HUMAN RESOURCE MANAGEMENT STRATEGIES FOR THE RETENTION OF GENERATION Y EMPLOYEES: A CASE OF UNION DES ASSURANCES DE PARIS INSURANCE COMPANY LIMITED

BY
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UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2016
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A Research Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2016
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University - Africa in Nairobi for academic credit.

Signed: ________________________    Date: _____________________
Phoebe Wangu Mburu (ID 641625)

This research report has been presented for examination with my approval as the appointed supervisor.

Signed: ________________________    Date: _____________________
Dr. Teresia Linge

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ABSTRACT

The purpose of this study was to examine the human resource management strategies that influence the retention of Generation Y employees, at UAP Insurance Company Limited. The study was guided by the following research questions: To what extent does career development and growth affect the retention of Generation Y employees in UAP? To what extent does the flexible work arrangement influence the retention of Generation Y employees in UAP? To what extent does the compensation package impact the retention of Generation Y employees in UAP?

The research design adopted for the study was descriptive and more specifically a survey approach. The population of this study consisted of the Generation Y employees working for UAP Insurance Company Limited who were 243 in total. Stratified technique was used to determine the sample size. The sample size for the study was 130 respondents. Data collection was done through the use of questionnaires. Data analysis was done using Statistical Package for the Social Sciences (SPSS) version 21. Pearson’s product-moment correlation co-efficient was used to establish the relationship between independent and the dependent variables.

From the study findings, it was revealed that various factors affected Generation Y employees’ retention in the organization and they included: opportunity for career development and growth, career guidance, availability trained professionals and mentors, and availability of career focused elements. The from the study, it was shown that the organization was able to retain its Generation Y employees since it had managed to provide most of the needs of the Generation Y employees in the organization managed their careers with the aim of finding an optimal, rather than a perfect, fit between their needs and those of the organization, leading to a harmonized work environment.

The study also showed that job sharing, remote working, technology and compressed work weeks motivated Generation Y employees to stay with an organization. From the study, the organization provided most of these flexible work factors and used them to retain their Generation Y employees. However, the organization did not provide Generation Y employees with a satisfactory work schedule, that is a leeway to adjust their work reporting time and neither had it provided them with a compressed work schedules
that they could use. This had demotivated the Generation Y employees, but many were still committed to the organization.

The study also showed that Generation Y employees at UAP enjoyed their job security, the use of bonus and merit payments for rewards, their job autonomy, the organizational culture of valuing people, and availability of supportive employers as well as provision of great retirement and health care benefits for them and their families. This had motivated them to remain with the organization, even though the company had not provided them with a satisfactory compensation package and a provision of vacation and travel incentives. These however, had not deterred the Generation Y’s commitment.

From the study findings, it can be concluded that various factors affect Generation Y employees. Factors like job sharing, remote working, technology and compressed work weeks can be used to motivate Generation Y employees to stay with an organization. Generation Y employees also enjoy their job security, the use of bonus and merit payments for rewards, their job autonomy, the organizational culture of valuing people, and availability of supportive employers as well as provision of great retirement and health care benefits for them and their families.

Work-life balance is one of the most significant drivers of employee retention among Generation Y employees. This tech-savvy generation is essentially able to work anytime from anywhere with an Internet connection. The study therefore recommends that the organization to create flexi-hours that its employees may select and use in order to remain motivated and perform their duties efficiently. The study results, however, showed that the lass the organization used flexi-hours the more they would retain the Generation Y employees, thus, management needs to strike a balance in this application.
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<td>Future of Work Institute</td>
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<td>HR:</td>
<td>Human Resource</td>
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<td>HRM:</td>
<td>Human Resource Management</td>
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<td>IBM:</td>
<td>International Business Machines</td>
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<td>MDW:</td>
<td>Measured Day Work</td>
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<td>PBR:</td>
<td>Payment by Results</td>
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<td>SPSS:</td>
<td>Statistical Package for the Social Sciences</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Employee retention is a strategy adopted currently by businesses to maintain an effective workforce and at the same time meet operational requirements (Mehta, Kurbetti & Dhankhar, 2014a). Mehmood, Ramzan and Akbar (2013) state that the long-term winners will be the companies that provide a flexible and challenging work environment along with employee recognition and rewards that attract employees to stay on. The reason being, as Sinha and Shukla (2013) add, that high retention level leads to fewer operational problems, greater productivity and soaring morale and also huge cost-saving to the organization and as such employee retention has been made a strategic focus and compelling necessity for businesses today and any company that ignores it do so at their peril. This is so due to the fact that employee retention can be a vital source of competitive advantage for any organization (Nyamekye, 2012).

Employee retention besides being a competitive strategy in itself also doubles up as basis of all competitive strategies that organizations need to succeed in the business environment. Retention of employees means skills availability in the process of formulating competitive strategies because it is the employees’ knowledge and competences that form the basis for companies to be economically competitive (Hiltrop, 1999). This is achieved through the continuous learning and development of the employee that companies anticipate technological innovation giving the ability to evolve and survive (Kyndt, Dochy, Michielsen & Moeyaert, 2009).

The 21st Century business environment is all about competitive advantage and the organization that has that is the one that survives to fulfill its business mission and vision but also its social mission of giving back to the community. In view of the aforesaid therefore, employee retention is not just about the percentage number of employees who stay with the organization at each given time (Phillips & Connell, 2003), but it is about numbers and productivity where the employees that remain in the company must be good and productive, for the company to gain competitive advantage. It involves policies and practices companies use to prevent valuable employees from leaving their jobs and staying in the company for as long as possible (Sinha & Shukla, 2013). Factors that help
to keep a person loyal and committed to the organization include job security, interesting and challenging work, opportunity to learn new skills and a flexible working environment with good reputation, culture, values, competitive salary and benefits package that suit the individual (Mehta, Kurbetti & Dhankhar, 2014a).

Studies carried out in three countries in Europe established that it was important to understand why people leave, or stay in to enable organizations or the profession to develop a broader and necessary frame for local management and national policy-makers to develop appropriate responses for recruitment and retention. Jelfs, Knapp, Giepmans and Wijga (2014), noted that it would take companies to adopt possibilities and options for successfully changing conditions and working environments as possible responses at organizational and policy level to mitigate the impact of an ageing workforce and reducing workforce shortages.

Employee retention is a worldwide issue in the development sector due to the fact that as companies face the current economic pressure on the problem is being compounded by the issue of demographic changes in the work place where the old and experienced employees are departing the workforce, the baby boomers, are exiting in big number which is bound to leave a leadership void and also a shift in employee expectations and motivations (SHRM, 2008). It is on record that the European Union alone is anticipated that between 2025 and 2030, the global workforce will be decreasing by 12 million people per year which is an exodus that will affect the economy due to lack of skills and competences acquired over time (Mendryk & Dylon, 2013). In addition to that, the demographic changes herald a workforce characterized by more females, older workers due to shortage in skills and competences, workers who want nontraditional hours, work family balance, special needs, less experience (Robson & Committee, 2001).

Employee retention is the opposite of employee turnover, that is, the number of employees leaving the company to the competition. Phillips and Connell (2003), assert clearly that turnover has negative repercussions both on money, productivity and morale. They state that employee turnover comes with productivity losses and work flow when employees exit suddenly and it further leads to loss of service quality, expertise as well as business opportunity especially when the one who left played key roles. In addition to
that it affects team work, social network and production time as more work is assigned to the remaining few and it also disrupts communication. Other negative repercussions they add include; affected morale of the remaining staff as well as job satisfaction creating insecurity, organization image both in the company and market place and ends up making recruitment very difficult.

In view of the fact Robson and Committee (2001) affirm that companies that will respond positively and proactively by utilizing unused labor force like older workers, or migrants and respond favorably to employee desires as well as train their employees and have good work content where compensation is matched to performance together with a satisfactory work environment. In essence, companies must “develop practices to identify, select, develop, and retain promising employees in order to ensure the presence of necessary skilled workers who can secure the quality and quantity of the goods or services they provide, and who can maintain their competitive advantage” (Kyndt et al., 2009).

Generation Y is said to be born between 1981 and 1994 are now in the work force (Meier & Crocker, 2010). They exude confidence, independence and are self-oriented as well as being technologically savvy (Meier & Crocker, 2010). They prefer effecting change and making an impact and expressing themselves and they do not define themselves through work, but multitask at all the times, they prefer active involvement, flexibility in work hours and appearance and they want a relaxed work environment (Meier & Crocker, 2010). They work well in teams, learn on the job and they want to get everything immediately. They aim a balance between work and life. They are also young and smart. They require ongoing feedback as absence of it means no one cares (Young, 2007).

