

**PERCEIVED FACTORS INFLUENCING RETENTION OF JOURNALISTS AT  
KENYA BROADCASTING CORPORATION**

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## **DECLARATION**

This research project is my original work and has not been presented for award of a degree in any other University or institution of higher learning.

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## **DEDICATION**

I dedicate this work to my husband Jeff and children, Angela & Austin for their encouragement and support during the course of my studies. I am deeply indebted to them for the sacrifice they made in allowing and understanding me while I spent so much time away from them in pursuit of further studies.

## **ACKNOWLEDGEMENT**

I am very grateful to God who enabled me to successfully pursue and complete this course.

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I deeply appreciate my family for all their moral support and understanding throughout the course of undertaking this study.

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## **ABSTRACT**

In order to meet corporate objectives, an organization needs to prioritize the issue of employee retention. This is important because when it loses employees, it means losing skills and experience as well as the organizational memory. The nature and enormity of the losses, affects profitability, product, productivity, and quality of service. The objective of this study was to determine the factors that influence retention of journalists at Kenya Broadcasting Corporation. This study adopted the descriptive survey design. The study focused on the journalists in different departments at KBC. The researcher used stratified random sampling technique to get a proportionate sample size of 105 which was 20% of the target population, after which simple random sampling was used to sample the respondents. The study used primary data that was collected through a self-administered questionnaire. The data was analyzed using factor analysis and presented using tables and figures. The study found out that employees were committed to KBC due to job security. Employee compensation and rewards was found to have been given to journalists at KBC through medical insurance cover. However, the rewards and benefits offered did not commensurate with the amount and quality of work done, there was no fairness in distribution of compensation, pay and benefit packages were not comparable to other media houses and annual pay rises were not satisfactory. This affects the morale and productivity of the employees. The study established that training and career development exist at KBC as the employees working there have opportunities for career progression through career development programmes and training, despite lack of supervisors' interest in employees' professional growth and mentorship programs. On recruitment and selection, KBC recruits the right employees for the job by providing the prospective employees a realistic picture of the job and also by matching journalists' personality and values with the organization's values and culture. The study found out that the workplace safety, health and wellness initiatives were important to journalists as this enables them to work freely without any hindrance towards achievement of organizational goals. The study concluded that employee retention at KBC is based on several factors that include training and career development, recruitment, performance management, job flexibility, recognition, work environment and company image and therefore in order to harness employee commitment, the management has to put in place policies that attract and maintain employees. The management itself also needs to build on their relationship with the employees and show concern for the journalist, his career advancement and his contribution.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

FM	-	Frequency Modulation
GOK	-	Government of Kenya
HR	-	Human Resource
KBC	-	Kenya Broadcasting Corporation
KSA	-	Knowledge, Skills and Abilities
TV	-	Television

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

Retention of employees is significant in achieving the organization's goals and objectives (Armstrong, 2006). For an organization to achieve its objectives, it needs to have dedicated, loyal and hardworking employees. Management therefore needs to retain its valuable employees who are positive and do their best for the benefit of the organization. (Johnson, 2000) defines employee retention as being able to retain the employees that an organization would want to maintain longer than those you compete against in business. The human resource person can do this by ensuring those he recruits have a good if not perfect fit for the job they will be required to be doing, and that he keeps monitoring their performance to assess whether they are enjoying their work or not. Further he needs to keep them motivated by applying incentive schemes so that the employees are encouraged to perform better and better. (Leighn, 2002) defines retention as maintaining the employees who help you retain your business or perform well in business. It is important, therefore, to keenly consider retention because losing workers means losing skills, and the experience as well as the organizational memory (Ghansah, 2011). Ghansah further states that the nature and enormity of the losses, affects profitability, product, productivity, and quality of service. He asserts that the clearly defined workplace-acquired skills and knowledge that may be lost when employees exit can take so long to replace. The difficulty related with locating and training recruits is quite significant. This can be very costly for an organization (Jackson and Schuler, 2002).

Employee retention is explained in one way by the Social Exchange Theory that is founded on the view that social behavior is as a result of a process of exchange, whose aim is to retain

costs at a minimum and benefits at a maximum. According to this theory, people regard prospective rewards and possible risks of social relationships. When a person gives a lot, they expect to get back as much from others. Similarly, those people will be under pressure to give back as much as they receive from others. People will abandon or bring a relationship to an end once the costs exceed the benefits (Farmer and Fedor, 1999). The concept of the Human Capital Theory claims employees' quality can be enhanced when employers invest in the employees and that work is not the same or equal (Becker, 1993). According to Becker (1993), the most significant investment in human capital is education and training. Employees are concerned with appropriate wages and will therefore strive for those positions which can secure them better wages. As such they will seek the match that best fits their capabilities so that they are able to perform well and command better pay. Employers have a tendency to make appointments in a way that they ensure they get maximum benefits (Henneberger and Sousa-Poza, 2002). When the rate at which employees leave a workforce is high, employment relationships can be negatively affected and this could be the same for the employees morale and workplace safety (Muchinsky, and Morrow, 1980).

This study will focus on the Kenya Broadcasting Corporation, which is the only Government owned broadcasting station and is seen as a training ground for many competing media houses. Being a government owned broadcasting station; it is expected to accommodate students pursuing journalism for their attachment. As such many of these journalists get to train at the national broadcaster and once through with their training, they seek for employment there. Many of the well-known and best performing journalists have at some point been engaged at KBC whether for attachment, internship or employment. Hence the desire to find out why they did not stay there but moved on to other media houses.

### **1.1.1 Concept of Perception**

Perception is the recognition, and explanation of sensory information that helps to understand and represent the environment (Schacter, 2011). Perception includes indications in the nervous system, which are a result of the sense organs' chemical or physical stimulation (Goldstein, 2009). Perception is determined by expectation, memory, attention and learning. Perception goes through two procedures (Bernstein, 2010). One is handling sensorial information by converting it from low to high level. Next is connection with a someone's knowledge, expectations and concept, and mechanisms that are selective and have an impact on perception. A perception hinges on nervous system functions that are complicated, though it mostly looks easy since it goes on outside the cognizant or intentional consciousness. Sensorial information is rapidly varying and not complete, however, the systems of the brain to do with perception make people sense stability. To make a determination by forming opinions, people undergo a process (Alan and Gary 2011). First, when we experience a target that is unfamiliar, we are open to divergent informational indications seeking to find out more about the target. Second is to collect more about the target. Progressively, experience of cues that are familiar facilitates classification of target. Thirdly, the openness and selective of cues becomes less. Next is the endeavour to find additional cues which affirm the classification. People consciously disregard cues that contravene inceptive perceptions. We tend to choose more carefully and eventually formulate the target in our minds.

According to (Johns and Saks, 2011), perception has three divisions namely Target, Perceiver, and the Situation. The Perceiver discerns and fully understands something. His perception can be influenced by the emotional state, motivational state and experience. The Target is the person being judged or perceived. Being the third component, the Situation influences perceptions greatly. This is because varying situations may call for extra information regarding the target.

### **1.1.2 Employee Retention**

Employee retention refers to an organisation's capacity to keep its employees (Sigler, 1999). It is a role of the Human Resource department that aims at ensuring the number of employees leaving the company is minimal. This is done by improving key processes and conditions. Ultimately the aim is to have loyal and active employees who happily want to remain with the company. According to Armstrong (2012) the personnel an organization desires to keep from exiting are usually the very ones most likely to do so. The human resource department therefore aims at addressing various employees' needs in a bid to enhance their job satisfaction which in turn reduces costs that would otherwise be spent in hiring and training new staff. Organizations spend a lot of time and money grooming a new employee to be at par with existing employees. When trained workers leave, the organization loses that amount that they spent training them. Employee retention therefore puts into consideration different factors to ensure that employees stay for the longest possible time in an organization.

Onah and Anikwe (2016) posit that retention involves an organization voluntarily creating a situation where workers are encouraged to stay committed to the company for long. According to Samuel and Chipunza (2009), one of the greatest purposes of putting in place retention strategies is finding out ways of keeping capable workers from leaving, so that the company's profitability and productivity are not negatively affected. Humphrey, Morgeson and Mannor (2009) hold the view that primarily retention is for the purpose of securing the desired gains of an organization. Their focus on retention is placed in factors to do with how long an employee works and how adequate that length of time is. They posit that to measure this, one look into the returns of investment costs which can associated with recruitment and training. Cascio (2003) perceived retention as guidelines outlined by management in order to prevent workers from exiting an organization. He proposed that employees who do their

work effectively should be rewarded and that the company should ensure that managers and employees relate harmoniously. This will enhance a healthy and safe working environment.

