices.

The respondents returned a balanced view towards G4S Kenya retention practices. Most respondents indicated satisfaction with performance management practices and organizational commitment. The respondents also scored positively on person-organization fit. The respondents expressed satisfaction with their jobs. The respondents however did not score positively when asked whether they intended to stay with G4S for the rest of their career. This had the lowest rating at 2.67.

CHAPTER 5

SUMMARY FINDINGS, CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the summary of findings of this research. In addition, the recommendations and limitations of the research will be included. In the last section of this chapter, the implications of the study and recommendations for future research are included.

5.2 Summary of findings

The results indicate a general dissatisfaction of reward management practices by generation Y employees at G4S. The results however indicate that most Generation Y Employees at G4S are committed to the organization. Similarly, most Generation Y employees at G4S are satisfied with their jobs. Most generation Y employees at G4S do not necessarily agree or disagree with the benefits offered as well as the opportunities for career advancement. It can therefore be concluded that generation Y employees at G4S are neutral about retention factors of the company. Most respondents are satisfied with performance management practices at G4s however on the basis of this study, most respondents do not necessarily agree or disagree on whether they were willing to spend the rest of their career at G4S. The results however indicate a positive commitment towards the organization. The study established that most respondents are satisfied with the organization culture. The study also established that most generation Y employees in G4S have good person-organization fit. The study finally established a bias by generation Y employees towards exiting G4S. The survey results did not establish relationship of retention to various demographic profiles sampled in the survey. There was an almost equal gender distribution of the respondents. In terms of length of service, the survey established that most generation Y employees have worked for between one and four years. This is in line with the expected service for generation Y employees. Most respondents were found to be at first level management as accountants/ officers or coordinators. This is also consistent with expected career level of generation Y employees.

5.3 Conclusion

After conducting this research, a better understanding about the factors affecting Generation Y employee retention at G4S is known. Based on the findings, the six factors identified as, job satisfaction, reward management practices, performance management organizational commitment, organizational culture and person-organization fit may affect the generation Y employee retention at G4S. This shows that there is a significant relationship between job satisfaction, reward management practices, performance management, organizational commitment, organizational culture, person-organization fit and retention of Generation Y employees at G4S.

In conclusion, the results of this study may be useful to G4S Kenya and other organizations who wish to reduce the turnover rate among Generation Y employees. It can reduce the turnover intention by improving employees' job satisfaction in the workplace and help to ensure a more stable workforce. It is also important to monitor the employee working conditions and improving the organizational culture in order to retain high potential generation Y employees. At the same time, the employees' task performances are likely to perform well when a person has abilities to meet the organization demands or need. Thus, employees would have a higher level of commitment towards the organization.

It is important for management to develop a retention strategy that addresses employee compensation and job satisfaction as major factors. This means that management should be able to create a total reward structure that includes more than just compensation. Compensation and benefits package should be competitive to attract and retain valued employees. Whenever an employee resigns, reasons for exit must be known. Exit interviews are a way of shaping organizations retention strategy. Generation Y employee retention at G4S based on the outcome of this study is driven by reward management practices.

5.4 Recommendations

5.4.1 Theoretical Implication

In this research, we looked at number of variables that influence generation Y employee retention at G4S. This study is useful as there is a limited research in the relationship of independent variables (job satisfaction, reward practices, organizational commitment, organizational culture and person-fit organization) and retention, especially in security industry. The findings identified that job satisfaction; reward management practices, organizational commitment, performance management practices, organizational culture and person-fit organization have a significant positive relationship towards employee retention.