The Generation Y individuals prefer effecting change and making an impact and expressing themselves rather than defining themselves through work, they multitask at all the times, they prefer active involvement, flexibility in work hours and appearance and they want a relaxed work environment (Meier & Crocker, 2010). They work well in teams, learn on the job and they want to get everything immediately. They aim a balance between work and life. They are also young and smart. They require ongoing feedback as absence of it means no one cares. They prefer intimate details about their job for example salary and benefits to the Xers and baby boomers, is a bridge of etiquette (Young, 2007).
The lives of Generation Y are pervaded by technology and that is their form of communication via email and text messages and they love social media like face book and twitter to mention a few (Young, 2007). They do not care where they sit as long as they have a job and it can be done. They are also self-confident and most of the time mistaken to be disrespectful (Gesell, 2010). This generation moves in social groupings; it values relationships; and thinks globally and very different from previous generations (Salt, 2007). The environment they grew up in was a fast changing social environment and being extraverts they were frowned upon. The group is open to radical ideas and processes and hyper- consumerism and competitive promotion is their second nature.

However, unlike the baby boomers they are to replace at the workplace, Gen Y lives seamlessly both on and offline they do not distinguish between the two spheres. Gen Y has been socialized into this digital world, and their mastering of technology and multitasking is a habit they bring with them into the workplace they are likely to be found instant messaging a contact while writing a PowerPoint presentation for one project and coding for another (Devlinetal, 2013). Where “digital immigrants”, Generation Y is made up of “digital natives” (Wisniewski, 2010). While Generation Y is much stronger than previous generations when it comes to concepts of team work and technology, they also have their weaknesses. For example, Gen Y is lacking in the so called soft skills of listening, communicating and independent thinking. They are also less respectful of rank, instead choosing to respect people for their ability or accomplishments (Wisniewski, 2010). This often leads to older generations feeling they are lacking in manners or respect. Despite all that energy, this generation are said to lack soft skills of listening, communicating and independent thinking. The challenge is then for the managers to harness energy and knowledge challenge and also train and motivate this next generation of employees so that their strengths become a benefit to the company and also put strategies in place to retain them (Meier & Crocker, 2010).

Union des Assurances de Paris (UAP) Insurance Kenya, the oldest subsidiary within the Group, was incorporated in Kenya in 1978. However, it origins can be traced back over 80 years in that the current company was formed in 1994 after the merger of Union Insurance and Provincial Insurance following the merger of their parent companies, UAP
of France and Provincial of the United Kingdom (UK). In 1996 it became part of AXA when AXA acquired UAP in France. AXA divested in 2000 and UAP became a Kenyan company. Since then, it has grown tremendously in volumes, assets and geographical expansion. Volumes have since tripled and net assets have grown more than five times. As a Pan-African revolutionary Financial Services Group, it has have developed and invested in an array of ultra-modern commercial properties in the hospitality, industrial, retail and residential sectors across the Eastern Africa region (UAP, 2015).

The company offers a broad range of short-term term products in classes such as motor vehicle, personal accident, fire, theft, marine, workman compensation as well as livestock and crops offered to both corporate and individual customers. UAP aims to build lifelong relationships its customers by offering relevant services that enhance their quality of life. It aims for service delivery in simple, friendly, efficient and inclusive way, giving the customers what they want, when and where they want it to serve and empower them while ensuring their peace of mind and financial freedom. UAP embraces values of leadership, customer focus, innovation, and pacesetting as evidenced in it being the first insurance company achieve ISO 9001:2000 certification plus Global Credit Rating of (AA+) as well as the Fire award for best presented accounts for seven consecutive years (UAP, 2015).

1.2 Statement of the Problem
Retention of Generation Y employees is an issue that is proving to be the challenge for many a human resource manager in recent times (Phillips & Connell, 2003). Indeed, the specific quirks and character traits of Generation Y employees make them unsuitable for the traditional structured work environment (Armour, 2005). According to a study commissioned by Salt (2007), only 28 percent of the Finance market would want to hire Generation Y that means 72 percent would not. Some of the firms (25%) claimed they failed in hiring them, 25 percent of those who had hired them experienced more than 30 percent turnover and one out of four surveyed had Generation Y leaving in large numbers (Salt, 2007).

Considering the unassailable fact that the work force of Generation X is now aging (Jurkiewicz, 2000), even when they do not necessarily want to, organizations must now
hire Generation Y employees as these are the individuals with the requisite technological skill and knowhow to thrive in today’s business world (Armour, 2005). Organizations now face a steep learning curve to find out what makes their Generation Y employees tick – and do so before they lose these employees because of their rigid practices (Erickson, 2008). Some studies in Europe and the United States of America (USA) have shown that some of the key components in retention of Generation Y employees are career development (Mehta, Kurbetti & Dhankhar, 2014b), flexible working hours (Bindu & Swami, 2014) and a good compensation package (Sinha & Shukla, 2013).

There are very few studies that have investigated the retention of Generation Y employees in Africa. Those that have been carried out reveal that intention to quit and strategies for retention of Generation Y employees in Africa is of key concern (Mokoka, Oosthuizen, & Ehlers, 2010; Theron, Barkhuizen & Du Plessis, 2014). There is also a paucity of data and research on Generation Y in Kenya. This leaves a gap for the examining of the human resource strategies that influence the retention of Generation Y employees. UAP is one of the fastest growing companies with a large workforce of Generation Y employees. It is against this backdrop that this study sought to conduct an examination of the human resource (HR) management strategies that influenced the retention of Generation Y employees using a case of UAP Insurance Company Limited.

1.3 Purpose of the Study
The purpose of this study was to examine the human resource strategies that influence the retention of Generation Y employees; particularly at UAP Insurance Company Limited.

1.4 Research Questions
1.4.1 To what extent does career development and growth affect the retention of Generation Y employees in UAP?
1.4.2 To what extent does the flexible work arrangement influence the retention of Generation Y employees in UAP?
1.4.3 To what extent does the compensation package impact the retention of Generation Y employee in UAP?
1.5 Significance of the Study

1.5.1 Generation Y employees

This study will create awareness on the subject of Generation Y and fostered a clearer understanding of the cohort by the top management and employers in general. This may help them to put strategies in place for their retention – since these are the people with the skills and technological savvy to take and sustain the businesses into the future.

1.5.2 Human Resource Managers and Recruiters

This research will provide information to HR managers and recruiters especially at UAP Insurance Company on the types of recruitment and retention strategies used by companies today to attract and retain Generation Y into the workplace making them companies of choice leading to the adoption of the best practices of employee retention at work especially the Generation Y which in the long run may significantly reduce turnover and enhance productivity and growth of the companies. The strategies put in place may also contribute to integration of the diverse generations in the workplace creating harmony and increased productivity. The study may also be of value to management practitioners and consultants as it has provided a corporate lesson of the strategies to be employed and those that need to be discarded and the relative importance of each.

1.5.3 Future Scholars

The study may also benefit the students of Human Resource Management (HRM) who may learn from the study on what strategies to adopt when it comes to dealing particularly with Generation Y at the work place to enable them create competitive advantage. To academia, this study has added to the field of knowledge where insights may be gained concerning strategic responses adopted by business facing increased competition and fundamental issues surrounding Generation Y and their implications to the businesses and it has also formed a foundation of further research.

1.6 Scope of the Study

The study focused on Generation Y employees at UAP Insurance Company Limited headquarters in Nairobi. The study faced some limitations that included employees being uneasy with giving out information. This was overcome by the assurance from the researcher that the information was for academic purposes only and their anonymity was
assured whereby they were not required to indicate their names on the questionnaires. The results of the study are limited to UAP Insurance Company Limited and it was carried out within the month of January 2016 – July 2016.

1.7 Definition of Terms

1.7.1 Baby Boomers
Baby Boomers refers to people born between 1946 and 1964, depending on your source, they were born during or after World War II and raised in the era of extreme optimism, opportunity, and progress (Zemke, Raines, Filipczak and Association, 2000).

1.7.2 Generation
The term generation refers to a society-wide peer group born over approximately 20 years, who collectively, possess a common persona and are shaped by history and events, technological advances, social changes and economic conditions as well as popular culture and the members share beliefs and behaviors and a common location in history. They also perceive themselves to be part of a common generation (Schumaker, 2014).

1.7.3 Generation X
Also referred to as Gen X, people born between 1964 and 1980, they were born after the blush of the Baby Boom and came of age deep in the shadow of the Boomers (Zemke et al., 2000).

1.7.4 Generation Y
Generation Y also referred to as Gen Y. These are people born between 1981 and 1994 otherwise known as Echo Boomers, Nexters, and the Internet Generation. This generation is nearly as large a cohort, or larger, than the Baby Boomers, depending on one's source. They are well educated, skilled with technology, and very self-confident. They are the children of the Baby Boomers and early Generation Xers (Zemke et al., 2000).

1.7.5 Retention
Employee retention refers to the efforts by employers to retain current employees in their workforce. It is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in
place that address their diverse needs with aim of preventing valuable employees from leaving their jobs. Also of concern are the costs of employee turnover – including hiring costs, training costs and productivity loss (Sinha and Shukla, 2013).

1.7.6 Strategy
According to Thompson and Strickland (2001), a strategy is a game plan that the management uses to “stake out a market position, conduct operations, attract and please customers, compete successfully, and achieve organizational goals.”