### **1.1.3 Factors influencing retention**

Employee retention may be influenced by several factors. These include skill recognition and acknowledging individual work accomplishments (Redington, 2007). This may involve affirming employees by giving verbal praise and/or incentives or rewards so that the employee can feel recognized or acknowledged. To do this, the supervisors can encourage employees to participate more, get involved in teamwork, and pursue higher education to better equip themselves and improve on their overall performance and generally experience growth. Job flexibility is another factor that influences employee retention. This allows an employee to schedule their work in such a way that they are able to accommodate their roles and responsibilities both at work and around their family responsibilities (Cunningham, 2002; Pfeffer, 2007). To do this, they organize their workloads and locations in the way that best suits them and enabling them to perform optimally. Flexibility allows employees to balance their personal obligations and their work in a healthy way (Eyster, Johnson and Toder, (2008); Scheef and Thielfodt, 2004).

When there is effective communication between employee and employer, the employee is able to identify with the employer and this enhances openness and trust. Employers should inform their employees about the company's core values, their mission statement, the laid down strategies, and the expected performance that should be competitive and desired changes (Becker and Gopinath 2000; Levine 1995). Other factors to consider are rewards and compensation, security of the job, development of careers and training, and a culture where supervisors are supportive. Armstrong (2012) adds other factors like company image,

learning opportunities, challenging work and opportunities for achievement, mentorship, realistic job previews and performance management.

#### **1.1.4 Journalists**

A journalist writes, investigates, collects, presents and disseminates information that is current as a news story. Presentation of this can be done through various avenues such as through print media, broadcasting and social media. People rely on Journalists to present well rounded news items in a manner that is objective. Githaiga (2011) states that for a person to be considered a qualified journalist in Kenya, he must have been accredited by the Media Council of Kenya. According to the GOK Media Act 2007, a Journalist means any person who holds a diploma or a degree in mass communication from a recognized institution of higher learning and is recognized as such by the Council, or any other person who was practicing as a journalist immediately before the Commencement of this Act, or who holds such other qualifications as are recognized by the Council, and earns a living from the practice of journalism, or any person who habitually engages in the practice of journalism and is recognized as such by the Council.

A journalist can either specialize in an area thus only handle specific issue or generally work in any area handling diverse issues. Journalists however, tend to specialize and sometimes cooperate with other journalists over a vast range of topics. A journalist's work is referred to as journalism. As a career Journalism offers a broad range of opportunities in various areas of media within which some tasks are specialized. Each journalist can therefore choose from a wide scope and decide on which area or areas to specialize in.

#### **1.1.5 Kenya Broadcasting Corporation**

Kenya Broadcasting Corporation is a State Corporation established by an Act of Parliament CAP 221 of the Laws of Kenya to provide impartial and independent broadcasting services of

entertainment, information, and education in Kiswahili, English, and any other languages they may deem fit. Its Vision statement is “Kenya’s most reliable and trusted broadcaster” while its Mission statement is “To transmit objective, informative, educative and entertaining content to the public through high quality broadcast.” KBC’s Core Values include: Integrity, Professionalism, Honesty, Fairness and Impartiality, Respect for national, cultural, religious, economic and family values, Innovativeness, creativity and diversity and Upholding responsible corporate citizenship. Its purpose is specifically to increase public understanding of government strategies and policies for development, disseminate information on effective communication process and enhance an approach that is effective as a tool for National Development in the use of television and radio.

KBC has five Public Service Radios namely KBC Radio Taifa: Nairobi region 92.9 FM, Namanga 89.9 FM, Nakuru 104.1 FM, Kapenguria 93.3 FM, Rift Valley 88.6 FM, Kisii 93.9 FM, Lodwar 88.6 FM & Central region 87.6 FM. KBC English Service: Nairobi region 95.6 FM, Nakuru 96.5 FM, Kapenguria 97.8 FM, Nyeri 100.7 FM and Rift Valley, Western & Nyanza on 91.5 FM. Eastern Service: Somali, Borana, Rendile, Burji and Turkana. Central Service: Embu Sub-Service and Western Service: Kuria, Teso, Suba and Pokot. They have nine radios that are commercial, namely Coro FM on Nairobi 99.5 FM and Mount Kenya region 102.3 FM, Pwani FM on 103.1 FM in coast region, Nosim FM on 90.5 FM in Narok and Kajiado, Minto FM on 101.7 FM in Kisii region, Kitwek FM on 92.9 FM in Eldoret and on 98.9 FM to other parts of Rift Valley, Mayienga FM on 93.7 FM in Kisumu and environs, Mwatu FM on 93.1 FM in Makueni, Mwago FM on 103 FM in Meru and Ingo FM on 100.5 FM in Western region. For television they have KBC Channel 1 and Heritage TV on the digital platform.

The Corporation started its life in 1928 with just one channel meant for European settlers when Kenya was a British Colony. African Broadcasting Services was created in 1953 for Africans. This was the first African radio broadcast service. According to Githaiga, (2011) in 1964, the Corporation was nationalized and renamed Voice of Kenya. The Parliament of Kenya in 1989 changed the name of the Corporation to Kenya Broadcasting Corporation from Voice of Kenya. The Corporation has helped mold many notable journalists especially before the airwaves were liberalized.

## **1.2 Research Problem**

In a bid to meet its corporate objectives, an organization should prioritize the issue of employee retention. It should cultivate a positive workplace by developing attractive compensation and benefits packages and programs that boost the employees' feeling of being treated fairly and appreciated by others. This is enhanced by encouraging good communication and teamwork oriented attitude. Goals such as these can most likely yield high rates of retention and maintain a workforce that is steady and loyal.

According to KBC exit report dated April 2016, KBC has experienced high turnover with an average of about 100 journalists exiting KBC to move to other competing stations between 1998 to-date. These journalists have been some of the best performing journalists in the competing stations. KBC has thus seemed like a training ground where journalists come for training and then leave to work elsewhere. Most journalists had their first job at KBC. This has raised curiosity to find out why they leave KBC and how come some were not well known while at KBC, only to go and be the priced talent in the other stations. This study seeks to find out the perceived factors that have influenced this phenomenon at KBC. KBC being a national broadcaster is unique from other organizations and areas of previous study in that it is a government entity which is required to serve the general public and also serve

government interests of being their mouth piece (Mbeke, Ugangu and Okello 2010). This has posed challenges in the past since it is sometimes viewed as a state broadcaster thus losing credibility before the eyes of the public because of the perception that it is not balanced or fair in how it covers issues. This challenge undermines its financial viability, more so because KBC has to compete for revenues from advertising in a market that is now liberalized (Mbeke *et al* 2010). It is quite evident from watching the large media houses on television, and listening to their radio stations, that several journalists from KBC have moved to those stations and are making a significant contribution to their success.

Several studies have been done in relation to employee retention. Tunje (2014) studied relationship between succession planning and retention in Kenyan media houses which are large and found that the relationship between practices on succession planning and retention of employees was positive. Mulwa (2010) studied factors that influence the turnover of staff that work at World Vision and made a recommendation to evaluate their current pension scheme so as to align it with the expectations of the staff. Nyanjom (2013) studied about what influences retention of employees in Kenyan corporations that are owned by the state, and found that employees were committed to work in the organization because they did not want to lose their benefits and that they were committed, to a moderate extent, to work for the organization until they retire. Pearson, Reilly and Robinson (2004) did a survey in the UK of London health service staff which showed that poor working conditions and lack of better facilities were top on the list of factors affecting retention.

The above studies were done in different context and were not relating to journalists especially at the national broadcaster. This study therefore endeavours to fill this knowledge

gap in a bid to answer the question: What are the perceived factors influencing retention of journalists in KBC?

### **1.3 Objective of the Study**

The objective of this study is to determine the factors that influence retention of journalists at KBC.

### **1.4 Value of the Study**

The relevance of this study is to provide a foundational basis for competitive pay and benefits for journalists at KBC. It will be helpful for the management as they put up HR policies at KBC. This will be helpful not just for Journalists but also for other professionals at KBC.