5.4.2 Managerial Implications

First, based on the findings, reward management practices and job satisfaction are the main contributors that will impact on generation Y employee retention at G4S. Since the generation Y employees at G4S perceive that the monetary incentives, reward practices and working environment are important to increase their job satisfaction, thus managers should offer these incentives in order to improve retention rate. This might also help to retain the high potential generation Y employees. Secondly managers must understand the importance of culture in the security industry because it can make the difference in motivating and retaining generation Y employees. Management can try to develop a culture such as empowering staff to provide opportunity for them in decision-making, and spend more time on enhancing group harmony between manager and employees. This could improve employee's satisfaction and thus increase chance of retention

Based on the findings, generation Y employees at G4S have low commitment towards the company. This is supported by Wallace (2001) indicated that generation Y workers were happily beginning their careers with the assumption that they will be changing jobs frequently. It is necessary for human resource managers to emphasize on selection and recruitment because attitudes of employees such as friendship oriented might imply to lack of organizational commitment to the industry.

Finally person-organization fit is an important tool in the human resource processes as they play a vital role in selection, socializing and training of employees that can become source of competitive advantage for the organization. Managers should focus on selecting employees whose personality and values are match with the organization and job values. In order to improve productivity and increase retention, the selection of right type of person for the right type of job is important. Besides, managers must provide recognition to the individuals who always put effort and contribution to the organization.

5.5 Limitations of the Study

There were limitations that have been identified during the process of completing this research. G4S Kenya is a fairly low trust work environment and this meant that some generation Y employees were fearful to complete the survey for fear of victimization. The questionnaire was posted online and this improved the response rate.

The time needed to set the research title, search for information, design questionnaire, and data analysis using SPSS are time consuming. Furthermore, the researcher is a fulltime employee and that contributed to time pressure. The cost of printing and binding was a constraint as well.

One researcher conducted the research, so the scope of survey was limited. Due to limitation of survey size, the data for analysis received might not be sufficient. The sample size was small with only 48 respondents, which are not large enough to obtain a more accurate and reliable result.

5.6 Recommendations for Future Research

Future research may emphasize on other alternative to measures to increase retention such as open-ended interviews with employees who have resigned from G4S. This approach may give the managers a better idea of what are the actual factors that cause turnover in their organizations. Thus, they can formulate effective retention strategies based on the actual factors of employee turnover in the organization.

Other than that, this study emphasized on potential determinants that may influence generation Y employees at G4S to leave a job given their current position. It would be interesting that future research can look deeper into the difference between managerial or non-managerial Generation Y employees' intent to leave and also consider impact of length of service. An examination of managers and non-managers perspectives would probably create different views of an intention to leave a job at G4S. Furthermore, future research can include some other different variables into this reliable research model to examine the actual factors that influence employee decision to stay or leave. In addition, future research may study on the moderators and mediators that have significant relationships among job satisfaction, reward management practices, organizational commitment, organizational culture, person-fit organization and employee retention.

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**Study Perceived Influence of Reward Management Practices in the retention of
Generation Y Employees at G4S Kenya Limited
Survey Questionnaire**

Section A: Demographic Profile

Please tick the most appropriate answer for each of the following questions.

QA1: Gender Male Female

QA2: Marital status

- Single
- Married
- Divorced
- Widowed
- Separated

QA3: Highest education qualification

- Bachelor Degree
- Advanced Diploma
- Masters Degree
- Others please Specify.

QA4: How long have you been working for G4s Kenya?

- Less than 1 year
- 1-2 years
- 3-4 years
- More than 5 years

QA5: What is your position G4s Kenya?

- Graduate Trainee
- Officer/coordinator/accountant
- Manager

Section B: Assessment on reward practices at G4S

This section is seeking your opinion regarding the reward management practices at G4S. You are asked to indicate the extent to which you agree or disagree with each statement using 5 Likert scale response framework.

Likert scale indicator:

- 1= Strongly Disagree (SD)
- 2= Disagree (D)
- 3= Neutral (N)
- 4= Agree (A)
- 5= Strongly Agree (SA)

Please circle one number per line to indicate the extent to which you agree or disagree with the following statements.