1.7.7 Employee Turnover
Employee turnover is the ratio of the number of employees who have left the organization during the period being considered divided by the number of people in that organization during the period. It also refers to the whole process associated with filling a vacancy. That is from the time an employee vacate a position up to the time a new employee is hired and trained (Ongori, 2007).

1.7.8 Traditionalists
Also referred to as the Silent Generation, people born between 1922 and 1943, this is a conservative group that was greatly influenced by World War II and the Great Depression (Zemke et al., 2000).

1.7.9 Teamwork
Teamwork is a cooperative process that allows ordinary people to achieve extraordinary result (Scarnati, 2001).

1.8 Chapter Summary
This Chapter one gives the background of the study, statement of the problem, purpose of the study, research questions, and significance of the study, scope of the study and lastly the definition of terms. The next chapter looked at the literature review. The third chapter describes the study methodology, while the fourth chapter presents the study findings. The fifth chapter discusses the study findings and offers the conclusion and recommendations of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter reviews the extant literature on retention of employees around the globe and in Africa, with a specific focus on Generation Y employees. It reviews employee retention based on the research questions, that is, career development and growth; flexible working arrangement; and compensation package and retention of Generation Y employees.

2.2 Career Development and Growth and Retention of Generation Y Employees
The term career encompasses a wide range of occupational experiences and can be defined as the sequence of jobs that a person has during his or her working life (Oracle white paper, 2012). The term also covers a wide range of occupational, family, civic and political roles which individuals will undertake through life (New Zealand Qualification Authority, 2012). Career development is a system which is organized and it is a planned effort of achieving a balance between the career needs of individual and the organization’s workforce requirement (Hassan, Razi, Qamar, Jaffir & Suhail, 2013).

Research by Meyer, Allen and Smith (2003) revealed that internal career development of employees is often the best predictor of an employee's effective commitment. Prince, (2005) added that companies need talented employees to maintain a competitive advantage and therefore they need to note from the time of hiring that employees want career growth opportunities to develop and rise in their career ladder and these plans include advancement, internal promotion and accurate career previews. That is why Eyster, Johnson and Toder (2008) state that job flexibility along with lucrative career and life options, is a critical incentive for all employees. The components of growth and development among Generation Y employees are fivefold. They are: Career Counseling, Career Mentoring, Career Planning, Career Management and Career Development. These five facets are discussed hereafter.

2.2.1 Career Counseling
According to Gichinga (2011), counseling is a relationship in which one person helps another to understand and solve their problems and the ultimate goal is to enhance the
relationship. Career counseling on the other hand refers to a series of actions received that offer insights, guidance and support to help a person understand and manage their varied career choices (Gichinga, 2011). According to a study done by Ombayo, Otuya and Shimwama, (2013) on the sugar cane industry in western Kenya, career counseling was found to improve productivity in that it enables the employees to cope with the challenges of employment.

2.2.2 Career Mentoring
Mentoring is the process of using specially selected and trained individuals to provide guidance, pragmatic advice and continuing support, which will help the person or persons allocated to them to learn and develop (Armstrong, 2006). It is also a one on one method and it enables people to learn especially on the job, as to how things are done here and it imparts corporate culture, core values and organizational behaviour. It is imperative therefore to select mentors who impart positive values and offer supportive help (Armstrong, 2006). In essence it facilitates sharing knowledge, expertise, skills, insights, and experiences through dialogue and collaborative learning (Chronus White Paper, 2015).

Initially, mentoring focused on developing junior employees (mentees) by pairing them with more experienced and often senior staff (mentors) for several months however, mentoring is now used as company strategy and it has expanded to include different formats such as group and situational, and diversity training or high potential development (Huang, 2015). Chronus report states that corporate mentoring is on the rise and 71 % of Fortune 500 successful companies, both large and small, offer mentoring programs to their employees to tackle complex human resource challenges such as increasing employee retention and improving workforce productivity (Chronus white paper, 2015). The goal of mentorship in companies include promotion of professional and personal growth among participants, help attract, motivate, develop, and retain profitable talent while increasing productivity and it is used for employee career development, high potential development, diversity training, reverse mentoring and knowledge transfer (Beckett, 2010).
There are various noted benefits of career mentoring namely; encouraging employee engagement thus assisting in developing individuals and interpersonal links between individuals, which increases engagement, enhances leadership & career planning because it helps in nurturing an organization’s leadership chain, it also helps create an environment of trust, belonging, understanding, support, and encouragement for a diverse workforce as well as giving employees to voice their concerns and it increases productivity (Carey & Weissman, 2010). Other benefits include reduction of conflicts throughout the organization and it shortens the learning curve as well as fostering an environment of continued learning (Chronus white paper, 2015).

2.2.3 Career Planning

Personal development planning is carried out by individuals with guidance, encouragement and help from their managers as required and it uses a personal development plan that sets out the actions people propose to take to learn and to develop themselves (Armstrong, 2006). Armstrong continues and says that this process of career planning requires an employee to use the following stages; first to analyze the current situation and development needs which can be done as during the performance management process after which goals to achieve are set these may include improving performance in the current job, improving or acquiring skills, extending relevant knowledge, developing specified areas of competence, moving across or upwards in the organization, preparing for changes in the current role. Then follows the preparation of the action plan that sets out what should be done and how it will be done. Finally the individual takes action to implement as planned (Armstrong, 2006).

According to Oracle white paper, (2012), employers can empower employees by giving them easy to use tools which helps them to take responsibility for their own career planning and development enabling them to create focused and dynamic career plans that engage and motivate as they take ownership. It motivates them to pursue careers inside an organization rather than outside leading to staff retention. A study by the career management institute is the USA focused on members of Generation Y found that career focused elements such as developing new skills, challenge, and good career prospects were their dominant attractions when joining their current organization. In another study, entitled state of employee engagement in North America, the one factor that topped the
list of satisfaction drivers for respondents was the opportunity to do what they were good at.

2.2.4 Career Management

Oracle White Paper (2012) states that “career management aims to find an optimal, rather than a perfect, fit between the organization’s and the individual’s perspective”. But it is not the ideal solution for either party but a solution which is satisfactory for both parties and includes activities of career planning and support activities, career information and advice, developmental assignments, internal job markets and job posting systems and initiatives aimed at specific populations (Oracle White Paper, 2012). Cooper-Hakim and Viswesvaran, (2005) state that satisfied employees due to good career management practices tend to be committed to an organization and employees who are satisfied and committed are more likely to stay with the organization.

2.2.4.1 Training and Development

Hassan, (2013) assert that training is one of the most important factors in retaining employees in these organizations. When organizations train and develop their workers it gives them a competitive edge (Tomlinson, 2008). Handy (2008) established that knowledge enables the organization to survive the competitive environment because it equips the employees with new skills and in line with the new technologies.

2.2.4.2 Career Evaluation Program

This involves the needs assessment before the training programs are implemented. Landy and Conte, (2010) state that organizational training needs analysis is a three step process that looks at the organization, the tasks and the people to enables to establish where the training is needed, which department needs the training and who specifically needs training. For the organization this process involves looking at the organizational goals and objectives, the available resources and organizational environment to determine the direction of the training. For the tasks it involves analysis of what the employee must do to perform his job properly (Landy & Conte, 2010). Lastly personal analysis requires ascertaining of the specific individual that would need to be trained and the kind of instruction they would need (Landy & Conte, 2010). Training needs analysis and training
employees in the right direction determines the success of companies in future (Arthur Jr, Bennett Jr, Edens & Bell, 2003).

2.2.5 Development Opportunities
Employees want opportunities and career growth within the organization this is because career development opportunities and training have a direct effect on employee retention (Hassan et al., 2013). Indeed, studies show that employee development need not be tied to one specific job, rather, it is demand driven by the overarching organizational strategy and objectives (Ford, 2014). In this case, career development is more about company survival and longevity rather than the ambition or drive of a given individual. It has been demonstrated, however, that organizations whose survival strategy inculcates development opportunities for their employees are not only able to increase the intellectual capital (Mayo, 2000) that they can bring to bear but are also more successful in an increasingly competitive business environment (Antoncic & Antoncic, 2011).

2.3 Flexible Working Arrangements and Retention of Generation Y Employees
The unorthodox nature of the Generation Y employee means that they thrive in less structured environments (Eisner, 2005). Bindu and Swami, (2014) assert that various changes have affected work patterns making the traditional work methods redundant. The changes include technological, societal values, demographic and rapid globalization. According to the Future of Work Institute – FWI (2012), advancement in technology includes the nature of work becoming more complex and technology-dependent, creating a need for employees to manage their own working styles and time and there is also increased collaboration where the new technology offers platforms are facilitates greater collaboration enabling new forms of virtual working and last but not least are the network based work in place of the traditional hierarchical structures. The work environment has experienced a democratic push and there is an increased desire for employees to be able to create work and develop skills that are personally meaningful as well as be empowered to be autonomous and free to choose and create their own working styles with anew work relationship of adult to adult rather than parent to child.