This study will also be helpful to other Parastatals and institutions as they from time to time seek to benchmark with KBC in establishing their own best practices. Other policy makers will find this study helpful as they design policies and regulatory framework on employee retention strategies.

The study will add to knowledge on employee retention. Other researchers can use this study for their literature review and from the findings and recommendations of this study; researchers will seek to fill any research gaps they identify.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter reviews of related literature from various researchers, scholars and authors on employee retention. The specific areas covered in this chapter are the theoretical framework, employee retention and the perceived factors influencing employee retention.

### **2.2 Theoretical foundation of the study**

This study is informed by the Social Exchange Theory and the Human Capital Theory. Employees are interested in jobs which are a best fit for their capabilities and which also can command wages that are appropriate. On the other hand, employers' interest is to maximize on their benefits, and this they try to do by filling their positions with people whose wages can help them achieve that goal (Henneberger and Sousa-Poza, 2002). Employment relationships, safety at the workplace and morale can be affected negatively by a turnover that is high (Muchinsky and Morrow, 1980).

#### **2.2.1 The Social Exchange Theory**

This theory is founded on the idea that social behavior is the result of a process of exchange that seeks to ensure costs are retained at a minimum and benefits at a maximum. According to this theory, people take into consideration the social relationships that may be at risk as well as the rewards they are likely to get. An employee who works hard will expect to receive commensurate compensation at the workplace and in return the employer who rewards their employees well expects to receive commensurate service from them. People will immediately walk away or put to an end relationships that appear not to be beneficial such as when the benefits seem to be less than the costs (Farmer and Fedor, 1999). When an organization adopts a positive and valuing attitude toward its employees, those workers feel encouraged to stay longer. The relationship between employees and employers, as held by the Social Exchange Theory, go beyond resources such as information, service and money.

According to Saks (2006) Social Exchange Theory explains responsibilities created through a chain of interchanges with people that share mutual benefit. Deisi Patriota (2009) indicates that Social Exchange Theory posits that people usually appreciate assets that are supported by voluntary resolutions more than those that are not. The voluntary provision shows that the donor esteems the receivers and values them (Cotterell, Eisenberger and Speicher 1992). job enrichment, pay, and promotions, are organizational payments and advantageous conditions that tend to have more contributions to organizational support, if the workers regard them as originating from actions that are voluntary other than those that are constrained externally (Lynch, Eisenberger and Armeli, 1999).

### **2.2.2 The Human Capital Theory**

Human Capital Theory considers workers as assets emphasizing that when companies invest in their employees, they are bound to make returns that are worthwhile. Barney (1991) posits that when a company has a pool of employees that cannot be duplicated or substituted by the competition then that company achieves a competitive advantage that is sustainable. The human capital theory concept suggests that one can increase the quality of their employees by making investments in them as they also consider that work is not the same for each employee (Becker, 1993). According to Becker (1993), the most valuable way of investing in human capital is by training and educating employees. Such investments will achieve attraction and retention of the kind of employees that are desired in an organization and will in the long run give the expected returns that manifest in the form of good performance and high productivity (Armstrong, 2006).

Human capital theory proposes that increasing the kind of workers who are a good fit for the company helps meet the objectives of the organization (Strober, 1990). Human capital is the main factor that determines the kind of productivity the organization achieves. Thus the level

of productivity reduces when employees exit an organization voluntarily. Voluntary exits costs the organization much more if the employees were a perfect fit for the roles they were playing (Becker, 1993). According to Dess and Shaw (2001) human capital theory brings out a relationship between levels of productivity and voluntary exits by employees.

## **2.3 Factors influencing employee retention**

Comprehending factors influencing employees to either exit or to stay so as to come up with appropriate employee retention strategies is very important. According to Armstrong (2009) different factors influence people at different levels differently. As such it is very important to address a whole array of factors. These includes employee commitment, training & career development, recruitment & selection, performance management, job flexibility, skill recognition, challenging work, work environment, company image and compensation & rewards.

### **2.3.1 Employee commitment**

Porter (1974) says commitment is the bonding and loyalty that shows how strong the association and participation of an employee in a specific firm is. This comprises of the employee embracing the company goals and values, being ready to work hard to help achieve those goals and desiring to remain a part of that company. According to Armstrong (2006) being strongly committed to the job leads to consciously doing the work, attending regularly, minimal supervision and a lot of effort, which translates to an intention not to exit. One of the ways of enhancing a feeling of involvement, commitment and empowerment in the employees is ensuring that the managers maintain effective communication with their juniors. If managers listen, communicate, nurture commitment and mutual understanding, employees will be encouraged to stay, otherwise they would inevitably become alienated and leave (Skinner, 1981).

Involving employees in the decision-making process helps them gain confidence, empowers them because it gives them more authority and they work diligently (Hummayoun and Muhammad, 2010). According to Price (1997), participation is which is related to power can make employees more committed to the organisation and cause them to stay longer. Weightman (1999) indicates that satisfying employee's esteem needs is a great incentive which can be achieved by allowing employees to be involved in making decisions on operational matters as well as involving them in management. Armstrong (2006) asserts that a two-way communication channel is provided by employee participation through consultative committees.

### **2.3.2 Compensation and Rewards**

According to Armstrong (2009), prevailing market rates and the external environment are factors that affect compensation besides the business itself, the company's HR strategies and the significance that the top management has attached to reward. Sinha (2012) states that it is quite an onerous task for organizations to come up with adequate compensation structures that support programs which enhance development of employees. It is however important to achieve consistency, fairness, transparency and equity in running a reward system. This is because when employees do not see significant pay rises they may feel not treated fairly if for instance the leaders of their firm seem to be rewarded richly (Feldman, 2000). According to the Human Capital Theory, training and education develops in employees a set of skills that promotes productive capital. Both employers and employees enjoy the benefits that accrue from investments made in developing human capital. They should both receive adequate return on their investment from the pay level. Compensation may be in cash form and can also be in non-cash form.

Armstrong (2009) refers to non-cash compensation as employee benefits, which he says are granted alongside other forms of cash pay as components of compensation. These could be in benefits offered by the company such as medical insurance cover, accident or life insurance, mortgage schemes, car loan schemes, pension schemes, financial assistance like loans, transfer allowance. It could also be in benefits such as counseling, recreational facilities, holidays, company cars, child care, telephone allowances and provision of credit facilities.

### **2.3.3 Training and Career Development**

According to Hill (1997) those managers who generously communicate their skills, knowledge and experience are successful. Wilson (2005) defines training as a process that is planned with the aim of achieving efficient performance that is effective through learning experience by changing employees' skill behavior, attitude and knowledge. Training helps in the development of people's abilities satisfying both the needs the company may be facing presently as well as those anticipated in the future. According to Morgan (1992), an organization should offer creative development opportunities and avail mentorship programs. This helps to develop and manage talent effectively. Training is a very important activity for enhancing staff performance and improving skills (Landsman, 2004).

Once employees are trained, they have more confidence to perform their duties which reduces on stress levels. In a study done by Konchansky and Ledford 2001, it was established that career opportunities offered are more likely to influence retention of employees more than other kinds of reward then training opportunities follows next before employee relation with the supervisor (Konchansky and Ledford 2001). A retention plan therefore needs to concentrate on areas which may arise that have to do with lack of dissatisfaction and commitment as this may cause exit of staff. Although Cappelli (2000)

posits that people cannot be induced to stay beyond certain limits, it is important to look into those areas as one works on the retention plan. An organization should encourage bonding with its employees by investing in them through providing opportunities for training and development (Hall and Moss, 1988).