A1	Reward Management Practices	SD	D	N	A	SA
	Reward Strategy & Policy					
RA1	I understand G4S reward strategy	1	2	3	4	5
RA2	G4S reward strategy promotes career progression	1	2	3	4	5
RA3	G4S reward strategy recognizes superior performance	1	2	3	4	5
RA4	I am satisfied with the organization reward policy.	1	2	3	4	5
	Job Evaluation and Grading					
RA5	I understand the G4S job evaluation system	1	2	3	4	5
RA6	The job evaluation recognizes my jobs true value	1	2	3	4	5
RA7	My pay and grade is commensurate with the job I do	1	2	3	4	5
RA8	There is equitable pay system in the company	1	2	3	4	5
	Base Pay					
RA9	G4S pay benchmarked to the market	1	2	3	4	5
RA10	G4S pay is competitive	1	2	3	4	5
RA11	I am satisfied with my pay	1	2	3	4	5
	Incentives & Benefits					
RA13	I am satisfied with the G4S bonus policy	1	2	3	4	5
RA14	I am satisfied with the G4S health plan	1	2	3	4	5

RA15	I am satisfied with G4S car loan policy	1	2	3	4	5
RA16	I am satisfied with the phone allowance I get at G4S	1	2	3	4	5
RA17	The benefits provided by the organization are satisfying.	1	2	3	4	5

Retention Practices		SD	D	N	A	SA
R1	Performance Management					
BT1	I get appraised at least twice a year	1	2	3	4	5
BT2	Transparent nature of performance management leads to employee retention	1	2	3	4	5
BT3	Systematic performance management leads to employee retention	1	2	3	4	5
BT4	Performance management is participative leading to employee retention	1	2	3	4	5
BT5	Fairness in performance management leads to employee retention	1	2	3	4	5
BT6	Objectives set are attainable and realistic leading to employee retention	1	2	3	4	5
BT7	My performance rating is linked to my overall performance	1	2	3	4	5
BT8	My contribution is valued by G4S	1	2	3	4	5

R2	Organization Commitment					
BO1	It would be very hard for me to leave my organization right now even if I wanted to.	1	2	3	4	5
BO2	I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful.	1	2	3	4	5
BO3	I am proud to tell others that I am part of this organization	1	2	3	4	5
BO4	I feel like I have few options to consider leaving this organization.	1	2	3	4	5
BO5	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5

R3	Organizational Culture					
BU1	The relationship among all staff is built on the basis of strong mutual confidence and cooperation.	1	2	3	4	5
BU2	The structure of G4S is set to achieve its goals and strategies effectively	1	2	3	4	5

BU3	G4S makes a lot of effort to enhance customer satisfaction.	1	2	3	4	5
BU4	It often takes short time for top-level manager to reflect lower level staff's opinions in decision-making.	1	2	3	4	5
BU5	G4S provides a working environment where people are encouraged to share ideas, experiences, successes and failures.	1	2	3	4	5

R4 Person-Organization Fit

		SD	D	N	A	SA
BO1	My values match those of G4S	1	2	3	4	5
BO2	The values and personality of G4S reflect my own values and personality.	1	2	3	4	5
BO3	My personal abilities and education match with the job demands.	1	2	3	4	5
BO4	My abilities and training fit with the job requirements	1	2	3	4	5
BO5	All things considered, I like my job	1	2	3	4	5

Section C: Assessment on Turnover Intention/ retention

C1	Turnover Intention	SD	D	N	A	SA
TI1	I often think of leaving my organization.	1	2	3	4	5
TI2	It is very possible that I will look for a new job next year.	1	2	3	4	5
TI3	As soon as I find a better job, I will quit from this organization.	1	2	3	4	5
TI4	If I may choose again, I will not choose to work for the current organization.	1	2	3	4	5
TI5	I would not turn down an offer from another organization at this point of time	1	2	3	4	5