In addition it adds that for demographic changes, the work place has to deal with a diverse work force of older generation because companies must retain skills and
competences for competitive advantage; multiple generations where the company must plan and meet the multiple and last but not least the Generation Y that brings with them a whole total different picture of work demanding new values and expectations around working life and also flexibility in their roles and a more social approach to work. Last but not least there is the rapid globalization that comes with new and increased customer expectations depending on the various cultures and preferences as well as challenges of sustainable growth in the face of increased competition, few resources (FWI, 2012). Some of the strategies that have proved successful in terms of flexible working arrangements for Generation Y employees include: Job Sharing, Remote Work, Flexible Time and Compressed Work Schedule.

2.3.1 Job Sharing
Weinreb (2014) describes job sharing as a situation in which two employees share the responsibilities and benefits of a single full-time position. Henderson and Collins (2015) argued over a decade ago that job sharing allowed flexible hours which boosted staff retention and allowed flexibility within the workplace. Job-sharing is therefore a practice where two people work in a symbiotic relationship to deliver the outputs and responsibilities of what was traditionally one role. According to Weinreb (2014), each job-sharer will work less than full-time hours. The most common scenario that is encountered involves both employees working three days a week with a common day of overlap. Job-sharing is growing in popularity as a solution for women juggling children and a career.

Another strategy that has proved useful for the retention of Generation Y employees is job-sharing. In this case, two or more employee’s partner to do the work that would ordinarily be carried out by one person. This has been shown to be successful for employees who want to balance work and life in a more structured manner (Kane, 1998). More and more studies are pointing to the benefits of job sharing to meet the demands of the modern working environment (Henderson & Collins, 2015; Weinreb, 2014).

2.3.2 Remote Work
Remote work refers to a situation whereby an employee or member of staff carries out their work from a location other than the traditional office (Bailey & Kurland, 2002).
Remote work is otherwise referred to as telecommuting, home, remote, mobile, virtual, or cloud working. Weinreb (2014) notes that, remote workers are also frequent travelers working from hotels and airports and trains. They are people who work from coffee shops or smaller satellite offices one day a week. They’re freelancers or contractors with clients in multiple locations.

According to a study conducted by the Australian Telework Advisory Committee, (2006) it was established that 70% of businesses that incorporated telework (remote work) options reported a positive benefits, that included increased business productivity and reduced costs, improved employee flexibility and work life balance as well as increased workforce participation. On the other hand, a study done in Britain by Hyman and Summers (2003) established that work-life balance was important because it was noted that interventions of work demands into personal life like working during the week-end led to increased stress and emotional exhaustion among the employees and this was bad for the company.

Henderson and Collins (2015) states that, technology has helped remote workers unleash their productivity potential. Because they can connect to anything from anywhere at any time, and they have the flexibility to control their schedules, most remote workers are actually more productive than their in-office counterparts. Bailey and Kurland (2002) states that, there are other advantages to working remotely. The lack of a commute saves employees valuable time and money, while enabling them to start earlier or work longer. By the same token, because it is easy to dive back into a project after hours, remote workers have the flexibility to tend to other important tasks during the day - things like doctor appointments or school performances.

2.3.3 Flexible Work Schedule
A flexible work schedule refers to a working arrangement in which a give employee is given leeway to adjust their arrival and departure time from work, that is, adjust their work schedule away from the traditional 8 to 5 or 9 to 5 work day or work week (Leslie, Manchester, Park & Mehnig, 2012). This basically means that employees and employees can agree a set time for either a day, week or month depending on the organization. Flexible work schedules are, however, dependent upon the role of the employee, the type
of business being run and whether the business’ operating hours requires the employee to be present during the routine operating hours (Hayman, 2009).

Recent studies (Hyman & Summers, 2003; Bindu & Swami, 2014; Weinreb, 2014) suggest that job flexibility can offer many benefits to both employers and employees, including improved job satisfaction, reduced absenteeism, greater commitment, and reduced turnover. For example, in a Boston College Center for Work and Family study of six large companies, 70% of managers and 87% of employees reported that working a flexible arrangement had a positive or very positive impact on productivity; 65% of managers and 87% of employees reported that a flexible work arrangement had a positive or very positive impact on the quality of work; and 76% of managers and 80% of employees indicated that flexible work arrangements had positive effects on retention (FWI, 2012).

Bindu and Swami (2014) notes that, lack of knowledge about the benefits of flexibility and options for implementing flexibility undoubtedly also reduce its use. Furthermore, some positions do not easily lend themselves to flexibility, requiring supervisors/managers to make individual decisions and to balance the needs of the employee with the needs of the job. This can indeed be a difficult task, one that this guide has been designed to assist both supervisors/managers and supervisees in addressing.

2.3.4 Compressed Work Schedule

The Compressed Work Schedule is the commonest type of flexible working arrangement. According to Leslie et al. (2012), compressed work week programs follow similar methods as flextime but differ in that an entire day is eliminated from an employee’s schedule. They further state that, all compressed schedules are fixed schedules. This means employees will pre-select arrival and departure times and will adhere to those times. The earning of credit hours is prohibited under a compressed work schedule. Brescoll, Glass and Sedlovskaya (2013) point out that, in this case, rather than working the traditional 8 hours a day for 5 days, employees work in such a way that they cover 40 hours of work in a week in any combination. The most common example of the compressed work week is when employees work for four 10 hour days. This kind of
flexible schedule allows employees to have an additional day for any activity and by so doing grants the employee more work-life balance.

There are benefits for employees and employers: workers get a longer weekend and the organization can reduce operating costs by closing (or only operating with minimum staff on the off day). These benefits have proven to be especially valuable to government agencies seeking cost savings without laying off employees (Leslie et al., 2012). Brescoll, Glass and Sedlovskaya (2013) states that, the compressed work week program can be for individual workers or can be an organization-wide policy. The use and administration of a compressed work week program depends on the business management and individual workers.

### 2.4 Compensation Package and Retention of Generation Y Employees

Employees are the organization’s key resource and the success or failure of organizations center on the ability of the employers to attract, retain, and reward appropriately talented and competent employees (Osibanjo, Abiodun & Fadugba, 2014). Compensation package, or, rewards according to Armstrong (2006) is an expression of how the organization values its people and the value they bring to the organization, and also conveys the right message about what is important in terms of behaviors and outcomes; assist in developing a performance culture; motivate people and obtain their commitment and engagement; help to attract and retain high quality people that the organization needs; develop a positive employment relationship and psychological contract; as well as enabling the organization to operate fairly, equitably, consistently, objectively and be transparent.

Compensation package refers to the total reward system that comprises monetary and non-monetary, direct and indirect benefits. It is linked to the business structure and to employee recruitment, retention, motivation, performance, feedback and satisfaction and it is one of the first things that potential employees consider because it defines how the value the organization places on them (Fogleman & McCorkle, 2013). Benefits accruing to advanced compensation package are varied and they include; increased employee loyalty and retention of high performers, lower turnover, increased productivity,
improved employee engagement and morale and quick identifier of poor performers (Mehmood et al., 2013).

2.4.1 Rewards for Employees
Rewards for employees, as stated by Fogleman and McCorkle (2013), are generally categorized in two forms as intrinsic (non-monetary) and extrinsic (monetary). The extrinsic rewards are those which have physical existence and cash based and they impact on job satisfaction and keep the employee loyal to their job for example, office pay, salary, bonuses and such indirect forms of payment as flexibility in time, wages, promotion at job, social climate of organization, and job security, increments, and overtime payments (Ajmal, Bashir, Abrar, Mahroof & Saqib, 2015). The intrinsic rewards on the other hand are non-cash based for example, employee recognition, acknowledgement, and professional growth, authority to immediate tasks, respect and appreciation and are responsible for developing the employees’ emotional attachment to the organization (Ajmal et al., 2015).

2.4.2 Pay
According to Pay systems, pay is a key factor that affects relationships at work such that the level and distribution of pay and benefits can have a considerable effect on the efficiency of any organization, and on the morale and productivity of the workforce. It is therefore imperative that organizations develop pay systems that are appropriate for them, that provide value for money, while making sure that workers are fairly rewarded for the work done.

Pay systems are methods of rewarding people for their contribution to the organization and there structures are affected by either, payment by results (PBR) like bonus, piecework, commission, work-measured schemes and pre-determined motion time systems, measured day work (MDW), appraisal or performance related pay, market-based pay or competency and skills (Pay systems). This should be done taking into account the fact pay and financial benefits are not the only motivator for worker performance. A study by Ryne, Gerhart and Parks (2004) revealed that money is not the only motivator and it is not the primary motivator for everyone. However, there was overwhelming evidence that money was an important motivator for most people. Other important
motivators for individuals may include job security, the intrinsic satisfaction in the job itself, recognition that they are doing their job well, and suitable training to enable them to develop potential (pay systems).