#### **2.3.4 Recruitment and Selection**

CIPD (2010a:4) states that planning the workforce is a most essential process in the management of human resource which is shaped by the strategy of the organization and it makes sure that people are properly placed in positions that match their skills where they can achieve long and short term objectives of the organization. Armstrong, (2012) explains that Human resource planning determines the essential competencies the company requires to attain their goals, meet the requirements of skills and behavior. They need to find those individuals who are talented and highly productive whom they should recognize on merit in every aspect (Sigler, 1999). The person specification should show the knowledge, skills and abilities (KSAs) necessary in undertaking functions, behavioural competencies as well as the qualifications necessary to attain the essential KSAs. Each candidate needs to be given a chance to make an informed decision on whether the organization fits him well. Meyer (2013) stresses the significance of realistic job previews which affords the potential employees more detail about the job. This allows the potential employees to assess whether the job meets their expectations and they join from a point of knowledge and not ignorantly (Torrington 2008). This prevents the scenario where an employee is disappointed when they only realize after joining, that the job is not as enjoyable or challenging as they had expected thus causing job dissatisfaction which could make them leave the organization. Employers therefore need to be more careful in the recruitment process to ensure that they give realistic messages even as they try to portray positive aspects of the job. This will ensure that they do not mislead candidates (Jenner and Taylor, 2000).

According to Kristof (1996), the organization beyond matching the requirements of the job with an employee's KSA, it also needs to check that the employee has a personality and values that match those of the company. Ashwood, Walsh, Lee and Mowday (1992), indicated that intent to exit and satisfaction of the job are determined by the extent to which an employee's personality fits their occupational environment. It is more likely for those well suited to feel committed and engaged to the company. The organizational match concept (Kidron 1978; Brown, 1969; Weiner, 1982; Steers 1977) brings out similar values and goals between both employee and company which is a valuable indicator of commitment.

### **2.3.5 Performance management**

Performance management serves as a medium of communication between management and employees. Performance feedback motivates subordinates and helps them become more effective. According to Amah (2008), when employees want to know how they are performing, they seek feedback (Ashford & Tsui 1991, Podsakoff & Sachriesheim 1985, Morrison 1993, Carson & Roe 1993). When they are sure about their performance, they use different feedback strategies (Moss, Valenzi & Taggart 2003). In giving feedback, management should acknowledge individual work accomplishments. Communicating feedback is very important as it can be used to regulate behavior, resulting in enhanced employee development and satisfaction.

Armstrong (2006) posits that performance management processes if properly carried out, can increase employees' engagement and motivation because of the positive feedback and recognition. It would allow people to establish relationships, organise activities to learn and develop them after they have identified their talents and potential and this would help them utilize the talents within the organisation optimally.

### **2.3.6 Job flexibility**

Job flexibility enables workers to balance work and obligations well (Eyster et al 2008). It also boosts an individual's loyalty and commitment, their level of concentration and thus productivity, which then leads to job satisfaction (Prenda and Stahl 2001). Scheduling accommodative working hours, amount of work and responsibilities from a reasonable location around family responsibilities are very important factors of employment flexibility (Cunningham, 2002; Pfeffer, 2007). Flexible schedules and work arrangements help people manage their work and personal life issues (Solomon, 1999). These would include improving the balance between work and personal life by coming up with policies that recognize an employee's personal needs out of the workplace, eliminating any conditions at work that may not be pleasant, encouraging development of social ties within the company, providing time off for opportunities for learning and growth etc.

### **2.3.7 Skill recognition**

Employees stay longer when they feel a sense of accomplishment from being recognized or affirmed by their employers. This could be by affirming their capabilities, efforts and performance. Redington (2007) indicates that people's need for acceptance is met when employers acknowledge individual work achievements and this enhances employee retention. According to Huselid (2006) recognition at work motivates people to continue with positive actions and eventually encourages them to remain in the organization. Fisher (1996) states that employees feel valued and appreciated when they receive positive feedback in recognition of their performance. Mullins (1999) asserts that employees want their efforts and performance recognized not just by management but also by their colleagues because employee recognition is essentially about relationships.

### **2.3.8 Challenging work**

Walsh and Taylor (2007) indicate that the employees most likely to remain with their organizations are those who show great commitment in performing work that is challenging in nature. According to Brown (2009), when employees are involved in work practices that are highly engaging they tend to stay longer. Highly talented people appreciate well designed work that has an impact and is more interesting and challenging, with adequate resources. That is why many companies keep changing the flow of work, their work design and the composition of the teams, so as to make it more interesting and challenging (Beck 2001; Clarke 2001; Guest 1999). They therefore endeavour to give information on the core values of their organization, explain what their company is about or why they are in existence which they summarize in a mission statement, outline the strategies they intend to use in order to be competitive in their market, and outline changes likely to affect the enthusiasm of employees (Gopinath and Becker 2000; Levine 1995). In so doing, employees become properly aligned to the objectives of the company as they embark on performance.

### **2.3.9 Work Environment**

Safety needs pertain to physical safety, a sense of security, stability and dependence (Tappen, 2001). This could relate to situations around the work environment or the work itself. Instances where there is no transparency, an employee has been assigned work to do that he is not proficient in or not offering adequate orientation to the employee can threaten safety at work and eventually lead to the employee exiting in favour of other alternative employment. Increasingly there seems to be evidence that workplace wellness, health and safety initiatives greatly contribute to performance of businesses and also boost the health and wellbeing of employees in their individual capacities. This in effect saves the company lots of money they would otherwise spend on health and safety issues thus improving profitability. It also enhances desired labour management relations as well as customer satisfaction (Mkungo

2011). According to Ondege (2009) employees value work environments that are safe and do not pose any physical harm or discomfort. In measuring physical safety, one would look at how safe the buildings are, how clean the environment is, availability of adequate tools and equipments and how close the company is to their home.

### **2.3.10 Company Image**

Armstrong (2006) states that it is a worthwhile endeavour to seek to build a good reputation as an employer, although it takes time. This involves working towards being perceived as a good place to work, where people willingly come to work out of choice. This is where prospective employees do not desire to leave once they willingly join the company. According to Purcell, Hutchinson, Kinnie, Rayton and Swart (2003) people desire to join successful firms where their personal needs can be addressed. These needs include having a fulfilling job where one is developed through training and positive feedback, and where there exists a good relationship with the management who offer mentorship.

Issues affecting perceptions of workers on whether a firm is a good employer include how they treat or relate with their employees, availability for employee growth and development, possibility to lead a well balanced life at work and at home, good relations with management, engagement with fellow colleagues, the provision of a fair deal, leadership, and how and why the company is successful. Sears (2003) suggests that an organization should come up with ways of drawing the kind of talented employees that they need and putting in place every strategy to ensure that they retain them such as meeting their expectation to be managed well, having autonomy, challenging work and career growth.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the methodology applied when gathering and analyzing data and reporting the results. It explains methods and tools the researcher used to collect and analyze data on the perceived factors influencing retention of journalists at KBC. It describes the research design, target population, sample design, data collection and data analysis.

### **3.2 Research Design**

This study will use the descriptive survey design. Orodho (2004) expresses a research design as a plan used to find solutions to research problems. It intends to report and determine how things are (Mugenda and Mugenda, 2003). According to Gary, (1990) descriptive research involves collecting data with an aim to find answers to questions on the prevailing status of the subjects in the study. It tries to portray possible attitudes, behavior, characteristics and values. It also describes precise profiles of people, situations or events (Chandran 2004).

Descriptive Survey Design is ideal for this study because we can place reliance on the results of surveys to determine areas where there may be dissatisfaction (Armstrong, 2006). This is because it uses scientific methods to critically analyze and interpret the data on the characteristics of the whole sample, providing information that is useful to finding solutions to the identified problems.

### **3.3 Target Population**

A target population is a specified group of people, firms, households, things, events and elements under investigation (Ngechu 2004). In this study, the target population is the staff at Kenya Broadcasting Corporation. The study will focus on the journalists in different departments at KBC. According to KBC HR Staff Listing Report dated August 2016, there

are 528 journalists who constitute the target population. These are in four departments namely: Television Services, Radio Services, Editorial, & Technical Services.

### 3.4 Sample Design

According to Kothari (2008), a sampling frame consists of all the units that are potential members of a sample and are physical representation of the target population. Mugenda and Mugenda, (2003) suggests that for descriptive studies, 10% of the sample is sufficient. Paton (2002) asserts that the purpose of the study, what the researcher wants to know, what was useful, what can be done with available time and resources, what is at stake and what had credibility determine the sample size. The researcher will use stratified random sampling technique to get a proportionate sample size of 105 which is 20% of the target population, after which simple random sampling will be used. Table 3.1 below shows sample size of target population in the Corporation.