Thank you for your time and Cooperation

~The End~

Table 5.7: Reliability Analysis of Reward Management Practices Scale

Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I understand G4S reward strategy	43.600	119.600	.633	.933
G4S reward strategy promotes career progression	43.400	115.156	.758	.930
G4S reward strategy recognizes superior performance	43.200	121.956	.630	.933
I am satisfied with the organization reward policy.	43.300	127.344	.582	.934
I understand the G4S job evaluation system	43.000	125.556	.439	.937
The job evaluation recognizes my jobs true value	43.100	118.544	.788	.929
My pay and grade is commensurate with the job I do	43.700	115.122	.806	.928
I am satisfied with my pay	43.900	114.767	.874	.927
G4S pay benchmarked to the market	43.900	116.989	.770	.929
G4S pay is competitive	44.200	113.733	.777	.929
There is equitable pay system in the company	44.000	117.778	.822	.928
My pay and grade is commensurate with the job I do	43.800	117.289	.869	.927
I am satisfied with the G4S bonus policy	43.700	122.011	.770	.930
I am satisfied with the G4S health plan	42.900	120.989	.588	.934
I am satisfied with G4S car loan policy	44.000	126.667	.386	.938
I am satisfied with the phone allowance I get at G4S	43.800	127.956	.291	.941

Table 5.8: Reliability Analysis of Job Satisfaction Scale

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am satisfied with overall work environment	26.20	17.956	.755	.951	.735
I am satisfied with the working condition	26.30	19.122	.542	.966	.766
Benefits provided by the organization are satisfying	26.90	21.211	.343	.795	.793
I am satisfied with career advancement opportunities	26.70	18.900	.307	.928	.822
I enjoy work life balance	26.40	17.378	.659	.947	.744
I am satisfied with my job	26.30	19.567	.778	.926	.749
I am provided with tools to do my job	26.40	17.378	.579	.985	.759
The company promotes a safe work environment	25.50	21.833	.306	.812	.797

Table 5.9: Reliability Analysis of Performance Management Practices Scale

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I get appraised at least twice a year	23.80	24.400	-.211	.844
Transparent nature of performance management leads to employee retention	24.60	15.156	.814	.681
Systematic performance management leads to employee retention	24.60	15.156	.814	.681
Performance management is participative leading to employee retention	24.70	14.678	.829	.675
Fairness in performance management leads to employee retention	24.30	16.011	.828	.687
Objectives set are attainable and realistic leading to employee retention	24.40	18.711	.555	.740
My performance rating is linked to my overall performance	23.90	21.878	.072	.811
My contribution is valued by G4S	23.60	21.600	.175	.790

Table 6.0: Reliability Analysis of Organizational Culture Scale

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Relationship among staff is built on strong mutual confidence and cooperation.	11.00	4.444	.441	.283	.698
The structure of G4S is set to achieve its goals and strategies effectively	10.70	3.789	.729	.615	.493
G4S makes a lot of effort to enhance customer satisfaction.	10.70	5.789	.248	.160	.783
It takes short time for top Mgt to reflect lower level staff's opinions in decision-making.	14.60	7.600	.205	.325	.713
People are encouraged to share ideas, experiences, successes and failures.	11.40	4.711	.662	.574	.573

Table 6.1: Reliability Analysis of Person Organization fit Scale

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
My values match those of G4S	17.20	12.844	.789	.821	.872
The values and personality of G4S reflect my own values and personality.	17.40	12.933	.769	.802	.875
My personal abilities and education match with the job demands.	17.60	9.156	.803	.925	.867
My abilities and training fit with the job requirements	17.60	8.711	.881	.938	.844
All things considered, I like my job	17.40	13.156	.719	.738	.883

Table 6.2: Reliability Analysis of Turnover Intention Scale

Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I often think of leaving my organization.	10.30	10.233	.768	.735	.706
It is very possible that I will look for a new job next year.	10.50	9.833	.753	.695	.705
As soon as I find a better job, I will quit from this organization.	10.00	10.667	.740	.776	.719
If I may choose again, I will not choose to work for the current organization.	10.80	9.956	.640	.650	.741
I would not turn down an offer from another organization at this point of time	9.60	12.933	.171	.294	.896