2.4.3 Bonus
The Equality Commission for Northern Ireland defines ‘bonus' payment is an extra cash pay that is not part of basic pay. It refers to the additions to pay that are linked to individual or team performance measured against targets or set objectives. Employers use bonus payments to reward individuals for doing well (Equality Commission for Northern Ireland). It continuous to say that bonus earnings or pay levels are based on an assessment or appraisal of an employee’s (or team’s) performance against previously set objectives, usually part of a performance management system; this is a fairly recent development, particularly in the public sector, which has grown sharply in use since the 1980s (Equality Commission for Northern Ireland).

Studies done in Japan by Freeman and Weitzman, (1987), revealed that bonuses were not just another form of wage payment but, because they were found to behave differently from wages over the cycle and the responded to profits and revenues than wages. Secondly they affected employment differently than wages in that wages had a positive link to employment while bonuses set by pure share- economy principles and they responded to profits or revenues and affected employment. It was concluded that bonuses contributed to the success of the Japanese economy by automatically helping to stabilize unemployment at relatively low levels giving Japan the ability to weather severe shocks (Freeman & Weitzman, (1987).

2.4.4 Merit Pay
Merit pay can be defined simply as pay for performance and is an addition to basic pay and it is usually based on a general assessment of an employee’s contributions to performance as per set objectives (Heneman & Werner, 2005). The aim of merit pay in the organization is to provide flexibility in recognizing and rewarding good performance with cash awards, motivate employees by making pay increases based on performance, clarify or define job expectations and increase competition for recognition awards and in
the long run improve productivity, timeliness and quality goods (Milkovich & Widgor, 1991).

Another study by Choi, and Whitford, (2013) revealed that merit pay made many employees experience unmet expectations and were frustrated with how such systems could be implemented in their organizations it made them worry about unfair performance evaluations and evaluators; they know that funding constraints can lead to performance mis-measurement; they experience uncomfortable performance norms and intense work. Of course, employees may also be dissatisfied with their pay and job, but they seem more likely to blame their organization and the implementation of the system (Choi & Whitford, 2013).

2.4.5 Non-Financial Rewards
Armstrong, (2006) defines non-financial rewards as those “rewards that do not involve any direct payments and often arise from the work itself. For example, achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities and high quality leadership”. These rewards are also called intrinsic rewards and they include employee recognition, acknowledgement, treats, transport, insurance, professional growth, authority to immediate tasks, respect and appreciation and are responsible for developing the employees’ emotional attachment to the organization (Amall, Pierce, Cameron & Koestner, 2015). It is recognition method of identifying either individual employees or teams for particular praise or acknowledgement (Silverman, 2004). It comes in because as noted earlier in the review, although money is valued but it is not a motivator. These rewards are varied and they include some like.

2.4.6 Treats
Stoddart and Surrette (2009) assert that an organization there are certain best practices that an organization must adopt to be the employer of choice. These include building an employment brand which is the unofficial rating as a work place. This would then make the company an employer of choice. For this to happen, the authors recommend that, first a company must develop a good organizational culture that truly values people as a part of their success. So that when they say our employees are the most important asset they mean it. The other practices include being a leader in the industry and enabling it to
attract the best talent that will in the long run enhance its performance and improve its reputation further and will defiantly score on employee retention.

The other aspect they add is having good employee relations between employer and employee and this stem from having inspired leadership where the people in place have both technical and people skills. Strengthening this is having non-monetary benefits in place like as intellectual challenge, autonomy, flexibility and professional development opportunities besides salary (Amall et al., 2015). The next requirement for branding Stoddart and Surrette (2009) add, is focus on giving back to the community which is noted on record to be of importance to Generation Y. This will enhance its image in the community and to the employees. The other one is accountability both financially and the issue being of maintaining trust. This will be prove of a real test of a strong brand is how well the company deliver on its promises at all times from recruitment to retention throughout the employees’ tenure in the company (Amall et al., 2015). The company should also avoid dealing with employees in a disrespectful way especially at disengagement time as it impacts on the remaining top performing employees (Stoddart & Surrette, 2009).

2.4.7 Recognition

Studies conducted in Pakistan on the same revealed that the supportive nature of employers had more committed employees because of social recognition given to them. It revealed that when management was connected to employees in a well-organized manner and paid them recognition and acknowledgement in return of their effective performance the employees were found more emotionally integrated in work and released more trust towards their job and remained loyal to organization and employees’ attitude was found positively related to organization perception support and boost in employees’ satisfaction and motivation level (Ajmal et al., 2015).

In addition to the above, studies conducted in South Africa by the University of Cape Town on the importance of different rewards on employee intrinsic motivation and affective commitment revealed that if organizations effectively managed their intrinsic rewards strategies, they would likely to attract, retain and capitalize on the benefits of a loyal and high caliber workforce (Nuijoo & Meyer, 2012). Further to that a study by
Osibanjo et al. (2014) revealed that there are positive significant relationships among salary, bonus, incentives, allowances and fringe benefits therefore there were correlations between these variables which invariably predict performance.

According Gibson, (2008) praise and acknowledgement are the easiest ways for managers to engage Generation Y employees and keep their productivity high. This involves the use of simple phrases like "thanks for the hard work" or "great job" make employees feel important and valued. It is noted that forty percent of employees say that lack of recognition is a major reason for leaving their job (Gibson, 2008) and not giving the simplest recognition for employees work amounts to taking their contributions for granted (Branham, 2005). It is important to note that Generation Y grew up getting trophies just for participation and had parents that adored them and constantly fed them confidence (Tulgan, 2009). Suleman and Nelson, (2011) assert that Generation Y workers crave gratitude and encouragement from their bosses and co-workers and would like to hear from their family and friends as well.

Studies conducted in Pakistan on the same revealed that the supportive nature of employers had more committed employees because of social recognition given to them. It revealed that when management was connected to employees in a well-organized manner and paid them recognition and acknowledgement in return of their effective performance the employees were found more emotionally integrated in work and released more trust towards their job and remained loyal to organization and employees’ attitude was found positively related to organization perception support and boost in employees’ satisfaction and motivation level (Amall et al., 2015).

2.4.8 Transport
A survey carried out in the United States of America revealed that up to 58% of the respondents preferred vacation and travel incentives, as opposed to cash or merchandise awards to cash or merchandise awards, making the travel awards one of the most powerful methods of attracting business, retaining profitable clientele, increasing profits, enhancing product awareness and improving employee productivity giving the companies a competitive edge (Commuter Choice).
This was in line with the studies conducted in South Africa by the University of Cape Town on the importance of different rewards on employee intrinsic motivation and affective commitment revealed that if organizations effectively managed their intrinsic rewards strategies, they would likely to attract, retain and capitalize on the benefits of a loyal and high caliber workforce (Nujjoo & Meyer, 2012). Further to that a study by Osibanjo et al. (2014) revealed that there are positive significant relationships among salary, bonus, incentives, allowances and fringe benefits therefore there were correlations between these variables which invariably predict performance.

2.4.9 Insurance
Retirement and health care benefits have long played important roles in workers' employment decisions and in view of today's rising health costs, both incentives are now popular (Watson, 2012). Provision of health insurance, life insurance and a retirement-savings plan are essential in retaining employees and according to the best incentives are those that provide employees with a future benefit, encouraging them to stay with the company to realize a later reward and the mentioned fall in this category (Pappas, 2008)

Studies carried out in the United States of America revealed that retirement benefits trail health care benefits for both attraction and retention. During the survey about one-third of all responding employees said that their retirement benefits were a primary reason for taking their current job, and nearly half said the benefits give them a compelling reason to stay (Watson, 2012).

2.5 Chapter Summary
The chapter has discussed various career development and growth factors that impact the retention of Generation Y employees like: career counseling, career mentoring, career planning, and career management and career development opportunities. The chapter also focuses on the flexible working arrangements factors and their impact on the retention of Generation Y employees like: job sharing, remote work, flexible work schedule and compressed work schedule. The chapter also discusses the factors under the compensation package like rewards for employees, pay, bonus, merit pay, non-financial rewards, treats, recognition, transport and insurance and their impact on the retention of Generation Y employees. The next chapter focuses on the research methodology.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter begins by looking into the research design then goes on to explain the population, sampling design and data collection. The research procedures and the data analysis methods are also presented.

3.2 Research Design

The research design adopted was descriptive and more specifically a survey design. Descriptive research is marked by a clear statement of the problem, specific hypothesis and detailed information needs (Malhotra & Krosnick, 2007). The study used survey based research method and was structured with clearly stated hypothesis and investigative questions. Saunders, Lewis and Thornhill (2011) state that, surveys form one of the most frequently utilized methods in business research since it allows the collection of a large amount of data from a sizeable population in a highly economic way.

The survey method used enabled the researcher to get detailed information of how the human resource management strategies (independent variable) impacted the retention of Generation Y employees (dependent variable) at UAP Insurance Company limited. This was characterized with systematic collection of data from members of defined population through the use of questionnaires.