**Table 3.1: Sample size**

Department	Target Population	Sample Size (20%)
TV production	42	8
Radio Production	136	27
Technical	260	52
Editorial	90	18
<b>TOTAL</b>	<b>528</b>	<b>105</b>

### 3.5 Data Collection

The researcher will use primary data. This data will be collected using questionnaires. According to Cohen M. *et al* (2004) a questionnaire has a number of questions that respondents are expected to answer, usually in written form. The questionnaire will have

closed ended questions which will make its administration easier. Structured questions will facilitate easier analysis. A five point Likert scale will be used whereby respondents choose statements representing their feelings about the variables. The questionnaire will consist of two parts. Part A will be on background information and part B will be on the factors influencing retention. One week will be allocated for filling the questionnaires so as to allow reasonable time to the respondents. The researcher will then follow up with telephone calls, emails and walk in to collect the questionnaires. The questionnaire will be pretested before its administration to ensure that it is valid and reliable for the data to be collected. This is because according to Cooper & Schindler, (2003), pre-testing allows any required improvements before administering to the respondents. It ensures that the questions are clearly stated and bear the same meaning to all respondents (Kothari, 2004).

### **3.6 Data Analysis**

The researcher will examine all the completed questionnaires for accuracy, completeness and consistency. The variables will be summarized, categorized, coded and then analyzed using factor analysis and descriptive statistics comprising of mean scores, standard deviations, frequency distribution, and percentages. This will ensure that the data is analyzed systematically to draw proper conclusions and recommendations. Cooper and Schindler (2001) states that mean, percentages, and standard deviations are helpful when carrying out descriptive analysis of data.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

This chapter analyses respondents' details, the dependent variable and verifies the hypotheses. The findings are presented in percentages and frequency distributions, mean and standard deviations.

### **4.2 Response Rate**

The researcher administered 105 questionnaires and went through those that were filled up to confirm their consistency and completeness. Out of the 105 distributed questionnaires, those that were filled and brought back were 75. This was a 71% response rate which was considered enough to realize the objectives of the research as per Livingston and Wislar (2012) stipulation that a 70% rate of response and over is sufficient for administered questionnaires.

### **4.3 General Information**

The background information considered in this research included; gender, length of service, and qualifications.

**Table 4.1 : General information**

Category	Item	frequency	percentage	Cumulative
Gender	Male	47	62.7	62.7
	Female	28	37.3	100.0
Academic qualification	Diploma	36	48.0	48.0
	Degree	22	29.3	77.3
	Post graduate	17	22.7	100.0
Length of continuous service	1-5 years	6	8.0	8.0
	6-10 years	12	16.0	24.0
	11-15 years	8	10.7	34.7
	16-20 years	8	10.7	45.3
	21 and above	41	54.7	100.0

The findings indicate that majority of respondents 62.7% were male while 37.3% were female. This is an indication that both gender participated in the study therefore no gender biasness was discovered.

The findings above show that majority of respondents 48.0% had attained a diploma; 29.3% of the respondents said that degree level was their highest level of education while 22.7% of respondents said that their education level is post graduate. This implies that many of them are learned and therefore they are knowledgeable enough to understand and answer the questions in the questionnaires appropriately.

The findings above indicated that majority of respondents 54.7% have been at Kenya Broadcasting Corporation for 21 years and above, 16.0% had been in the Kenya Broadcasting Corporation for between 6-10 years while 10.7% had been there for between

11-20 years. Results indicate 8.0% of the respondents had worked at the KBC for less than 5 years. This therefore indicates that majority of respondents have been working at Kenya Broadcasting Corporation for long and therefore they understand the working environment and the perceived factors that influence retention of employees.

#### **4.4 Factors Influencing Employee Retention**

A five point Likert scale was used to get the respondents' feeling on factors influencing retention of Journalists at Kenya Broadcasting Corporation. This ranged from (1) that represented 'strongly disagree' to (5) representing 'strongly agree'. Scores less than 1.5 show that respondents strongly disagree, those between 1.5 and 2.5 show they disagree, those between 2.5 and 3.5 show they are neutral, those between 3.5 and 4.5 show they agree and scores above 4.5 show they strongly agree with the factors influencing retention. A standard deviation of  $>1.0$  implies a significant difference on the impact of the variable among respondents.

##### **4.4.1 Employee Commitment**

Companies who show commitment to workers attract the kind of employees they desire who in turn stay longer enabling the company triumph in the war to win the share of the workforce available in the market. Thus the need to understand the extent to which KBC has put in place measures that ensure its employees are committed to the organization. The results were presented in Table 4.2.

**Table 4.2: Employee Commitment**

<b>Employee Commitment</b>	<b>Mean</b>	<b>Std. Deviation</b>
There is job security which encourages Journalists to remain in KBC	3.813	1.035
Journalists' intention to continue working with the organization is influenced by their commitment	3.546	1.165
Journalists are committed to work in the organization so that they do not lose their terminal benefits	3.333	1.166
Management fosters good working relationship with journalists which boosts commitment	3.160	1.027
Management encourages two-way communication	3.080	1.062
Journalists at KBC feel a sense of belonging due to involvement by management	2.800	1.026
Journalists are involved in decision making process	2.720	1.121

The analysis above shows that the respondents agree that the existence of job security encourages Journalists to remain in KBC (M=3.813); and that their intention to continue working with the organization is influenced by their commitment (M=3.546). However, the respondents were neutral on the extent to which they are committed to work in the organization so that they do not lose their terminal benefits (M=3.3333); that management fosters good working relationship with journalists which boosts commitment (M=3.1600); that management encourages two-way communication (M=3.080); that journalists at KBC feel a sense of belonging due to involvement by management (M=2.8000) and that journalists are involved in decision making process (M=2.7200). The above findings show that there is no consensus on their level of commitment to KBC as shown by the standard deviation that is greater than 1 in all cases.

#### 4.4.2 Employee compensation and rewards

The commitment of employees to the organization is influenced by the rewards they are given by the organization which ought to be almost equal with what other organizations in the same industry are remunerating their staff.

**Table 4.3: Employee compensation and rewards**

<b>Employee compensation and rewards</b>	<b>Mean</b>	<b>Std. Deviation</b>
KBC offers adequate medical insurance cover	3.579	1.124
KBC offers adequate financial assistance schemes e.g. car loan, mortgage	3.106	1.196
The rewards and benefits offered are commensurate with the amount and quality of work done	2.573	1.232
There is fairness in distribution of compensation to journalists	2.533	1.244
The pay and benefit packages are comparable to other media houses	2.226	1.236
Annual pay rises are satisfactory	2.160	1.197

Results in Table 4.3 show that the respondents were in agreement that KBC offers adequate medical insurance cover (M=3.579). Respondents were neutral on whether KBC offers adequate financial assistance schemes e.g. car loan, mortgage (M=3.106) and that rewards and benefits offered were commensurate with the amount and quality of work done (M=2.573); fairness exist in distribution of compensation to journalists (M=2.533). The respondents disagreed that pay and benefit packages are comparable to other media houses (M=2.226) and that annual pay rises are satisfactory (M=2.160). From the results, although the employees were being given medical cover, they are not sure whether the financial assistance like car loan and mortgage, the rewards and benefits offered were commensurate with the amount and quality of work done. The respondents disagree that there was fairness in distribution of compensation, pay and benefit packages were comparable to other media houses and that annual pay rises were satisfactory. This indicates that retention of employees

in the organization was not guaranteed since compensation and rewards did not match the market rates. The above findings show that there is no consensus on extent to which compensation and rewards influence retention at KBC as shown by the standard deviation that is greater than 1 in all cases.

#### 4.4.3 Training and Career Development

The respondents were asked to indicate the extent to which training and career development influences their retention and commitment to the organization.

**Table 4. 4: Training and Career Development**

<b>Training and Career Development</b>	<b>Mean</b>	<b>Std. Deviation</b>
Journalists at KBC have opportunities for career advancement	3.560	1.081
Journalists are aware of training and career development programs in place	3.286	1.086
Training and career development programs offered are linked to each journalist's career and training needs to enhance their skills	3.241	1.215
KBC has clear training policy for Journalists	3.185	1.238
Journalists are sponsored for the necessary training to help develop their capabilities and improve performance	3.113	1.202
I feel that supervisors take an interest in my professional growth and career development	2.864	1.219
The organization offers mentorship program to develop journalists	2.720	1.225

The results on training and career development indicates that journalists at KBC have opportunities for career advancement (M=3.560). However, the respondents were not sure on the extent to which awareness of training and career development programs in place (M=3.286); training and career development programs offered are linked to each journalist's career and training needs to enhance their skills (3.241); a clear training policy for journalists (M=3.185); sponsorship for the necessary training to help develop their capabilities and

improve performance (M=3.113); supervisors take an interest in their professional growth and career development (M=2.864) and organization offers mentorship program to develop journalists (M=2.720) influence their retention at KBC. The results show that employees working at KBC have opportunities for career progression although they were not sure on the extent to which career development programmes and training as well as lack of supervisors' interest in employees' professional growth and mentorship programs influence their retention at KBC. The Standard deviation on these factors is more than 1 indicating that there was no consensus in all the cases.

#### 4.4.4 Recruitment and Selection

Recruitment and selection is important to the management of KBC as it ensures that the organization recruits the right employees.

**Table 4.5: Recruitment and Selection**

<b>Recruitment and selection</b>	<b>Mean</b>	<b>Std. Deviation</b>
I feel I am a good fit for my job description	3.906	1.215
My organization recruits talented journalists that perfectly match the requirements of the job	3.373	1.216
In the hiring process, potential journalists are often provided with a realistic picture of the job and the organization	3.187	0.934
The organization matches the person's personality and values with the organization's values and culture when recruiting	3.040	1.068

The results on recruitment and selection influence on employee retention was that employees feel they are fit for their job description (M=3.906). They are however not sure whether the organization recruits talented journalists that perfectly match the requirements of the job (M=3.373); whether potential journalists are often provided with a realistic picture of the job and the organization (M=3.187) and whether the organization matches the values and personality of employees with the culture and values of the Corporation when recruiting

(M=3.040). The results show that the respondents feel they are a good fit for their job description although they are not sure whether KBC recruits talented journalists that perfectly match the requirements of the job. However, there is a consensus that in the hiring process, potential journalists are often provided with a realistic picture of the job and the organization since the standard deviation on this factor is less than one.

#### 4.4.5 Performance Management

The respondents were asked to indicate the extent to which performance management influences employee retention in the state corporation. This was important for the study as performance management serves as a medium of communication between management and employees.

**Table 4.6: Performance Management**

<b>Performance Management</b>	<b>Mean</b>	<b>Std. Deviation</b>
Feedback on my performance motivates me to be more effective	3.667	1.177
The organization has an effective and transparent performance appraisal process in place	3.573	1.092
Performance appraisal has helped me to meet my individual goals as well as the company goals	3.451	1.165
Feedback from performance appraisals leads to enhanced development of journalists	3.096	1.152
Journalists' career goals are established and supported by the performance appraisals	3.012	1.078
Performance appraisal has availed opportunities for promotion	2.520	1.308

Table 4.6 shows the results on the influence of performance management on employee retention. It shows feedback on employee performance motivates them to be more effective (M=3.667) and that the organization has an effective and transparent performance appraisal process in place (M=3.573). However, the respondents are neutral on whether performance appraisal has helped employees meet their individual and company goals (M=3.451); that

feedback from performance appraisals leads to enhanced development of journalists (M=3.096) and that journalists' career goals are established and supported by the performance appraisals (M=3.012). The respondents disagreed that performance appraisal has availed opportunities for promotion (M=2.52). The results show that feedback on performance motivates employees to be more effective and that KBC has an effective and transparent performance appraisal process. However, there is no consensus on this since the standard deviation is greater than 1 in all cases.

#### 4.4.6 Job Flexibility

Job flexibility enhances employees balance between personal obligation and their work. The study enquired from the respondents the influence of job flexibility on journalists' retention.

**Table 4.7: Job flexibility**

<b>Job flexibility</b>	<b>Mean</b>	<b>Std. Deviation</b>
Journalists are allowed flexible working time	3.684	1.211
The management provides me with the freedom to schedule and plan my work	3.653	1.071
The company does not discourage development of social ties within the company	3.613	1.064
Flexibility at work has enhanced commitment and productivity	3.587	1.175
Journalists are satisfied with the number of annual leave days given by the organization	3.426	1.018

The results show that journalists were working on flexible time (M=3.684); management provides the respondents with the freedom to schedule and plan their work (M=3.653); that the organization does not discourage employees from building social ties with fellow colleagues (M=3.613) and that flexibility has enhanced journalists commitment and productivity (M=3.587). However, the respondents are neutral that journalists are satisfied with the number of annual leave days given by the organization (M=3.426). The results indicate that flexibility of the journalists work has seen them plan their work which has

enhanced commitment and productivity. However, the standard deviation is greater than 1 in all cases and so there is no consensus.

#### 4.4.7 Skill Recognition

Skill recognition enables the management to know the skills of its employees thus assigning them work that matches their skills. The results were presented in Table 4.8.

**Table 4.8: Skill Recognition**

<b>Skill recognition</b>	<b>Mean</b>	<b>Std. Deviation</b>
Employees feel valued and appreciated at my place of work	3.192	1.208
Employees feel committed and have a desire to continue working because management acknowledges and recognizes my talent	3.049	1.095
Journalists are recognized and rewarded for their skills, commitment and dedicated service to the organization	2.881	1.229
The organization acknowledges individual work accomplishments	2.849	1.151

The results on skill recognition influence on journalists retention was that the respondents were not sure about the extent to which they agree or disagree on whether they feel valued and appreciated in the organization (M=3.192); feel committed and have a desire to continue working because management acknowledges and recognizes their talent (M=3.049); journalists are recognized and rewarded for their skills, commitment and dedicated service to the organization (M=2.881) and that the organization acknowledges individual work accomplishments (M=2.849). The results, although they are neutral, show there is no consensus on whether recognition, acknowledgement, appreciation and reward for the journalists' skills enable them to be committed to the organization.

#### 4.4.8 Challenging Work

The respondents were requested to indicate the extent to which challenging work given to them in the organization influences retention. Results are shown in Table 4.9.

**Table 4.9: Challenging Work**

<b>Challenging work</b>	<b>Mean</b>	<b>Std. Deviation</b>
Journalists have the freedom for innovative thinking in executing tasks	3.861	.958
Redesigning work, relationships, workflows and teams creates more exciting and challenging work	3.520	1.057
Journalists are engaged in high involvement work practices	3.413	1.027
Company objectives are well communicated and journalists are allowed expression in executing tasks	3.266	1.056
Management facilitates well designed work with adequate resources	3.162	1.065

The results indicate that the journalists have the freedom for innovative thinking in executing tasks (M=3.861) and that flow of work, teams, relationships and redesigning work, makes it challenging and interesting (M=3.52). However, the respondents are not sure whether journalists are engaged in high involvement work practices (M=3.413); the organization objectives are well communicated and journalists were allowed expression in executing tasks (M=3.266) or whether management facilitates well designed work with adequate resources (M=3.162). The results show that the journalists are given freedom in their innovations, flow of work, teams, relationships and redesigning work, making it challenging and interesting.

#### 4.4.9 Work Environment

The working environment influences retention as employees purposely work hard determined not to leave those organizations which value them and offer a working environment that is good.

**Table 4.10: Work Environment**

<b>Work Environment</b>	<b>Mean</b>	<b>Std. Deviation</b>
Workplace safety, health and wellness initiatives are important to journalists	3.933	1.308
Management has availed adequate tools and equipment	3.453	1.165
Working surroundings do not pose any discomfort or physical harm	3.106	1.145

Table 4.10 shows the results on the working environment of the respondents and the results were that workplace safety, health and wellness initiatives was important to journalists (M=3.933). The respondents were neutral on whether management has availed adequate tools and equipment (M=3.453) and whether working surroundings do not pose any discomfort or physical harm (M=3.106). The results show that the workplace safety, health and wellness initiatives was important to journalists as this enables them to work freely without any hindrance towards achievement of organizational goals. However, there was no consensus since the standard deviation was greater than 1.

#### **4.4.10 Company Image**

The image of the company is important as it enables both the current and prospective employees to be attracted towards working in an organization that has good corporate image.

The results were presented in Table 4.11.