3.3 Population and Sampling Design

3.3.1 Population

Cooper and Schindler (2013) define a population as the total collection of elements about which one wishes to make inferences. The population of this study consisted of the 194 Generation Y employees working for UAP Insurance Company Limited. The rationale behind targeting the young employees was that they presented a unique group of people that were making a more effective difference of the work environment as compared to the previous generations.

For purposes of the research Generation Y was defined as individuals born between 1981 and 1994 who were between the ages of 25-40 years. The target population was therefore
194 staff members as they fell within this age group of which 170 staff members were permanent while 24 were on probation and were yet to be confirmed. This population was diverse because it included probation and permanent staff and also junior, middle and senior managers, and constituted the study’s complete population.

3.3.2 Sampling Design and Sample Size

3.3.2.1 Sample Frame

A sampling frame is the source material or device from which a sample is drawn. It can also be defined as a list of all those within a population who can be sampled, and may include individuals, households or institutions (Cooper & Schindler, 2013). According to Saunders, Lewis and Thornhill (2011), an ideal sampling frame should have the following qualities: all units can be found – their contact information, map location or other relevant information is present, the frame is organized in a logical, systematic fashion, every element of the population of interest is present in the frame, and that no elements from outside the population of interest is present in the frame. The sampling frame for this study was obtained from the HR department at UAP that contained the list of all the employees in the organization.

3.3.2.1 Sampling Technique

Stratified sampling is a probability sampling technique wherein the researcher divides the entire population into different subgroups or strata, then randomly selects the final subjects proportionally from the different strata (Cooper & Schindler, 2013). Stratified random sampling was employed to achieve the sample size.

Simple random sampling is an unbiased surveying technique. According to Saunders, Lewis and Thornhill (2011), simple random sampling is a basic type of sampling, since it can be a component of other more complex sampling methods. The principle of simple random sampling is that every object has the same probability of being chosen. Simple random sampling was used to recruit the required number of respondents in each category.
3.3.2.2 Sample Size

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample (Saunders, Lewis & Thornhill, 2011). According to Cooper and Schindler (2013), the sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. The sample size for this study was derived from Fisher’s formula (Rosner, 2010) as shown.

\[ n = \frac{z^2pq}{d^2} \]

Where:
- \( z \) = standard normal deviate for \( \alpha \) at 95% confidence, \( Z_{1-\alpha/2} = 1.96 \)
- \( p \) = estimated likelihood of retention of Generation Y employees (0.5)
- \( q = 1 - p \) (0.5)
- \( d = \) level of precision (margin of error) at 5% (0.05)
- \( n_0 = \) sample size = 384.16 \( \approx \) 385

Assuming maximum variability in the likelihood of retention of Generation Y employees, \( p = 0.5 \), that was, maximum variability. Since the total number of eligible employees at UAP insurance was known, that was, 194, the finite population correction (Levy, 1998), was applied to the sample size estimated above as follows:

\[ n = \frac{n_0}{1 + \frac{(n_0-1)}{N}} = \frac{385}{1 + \frac{(385-1)}{194}} \]

Where:
- \( N = \) finite population = 194
- \( n_0 = \) is the sample size estimate = 385
- \( n = \) correct sample size = 129.29 \( \approx \) 130

The minimum sample size for the study was therefore 130 respondents. The population size was multiplied by a factor of 0.67 for each category as shown in Table 3.2.
Table 3.1 Sample Size Distribution

<table>
<thead>
<tr>
<th>Category</th>
<th>Population (N)</th>
<th>Factor Reduction</th>
<th>Percentage</th>
<th>Sample (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probation staff</td>
<td>24</td>
<td>24×0.67</td>
<td>67</td>
<td>16</td>
</tr>
<tr>
<td>Permanent staff</td>
<td>170</td>
<td>170×0.67</td>
<td>67</td>
<td>114</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>194</strong></td>
<td><strong>194×0.67</strong></td>
<td><strong>67</strong></td>
<td><strong>130</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods
Data collection was based on primary data. This study made use of questionnaires to capture the requisite information from the target population. The questionnaire was developed for this study based on the research questions. The questionnaires had closed ended questions. The questionnaire was divided into 4 sections: section A for background and demographic information; section B for career growth and development; section C for flexible working arrangements; and section D for compensation package and retention. The questionnaire was administered via email.

3.5 Research Procedure
The questionnaires were self-administered and permission was sought before the questionnaire was administered to the sample size. A pre-test was first conducted on a few individuals to expose any errors the questionnaire may have had before it was filled by respondents. The questionnaire was then distributed to the whole sample size that consisted of Generation Y employees at UAP. It was expected to take the employees approximately 15-20 minutes to fill in the questionnaire.

3.6 Data Analysis Methods
Data analysis was done using Statistical Package for the Social Sciences (SPSS) version 21. The first stage in the analysis of all types of variables consisted of a scan of the data set to establish basic descriptive statistics like frequencies, percentages, means and standard deviations that permitted a first approximation to the pattern of behaviour of each variable included in the dataset. This helped to assess the relative effectiveness and success of the data cleaning and consistency controls already executed.

In the second level of analysis, an employee retention index was calculated based on the responses to likert scale items. Pearson’s product-moment correlation co-efficient was
used to establish the relationship between retention and the independent variables. Sampling errors, measurements errors were provided. All tests were two-sided. A value of $p<0.05$ was considered to be statistically significant.

### 3.7 Chapter Summary

This chapter has covered the research design, the population and sampling frame, sampling technique and the sample size. The chapter has also discussed the data collection methods, the research procedure used and the data analysis methods that were used. The next chapter discusses and presents the research findings and results in relation to the research questions.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter looks at the study results and findings. It is guided by the research questions. It reviews the response rate of the study, followed by the respondent’s details, and the employee retention factors based on the research questions of the study that were: personal career development and growth; flexible working arrangement; and compensation package.

4.2 Response Rate
The researcher handed out 130 questionnaires to the targeted population. After the sorting and cleaning, only 102 questionnaires were valid and were used for analysis. This meant that the study had a response rate of 78.4% which is above the required threshold which is set at 60% according to Rosner (2010).

4.3 Respondents’ Details

4.3.1 Respondents’ Gender
The respondents were asked to indicate their gender and from the analysis, 60.8% were female while 39.2% were male. These results indicate that UAP Insurance had a lot of female employees as compared to the male. The results are as provided in Figure 4.1.

![Figure 4.1 Respondents’ Gender](image-url)

Figure 4.1 Respondents’ Gender
4.3.2 Respondents’ Age Bracket
The respondents were asked to indicate their age bracket and from the analysis, 35.3% were aged between 25-30 years, another 35.3% were also aged between 36-40 years, and 29.4% were aged between 31-35 years. These results indicate that UAP Insurance had a lot of youth employees. Figure 4.2 shows the results.

![Figure 4.2 Respondents’ Age Bracket](image)

4.3.3 Respondents’ Employee Status
The respondents were asked to indicate their employment status and from the analysis, 86.3% were permanent employees and 13.7% were on probation. These results indicate that UAP Insurance had a lot of permanent employees, which shows that the organization believes in full-time employment as compared to working with part-time employees. Figure 4.3 shows the results.

![Figure 4.3 Respondents’ Employment Status](image)
4.3.4 Respondents’ Years of Employment

The respondents were asked to indicate the years they had been employed with the organization and from the analysis, 41.2% had been employed for 3-4 years, 22.5% had been employed for 5-6 years, 14.7% had been employed for 9-10 years, 10.8% had been employed for 7-8 years and another 10.8% had been employed for 0-2 years. These results indicate that UAP Insurance employees had been with the organization for less than 5 years, an indicator that may show Generation Y employees do not stick to organizations for longer periods. The results are as provided in Figure 4.4.

![Figure 4.4 Respondents’ Years of Employment](image)

4.3.5 Respondents’ Satisfaction

The respondents were asked to indicate whether they were happy and satisfied working for the organization and from the analysis, 68.6% stated they were while 31.4% stated they were not. These results indicate that UAP Insurance employees were satisfied with their work environment. The results are as provided in Figure 4.5.

![Figure 4.5 Respondents’ Satisfaction](image)
4.3.6 Respondents’ Intention to Leave the UAP
The respondents were asked to indicate whether they had any intentions of leaving the organization and from the analysis, 32.4% were moderate about leaving, 31.4% were sure about leaving, 25.5% were not sure about leaving and 10.8% were very sure about leaving. These results indicate that majority of the UAP Insurance employees had intentions to stay with the organization while a significant number also intended to leave. These results indicate that Generation Y employees do not stay with organizations for longer periods of time. The results are as provided in Figure 4.6.