**Table 4.11 : Company Image**

<b>Company Image</b>	<b>Mean</b>	<b>Std. Deviation</b>
KBC is a great place to work	3.441	1.055
Journalists like the KBC brand	3.409	1.090
Journalists have great opportunities for growth at KBC	3.346	1.179
Journalists are proud to tell others that they are part of the organization	3.247	1.076
Journalists at KBC feel valued and appreciated	2.884	1.162
Journalists are treated well compared to other media houses	2.842	1.294
Journalists needs are adequately met at KBC	2.606	1.013

The results on the corporate image was that the respondents were neutral on whether KBC is a great place to work (M=3.441); journalists like the KBC brand (M=3.409); journalists have great opportunities for growth at KBC (M=3.346); journalists proudly identify themselves as part of KBC (M=3.247); that they were valued and appreciated (M=2.884); that they are treated well compared to other media houses (M=2.842) and that their needs were adequately met at KBC (M=2.606). The results show that the respondents are not sure whether the corporate image of KBC portrays the organization as a working place. However, there was no consensus on this as the standard deviation was greater than 1.

#### 4.5 Factor Analysis

Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test statistic was used to determine whether or not the variables were correlated. This index compares the magnitudes of the observed correlation coefficients to the magnitudes of the partial correlation coefficients. Small values (below 0.5) of the KMO statistic indicate that the correlations between pairs of variables cannot be explained by other variables and factor analysis may not be appropriate.

**Table 4.12: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.532
Bartlett's Test of Sphericity Approx. Chi-Square 274.82	Approx. Chi-Square	126.203
	df	74
	sig	0.000

Table 4.12, shows that factor analysis is appropriate since the KMO value is .532, which is between 0.5 and 1.0, and the approximate chi-square statistic is with 126.203 degrees of freedom, which is significant at the 0.05 levels. Therefore, the null hypotheses can be rejected

and the alternative hypotheses that all variables are correlated to each other can be accepted. Factor analysis was applied for data reduction and analysis of the variables to determine which factors were most important in influencing employee retention at Kenya Broadcasting Corporation.

**Table 4.13: Extracted factors and their factor loadings with observed variables**

S1	Observed Variables	Factors					
		1	2	3	4		
1	Employee Commitment	0.84					
2	Employee compensation and rewards	0.73					
3	Training and Career Development	0.69					
4	Recruitment and selection		0.81				
5	Performance Management		0.67				
6	Job flexibility		0.79				
7	Skill recognition		0.74				
8	Challenging work			0.75			
9	Work Environment			0.72			
10	Company Image				0.83		

The factor pattern matrix represented in Table 4.13 show the observed variables weighted with each of the factors and also the correlation between the factors and the variables. Higher correlation value indicates higher involvement with the respective factor. As it is said, the factors are made by the function of observed items by removing the clutter of low correlations (those are less than 0.50) that are not significant. After the extraction of the latent factors, the extracted factors are named into different variables by studying their nature.

## **4.6 Discussion**

Efficient and effective use of the resources at the disposal of a company determines the company's success or failure. Such resources include financial, human, information or material resources. Of these, the most crucial for an organization to survive is human resource. Employee commitment enables the organization to concentrate on ways of gaining competitive advantage over its competitors by having qualified employees than concentrating on filling positions left by the employees. The study established that employees were committed to KBC due to job security. The results of the study were consistent with Armstrong (2006) finding that being strongly committed to the job leads to consciously doing the work, attending regularly, minimal supervision and a lot of effort, which translates to an intention not to exit. Scandura (2007) said that autonomy of tasks, security of the job, and training, considerate and supportive management are characteristics that relate to commitment.

Compensation systems offered by companies are important in determining employee productivity, motivation and performance. The analysis above implies that at KBC employees were being given medical cover. However, commitment arising from the rewards and benefits offered being commensurate with the amount and quality of work done; fairness in distribution of compensation; pay and benefit packages being comparable to other media houses and annual pay rises being satisfactory was questionable. This affects the morale and productivity of the employees. These results were consistent with Greller (2006) findings that employees have a reason why they work and that cause is availed by work, colleagues and other internal factors. Those people who are satisfied with the kind of rewards that an organization offers find it costly to lose those rewards and would therefore not want to leave. Thus they make a decision to stay on. Coetsee (2004) highlights the importance of connecting

performance to rewards and expounds that offering commensurate pay packages to employees who are hardworking motivates them and encourages them to do even better.

Training and development opportunities enable the employees to increase their knowledge which results in increased output. The study established that training and career development exists at KBC as the employees working there have opportunities for career progression. However, commitment arising from career development programmes and training; supervisors' interest in employees' professional growth and mentorship programs are questionable. The results are in tandem with Price (2007) findings that programmes for development of careers are essential in enhancing employees KSAs and upgrading their competence. To develop and maintain the employees' KSAs it is important to invest in developing their careers. Recruitment and selection are important to the management of an organization as it ensures that the organization recruits the right employees. Kristof (1996) found out that the organization beyond matching the requirements of the job with an employee's KSA, it also needs to check that the employee has a personality and values that match those of the company. Meyer (2013) stresses the significance of realistic job previews which affords the potential employees more detail about the job. This allows the potential employees to assess whether the job meets their expectations so that they join from a point of knowledge and not ignorantly. The findings were found to be consistent with the results of the study which show that KBC ensures they recruit the right employees for the job.

Issues to do with people and how they are managed is becoming very crucial today in regard to successful competitive advantage as other factors have become less powerful than they used to be previously. Losing employees who are talented negatively affects the future success of an organization. Thus an organization must apply strategies that can help them to

retain their employees in order to perform well in their area of operation. The study findings that being valued, acknowledged and appreciation of the journalists' skills motivate them to be committed to the organization. The results of the study were consistent with Shore and Shore (2005) findings that people who are acknowledged and recognized for their performance are positive about their employers, their duties and the workplace. It therefore becomes important for management to express concern for the wellbeing of their employees and convince them that they value not just their contribution, but also them.

The working environment influences the perception of employees towards the work they are doing as they feel they are valued. The study established that the workplace safety, health and wellness initiatives were important to journalists as this enables them to work freely without any hindrance towards achievement of organizational goals. Ontario (2004) established that employees desire to work in a place that has growth opportunities, a good working environment, appreciation of performance, and a friendly environment.

## **CHAPTER FIVE: SUMMARY, CONCLUSION, LIMITATION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter gives the summary, conclusion, limitations and recommendations of the study. It also highlights suggestions for further research.

### **5.2 Summary of Findings**

In order to attain objectives and goals, all organizations connect employees to execute certain activities. Regardless of what goals they are, organizations need to have competent staff that can do the work required and successfully complete the tasks involved. Companies use various approaches and strategies to achieve the set objectives. Employee commitment at KBC was as a result of the need to have job security. The journalists were however not being involved in decision making process and this affects the morale of the employees.

Companies are becoming more careful about how they manage people since they have realized that they are their most valuable assets. The study established that training and career development was being used by KBC to manage its employees. Training and career development was being used by KBC to retain its journalists by orienting and training them when they are employed, releasing employees to attend training and monitoring training and development plans for all employees. Although the training and career opportunities enabled the journalists to improve their skills and abilities thus enabling the organization to compete effectively with other media houses, the journalists were not compensated well and offered good benefits package that commensurate with their work. This de-motivates the journalists as the rewards offered to employees were not commensurate with market offers and therefore they are constantly looking for a new job that will remunerate them according to their work.

In a bid to embrace opportunities available in the market, improve the company image and raise productivity, organizations have had to improve their staff welfare provisions. Recruitment of employees at KBC has been an important aspect where they have been keen to ensure that they recruit the right employees. The study found out that one of the ways KBC ensures they recruit the right employees for the job is by providing the prospective employees with a realistic picture of the job and also by matching journalists' values and personality with that of the organization. Performance management serves as a medium of communication between management and employees and this was being practiced as the study established that KBC has an effective and transparent performance appraisal process that enables the journalists meet both their individual and company goals thus motivating them and enhancing their development.

Recognition of employees for the work they are doing motivates them to work harder and this results in achievement of organizational objectives. Despite there being valuation, acknowledgement and appreciation of the journalists' at KBC there was no recognition, acknowledgement, appreciation and reward for their skills and this makes the journalists not to concentrate fully on their work but rather be on the lookout for opportunities in other media houses that appreciate and reward employees better. The work environment gives employees a sense of being valued which makes them strive to work and stay in the organization. The study found out that the management makes an effort to create conducive environment by caring about the health and safety of journalists and this enables them to work freely without any hindrance towards achievement of organizational goals. Company image is important as it enables both the current and prospective employees to be attracted towards working in an organization that has good corporate image. The study found out that

corporate image of KBC portrays the company as a good workplace due to its brand and opportunities for growth; however the organization does not value and appreciate its journalists, treat them well compared to other media houses nor adequately meet their needs.

### **5.3 Conclusions**

In order to achieve an organization's goals and objectives, it is very important to train employees, who are valuable assets, and endeavour to retain them. This can be done by providing a good remuneration package, good working environment, performance management, employee relations and career prospects and this can help in stemming exit of staff. It may yield more productivity and profits in the company. The management therefore needs to put in place policies and strategies on human resource that match those in the media industry.

Employee commitment enhances an organization's success and development. Employers should therefore work towards motivating their staff so as to achieve the desired levels of performance and productivity. An organization's reward system should also commensurate with the effort that each individual staff offer as well as be at par with other firms of the same standard that operate in an economy. It can be concluded that employee retention at KBC is based on several factors that include training and career development, recruitment, performance management, job flexibility, recognition, work environment and company image and therefore in order to harness employee commitment, the management has to put in place policies that attract and maintain employees. The management itself also needs to build on their relationship with the employees and show concern for the journalist, his career advancement and his contribution.

#### **5.4 Limitations of the Study**

This study focuses only on journalists working at Kenya Broadcasting Corporation and can therefore not be generalized to all journalists working in media houses in Kenya. Survey questionnaire methods pose certain limitations in regard to how objective the data is. Questions that are closed ended, which were used in collection of data, limit the respondents in that they only get to answer what they have been asked and cannot volunteer any additional information. Though there may be other factors influencing journalists' retention, the researcher was not able to include all of them.

#### **5.5 Recommendations for Policy and Practice**

The findings of the study revealed the challenges that the journalists working in Kenya Broadcasting Corporation face and can therefore be of much help to the management of Kenya Broadcasting Corporation and other media houses in Kenya in coming up with policies that ensure that the journalists are well taken care of, so that they can attract and retain employees who have been employed in the media houses. It can help them resolve issues to do with poor pay packages.

The study established that employee commitment to the company is influenced by existence of training and development opportunities and it is therefore recommended that the company should increase opportunities for training employees. This will help in achievement of company goals and objectives once the employees are motivated and increase their output. Opportunities for career growth and development were found in this study to be a strong driving force of the employees' commitment to KBC. It is thus essential that the managers at KBC provide all the employees with equal opportunity to grow and develop this will keep the

employees stimulated to do better and ensure that they have something to strive for. It is also recommended that the company invests in their human capital through competitive recruitment, performance management and recognition, since this will empower employees and enhance their sense of attachment to the company.

The findings of the study are also in line with social exchange theory and human capital theory as they show that employees stay for as long as they feel their needs are met and they are motivated. Thus by understanding factors that influence retention of employees, the Kenya Broadcasting Corporation will be able to come up with measures that motivate the journalists in order to retain them.

To enhance core competencies emanating from public or private sector human resources, the public or private sectors need to institute performance management systems and train key staff on administration of the system, review the job descriptions, personnel policies and reward systems. All such steps are aimed at motivating the staff and to get the best out of them so as to achieve the company's goals and reduce on exits of employees.

## **5.6 Suggestions for Further Research**

The study was undertaken on the perceived factors influencing retention of journalists at Kenya Broadcasting Corporation. It is recommended that similar study be undertaken on the perceived factors influencing retention of journalists at all the media houses operating in Kenya. It is also recommended that another study on Kenya Broadcasting Corporation be done to establish why the standard deviation on most factors was greater than 1 implying a lack of consensus. It would help the management to know how to build a consensus on positive factors.

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## APPENDIX I: QUESTIONNAIRE

**NB:** The information in this questionnaire is for academic purposes and will be treated confidentially and **NOT** be used for any other purpose.

### **Section A: Background Information. (Please tick and fill answers as appropriate)**

1. What is your gender? 1. Male ( ) 2. Female ( )
2. What is your highest academic qualification?
  1. “O” level ( ) 2. “A” Level ( ) 3. Certificate ( ) 4. Diploma ( )
  5. Degree ( ) 6. Post graduate degree ( ) 7. Other\_\_\_\_\_
3. How many years have you served at Kenya Broadcasting Corporation?
  - 1 – 5 years ( ) 6 – 10 years ( ) 11 – 15 years ( )
  - 16 – 20 years ( ) 21 years and above ( )

### **Section B: Factors Influencing Employee Retention**

4. Rate the extent to which each of the statements in the matrix represented below influences retention of Journalists at Kenya Broadcasting Corporation. Use a scale of 5-1 where 1=Strongly Disagree, 2= Disagree, 3= Neither agree nor disagree, 4= Agree and 5= Strongly Agree. (Please tick one per statement).

<b>Employee Commitment</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Journalistsat KBC feel a sense of belonging due to involvement by management					
Journalists are involved in decision making process					
There is job security which encourages Journalists to remain in KBC					
Journalists’ intention to continue working with the organization is influenced by their commitment					

Management fosters good working relationship with journalists which boosts commitment					
Management encourages two-way communication					
Journalists are committed to work in the organization so that they donot lose their terminal benefits					
<b>Employee compensation and rewards</b>					
The pay and benefit packages are comparable to other media houses					
The rewards and benefits offered are commensurate with the amount and quality of work done					
There is fairness in distribution of compensation to journalists					
Annual pay rises are satisfactory					
KBC offers adequate medical insurance cover					
KBC offers adequate financial assistance schemes e.g. car loan, mortgage,					
<b>Training and Career Development</b>					
KBC has clear training policy for Journalists					
Journalistsare aware of training and career developmentprograms in place					
Training and career development programs offered are linked to each journalist's career and training needs to enhance their skills					
Journalists are sponsored for the necessary training to help develop their capabilities and improve performance					
Journalists at KBC have opportunities for career advancement					
I feel that supervisors take an interest in my professional growth and career development					
The organisation offers mentorship program to develop journalists					

<b>Recruitment and selection</b>					
In the hiring process, potential journalists are often provided with a realistic picture of the job and the organization					
My organization recruits talented journalists that perfectly match the requirements of the job					
The organisation matches the person's personality and values with the organisation's values and culture when recruiting					
I feel I am a good fit for my job description					
<b>Performance Management</b>					
Feedback on my performance motivates me to be more effective					
The organization has an effective and transparent performance appraisal process in place					
Journalists' career goals are established and supported by the performance appraisals					
Feedback from performance appraisals leads to enhanced development of journalists					
Performance appraisal has helped me to meet my individual goals as well as the company goals					
Performance appraisal has availed opportunities for promotion					
<b>Job flexibility</b>					
Journalists are allowed flexible working time					
The management provides me with the freedom to schedule and plan my work					
Journalists are satisfied with the number of annual leavedays given by the organization.					
Flexibility at work has enhanced commitment and productivity					

The company does not discourage development of social ties within the company					
<b>Skill recognition</b>					
Journalists are recognized and rewarded for their skills, commitment and dedicated service to the organization					
The organisation acknowledges individual work accomplishments					
I feel valued and appreciated at my place of work					
I feel committed and have a desire to continue working because management acknowledges and recognises my talent					
<b>Challenging work</b>					
Journalists have the freedom for innovative thinking in executing tasks					
Journalists are engaged in high involvement work practices					
Management facilitates well designed work with adequate resources					
Redesigning work, relationships, workflows and teams creates more exciting and challenging work					
Company objectives are well communicated and journalists are allowed expression in executing tasks					
<b>Work Environment</b>					
Workplace safety, health and wellness initiatives are important to journalists					
Working surroundings do not pose any discomfort or physical harm					
Management has availed adequate tools and equipment					
<b>Company Image</b>					
Journalists are proud to tell others that they are part of the organization					
KBC is a great place to work					

Journalists needs are adequately met at KBC					
Journalists are treated well compared to other media houses					
Journalists have great opportunities for growth at KBC					
Journalists at KBC feel valued and appreciated					
Journalists like the KBC brand					

**THANK YOU FOR TAKING TIME TO PARTICIPATE IN THIS STUDY**