![Figure 4.6 Respondents’ Intention to Leave the Organization](image)

4.4 Career Development and Growth and Retention of Generation Y Employees
4.4.1 Opportunity for Career Development and Growth
The respondents were asked to indicate whether having an opportunity for career development and growth affected Generation Y’s intention to stay in the organization. From the analysis, 61.8% strongly agreed, 27.5% agreed, 10.8% disagreed and none was neutral or strongly disagreed. These results showed that, career development and growth opportunities impacted the decision-making of Generation Y employees to stay with organizations. The results are as provided in Table 4.1.
Table 4.1 Opportunity for Career Development and Growth

<table>
<thead>
<tr>
<th>Career Development Opportunity</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>63</td>
<td>61.8</td>
</tr>
<tr>
<td>Agree</td>
<td>28</td>
<td>27.5</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>11</td>
<td>10.8</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.4.2 Guidance in Career Choice

The respondents were asked to indicate whether generation Y employees’ decision to stay in the organization was affected by the guidance to help them manage their varied career choices. From the analysis, 27.5% disagreed, 25.5% agreed, 21.6% were neutral, 14.7% strongly agreed, and 10.8% strongly disagreed. The results show that majority of the respondents agreed to career guidance being a motivation factor to stay with an organization for Generation Y employees, and a significant number of respondents disagreed. The results are as provided in Figure 4.7.

Figure 4.7 Guidance in Career Choice

4.4.3 Availability of Trained Professionals

The respondents were asked whether Generation Y retention was affected by availing trained professionals by the organization to provide them with guidance on how to develop their careers. From the analysis, 36.3% agreed, 32.4% were neutral, 16.7% disagreed, 14.7% strongly agreed and none strongly disagreed. The results indicate that
the retention of Generation Y employees is highly influenced by the availability of trained professionals that gave career guidance to them. The results are as provided in Table 4.2.

Table 4.2 Availability of Trained Professionals

<table>
<thead>
<tr>
<th>Availability of Trained Professionals</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>15</td>
<td>14.7</td>
</tr>
<tr>
<td>Agree</td>
<td>37</td>
<td>36.3</td>
</tr>
<tr>
<td>Neutral</td>
<td>33</td>
<td>32.4</td>
</tr>
<tr>
<td>Disagree</td>
<td>17</td>
<td>16.7</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>102</td>
<td>100</td>
</tr>
</tbody>
</table>

4.4.4 Availability of Mentorship Programs

The respondents were asked whether Generation Y employees’ retention in the organization was influenced by mentorship programs aimed at promoting both professional and personal growth of employees. From the analysis, 57.8% agreed, 27.5% were neutral, 14.7% strongly agreed and none disagreed or strongly disagreed. The results indicate that the retention of Generation Y employees is highly influenced by the availability of mentorship programs aimed at promoting both professional and personal growth of the employees. The results are as provided in Table 4.3.

Table 4.3 Availability of Mentorship Programs

<table>
<thead>
<tr>
<th>Availability of Mentorship Programs</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>15</td>
<td>14.7</td>
</tr>
<tr>
<td>Agree</td>
<td>59</td>
<td>57.8</td>
</tr>
<tr>
<td>Neutral</td>
<td>28</td>
<td>27.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>102</td>
<td>100</td>
</tr>
</tbody>
</table>

4.4.5 Career Focused Elements

The respondents were asked whether Generation Y employees in the organization were attracted to career focused elements such as new skill development and good career
prospects. From the analysis, 52.9% agreed, 36.3% disagreed, 10.8% strongly agreed and none were neutral or disagreed. The results indicate that Generation Y employees were highly attracted to organizations that offered career focused elements. The results are as provided in Figure 4.8.

![Figure 4.8 Career Focused Elements](image)

4.4.6 Optimal Fit

The respondents were asked whether Generation Y employees managed their careers with the aim of finding optimal, rather than perfect, fit between the organization and their individual perspective. The results are as provided in Table 4.4.

<table>
<thead>
<tr>
<th>Finding Optimal Fit</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>11</td>
<td>10.8%</td>
</tr>
<tr>
<td>Agree</td>
<td>43</td>
<td>42.2%</td>
</tr>
<tr>
<td>Neutral</td>
<td>15</td>
<td>14.7%</td>
</tr>
<tr>
<td>Disagree</td>
<td>22</td>
<td>21.6%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>11</td>
<td>10.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

From the analysis, 42.2% agreed, 21.6% disagreed, 14.7% were neutral, 10.8% strongly disagree and another 10.8% strongly agreed. These results show that Generation Y employees managed their careers with the aim of finding optimal, rather than finding the perfect fit between the organization and their individual perspective.
4.4.7 Internal Growth Opportunities
The respondents were asked whether Generation Y employees looked for opportunities and career growth within the organization in order to stay. From the analysis, 51% strongly agreed, 38.2% agreed, 10.8% disagreed and none were neutral or strongly disagreed. These results show that Generation Y employees search for internal growth opportunities in order to stay with the organization. The results are as provided in Figure 4.9.

![Internal Growth Opportunities](image)

**Figure 4.9 Internal Growth Opportunities**

4.4.8 Career Development and Growth Factors and Retention of Generation Y Employees
The study sought to examine the impact of career development and growth factors on the retention of generation Y employees at UAP Insurance. The strength of the factors was tested using the mean and response variations were tested using the standard deviation. The resulting standard deviations of <1.5 show that the difference of responses was not high and thus statistically insignificant.

The findings show that opportunity for career development and growth had the highest mean of 4.40 and a standard deviation of 0.947. This was followed by internal growth opportunities with a mean of 4.29 and a standard deviation of 0.929. This was followed by career focused elements with a mean of 4.04 and a standard deviation of 1.16. This was followed by the availability of mentorship programs with a mean of 3.87 and a
standard deviation of 0.640. This was followed by availability of trained professionals with a mean of 3.49 and a standard deviation of 0.941. This was followed by optimal fit with a mean of 3.21 and a standard deviation of 1.213. This was followed by guidance in career choice with a mean of 3.06 and a standard deviation of 1.249. The results are as provided in Table 4.5.

### Table 4.5 Career Development Factors and Growth Factors and Retention of Generation Y Employees

<table>
<thead>
<tr>
<th>Factors</th>
<th>Mean</th>
<th>STD. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity for Career Development and Growth</td>
<td>4.40</td>
<td>0.947</td>
</tr>
<tr>
<td>Guidance in Career Choice</td>
<td>3.06</td>
<td>1.249</td>
</tr>
<tr>
<td>Availability of Trained Professionals</td>
<td>3.49</td>
<td>0.941</td>
</tr>
<tr>
<td>Availability of Mentorship Programs</td>
<td>3.87</td>
<td>0.640</td>
</tr>
<tr>
<td>Career Focused Elements</td>
<td>4.04</td>
<td>1.160</td>
</tr>
<tr>
<td>Optimal Fit</td>
<td>3.21</td>
<td>1.213</td>
</tr>
<tr>
<td>Internal Growth Opportunities</td>
<td>4.29</td>
<td>0.929</td>
</tr>
</tbody>
</table>

#### 4.4.9 Career Development and Growth Factors and Retention of Generation Y Retention Test

The Pearson correlation test was conducted for career development and growth factors against the retention of Generation Y employees. A value of $p<0.05$ was considered to be statistically significant.

The findings show that career focused elements had the highest correlation with retention of Generation Y employees ($r=0.914$, $p<0.05$). This was followed by guidance in career choice ($r=0.633$, $p<0.05$). This was followed by opportunity for career development and growth ($r=0.565$, $p<0.05$). This was followed by optimal fit ($r=0.436$, $p<0.05$). This was followed by the availability of trained professionals ($r=0.399$, $p<0.05$). The results are as provided in Table 4.6.
Table 4.6 Pearson Correlation Test for Career Development and Growth Factors and Retention of Generation Y Employees

<table>
<thead>
<tr>
<th>Factors</th>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity for Career Development and Growth</td>
<td>.565**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Guidance in Career Choice</td>
<td>.633**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Availability of Trained Professionals</td>
<td>.399**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Availability of Mentorship Programs</td>
<td>.151</td>
</tr>
<tr>
<td></td>
<td>.130</td>
</tr>
<tr>
<td>Career Focused Elements</td>
<td>.914**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Optimal Fit</td>
<td>.436**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Internal Growth Opportunities</td>
<td>.078</td>
</tr>
<tr>
<td></td>
<td>.135</td>
</tr>
</tbody>
</table>

** Correlation is Significant at the 0.01 Level (2-tailed)
* Correlation is Significant at the 0.05 Level (2-tailed)

4.5 Flexible Working Arrangements and Retention of Generation Y Employees

4.5.1 Employee Work Schedule
The respondents were asked whether Generation Y employees were satisfied with the work schedules provided in the organization. The results are as provided in Table 4.7.

Table 4.7 Employee Work Schedule

<table>
<thead>
<tr>
<th>Employee Work Schedule</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>11</td>
<td>10.8</td>
</tr>
<tr>
<td>Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Neutral</td>
<td>37</td>
<td>36.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>26</td>
<td>25.5</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>28</td>
<td>27.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
From the analysis, 36.3% were neutral, 27.5% strongly disagreed, 25.5% disagreed, 10.8% strongly agreed and none agreed. These results show that Generation Y employees at UAP were not satisfied with the work schedules provided in the organization.

4.5.2 Work-Responsibility Sharing
The respondents were asked whether Generation Y employees were encouraged by work situations where two employees share the responsibilities and benefits of a single full-time position. From the analysis, 36.3% were neutral, 31.4% agreed, 10.8% strongly disagreed, 10.8% disagreed and 10.8% strongly agreed. These results show that Generation Y employees at UAP were encouraged by work situations where two employees share the responsibilities and benefits of a single full-time position. The results are as provided in Figure 4.10.

![Figure 4.10 Work-Responsibility Sharing](image)

4.5.3 Effect of Job Sharing
The respondents were asked whether job sharing in the organization boosts the retention of Generation Y employees as a solution for employees juggling between family and their careers. From the analysis, 51% agreed, 16.7% were neutral, 10.8% strongly disagreed, 10.8% disagreed and 10.8% strongly agreed. The results show that job sharing in the organization boosted the retention of Generation Y employees as a solution for employees juggling between family and their careers. The results are as provided in Table 4.8.
Table 4.8 Job Sharing

<table>
<thead>
<tr>
<th>Job Sharing</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>11</td>
<td>10.8</td>
</tr>
<tr>
<td>Agree</td>
<td>52</td>
<td>51</td>
</tr>
<tr>
<td>Neutral</td>
<td>17</td>
<td>16.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>11</td>
<td>10.8</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>11</td>
<td>10.8</td>
</tr>
<tr>
<td>Total</td>
<td>102</td>
<td>100</td>
</tr>
</tbody>
</table>

4.5.4 Remote Working

The respondents were asked whether Generation Y employees liked to practice remote working whereby employees carry out their work from a location other than the traditional office. From the analysis, 47.1% strongly agreed, 21.6% agreed, 16.7% strongly disagreed, 14.7% were neutral and none disagreed. The results show that job sharing in the organization boosted the retention of Generation Y employees at UAP liked to practice remote working. The results are as provided in Figure 4.11.

![Remote Working](image)

Figure 4.11 Remote Working

4.5.5 Technology and Productivity Potential

The respondents were asked whether technology has helped Generation Y employees to unleash their productivity potential. From the analysis 57.8% strongly agreed, 25.5% agreed, 16.7% strongly disagreed and none disagreed or were neutral. These results show that technology has really helped the Generation Y employees to unleash their productivity potential. The results are as provided in Figure 4.12.
4.5.6 Employee Reporting Time

The respondents were asked whether Generation Y employees in the organization had been given a leeway to adjust their arrival and departure time from work. From the analysis, 42.2% disagreed, 25.5% strongly agreed, 21.6% were neutral, 10.8% strongly disagreed and none strongly agreed. These results show that Generation Y employees at UAP had not been given a leeway to adjust their arrival and departure time from work. The results are as provided in Table 4.9.

Table 4.9 Employee Reporting Time

<table>
<thead>
<tr>
<th>Employee Reporting Time</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Agree</td>
<td>26</td>
<td>25.5</td>
</tr>
<tr>
<td>Neutral</td>
<td>22</td>
<td>21.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>43</td>
<td>42.2</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>11</td>
<td>10.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.5.7 Compressed Work Schedules

The respondents were asked whether the organization had compressed work schedules that Generation Y employees had the freedom of choosing. From the analysis, 27.5% strongly disagreed, 25.5% were neutral and 25.2% agreed, 21.6% disagreed and none strongly agreed. The results showed that, the organization did not have compressed work...
schedules that Generation Y employees could choose from. The results are as provided in Figure 4.13.

![Figure 4.13 Compressed Work Schedule](image)

**Figure 4.13 Compressed Work Schedules**

### 4.5.8 Flexible Working Arrangements and Retention of Generation Y Employees

The study sought to examine the impact of flexible working arrangement factors on the retention of generation Y employees at UAP Insurance. The strength of each factor was tested using the mean and the response variations was tested using the standard deviation. The resulting standard deviations of <1.5 show that the difference in responses was statistically insignificant.

The findings of the study shows that Technology and release of productivity potential had the highest mean of 4.08 and a standard deviation of 1.447. This was followed by practice of remote working with a mean of 3.82 and a standard deviation of 1.452. This was followed by job sharing and employee retention boosting with a mean of 3.40 and a standard deviation of 1.154. This was followed by work situations of sharing responsibilities with a mean of 3.21 and a standard deviation of 1.120. This was followed by leeway to adjust reporting time with a mean of 2.62 and a standard deviation of 0.985. This was followed by compressed work schedules selection with a mean of 2.49 and a standard deviation of 1.150. This was followed by satisfaction with work schedules provided with a mean of 2.41 and a standard deviation of 1.205. The results are as provided in Table 4.10.
Table 4.10 Impact of Flexible Working Arrangements

<table>
<thead>
<tr>
<th>Factors</th>
<th>Mean</th>
<th>STD. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with work schedules provided</td>
<td>2.41</td>
<td>1.205</td>
</tr>
<tr>
<td>Work situations of sharing responsibilities</td>
<td>3.21</td>
<td>1.120</td>
</tr>
<tr>
<td>Job sharing and employee retention boosting</td>
<td>3.40</td>
<td>1.154</td>
</tr>
<tr>
<td>Practice of remote working</td>
<td>3.82</td>
<td>1.452</td>
</tr>
<tr>
<td>Technology and release of productivity potential</td>
<td>4.08</td>
<td>1.447</td>
</tr>
<tr>
<td>Leeway to adjust reporting time</td>
<td>2.62</td>
<td>0.985</td>
</tr>
<tr>
<td>Compressed work schedules selection</td>
<td>2.49</td>
<td>1.150</td>
</tr>
</tbody>
</table>

4.5.9 Flexible Working Arrangements and Generation Y Retention Test

The Pearson correlation test was conducted for flexible working arrangements factors against the retention of Generation Y employees. A value of $p < 0.05$ was considered to be statistically significant. The results are as provided in Table 4.11.

Table 4.11 Pearson Correlation Test for Flexible Working Arrangements

<table>
<thead>
<tr>
<th>Factors</th>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with work schedules provided</td>
<td>.809**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Work situations of sharing responsibilities</td>
<td>-.643**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Job sharing and employee retention boosting</td>
<td>-.562**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Practice of remote working</td>
<td>.370**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Technology and release of productivity potential</td>
<td>.458**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Leeway to adjust reporting time</td>
<td>-.241*</td>
</tr>
<tr>
<td></td>
<td>.015</td>
</tr>
<tr>
<td>Compressed work schedules selection</td>
<td>-.204*</td>
</tr>
<tr>
<td></td>
<td>.039</td>
</tr>
</tbody>
</table>

** Correlation is Significant at the 0.01 Level (2-tailed)

* Correlation is Significant at the 0.05 Level (2-tailed)
The findings show that satisfaction with work schedules provided had the highest correlation with retention of Generation Y employees ($r=0.809$, $p<0.01$). This was followed by work situations of sharing responsibilities with ($r= -0.643$, $p<0.01$). This was followed by job sharing and employee retention boosting with ($r= -0.562$, $p<0.01$). This was followed by technology and release of productivity potential with ($r=0.458$, $p<0.01$). This was followed by practice of remote working with ($r=0.370$, $p<0.01$). This was followed by leeway to adjust reporting time with ($r= -0.241$, $p<0.05$). This was followed by compressed work schedules selection with ($r= -0.204$, $p<0.05$).

4.6 Compensation Package and Retention of Generation Y Employees

4.6.1 Compensation Package

The respondents were asked whether Generation Y employees were satisfied with the compensation package in the organization. From the analysis, 27.5% agreed, 25.5% strongly disagreed, 25.5% were neutral, 21.6% disagreed and none strongly agreed. These results show that Generation Y employees were not satisfied with the compensation package in the organization. The results are as provided in Table 4.12.

**Table 4.12 Compensation Package**

<table>
<thead>
<tr>
<th>Compensation Package Satisfaction</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Agree</td>
<td>28</td>
<td>27.5</td>
</tr>
<tr>
<td>Neutral</td>
<td>26</td>
<td>25.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>22</td>
<td>21.6</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>26</td>
<td>25.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.6.2 Job Security

The respondents were asked whether the job security in the organization gave Generation Y employees the motivation to stay with the organization. From the analysis, 52.9% agreed, 32.4% disagreed, 14.7% strongly disagreed and none strongly agreed or remained neutral. The results indicate that the job security at UAP gave Generation Y employees the motivation to stay with the organization. The results are as provided in Table 4.13.
Table 4.13 Job Security

<table>
<thead>
<tr>
<th>Impact of Job Security</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Agree</td>
<td>54</td>
<td>52.9</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>33</td>
<td>32.4</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>15</td>
<td>14.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.6.3 Use of Bonus and Merit Payments

The respondents were asked whether the organization used bonus and merit payments to reward Generation Y employees for a great performance that was based on their assessment or appraisal. From the analysis, 67.6% agreed, 32.4% strongly agreed, none strongly disagreed, disagreed or remained neutral. The results indicates that UAP Insurance used bonus and merit payments to reward Generation Y employees for their great performance based on their assessment and / or appraisal. The results are as provided in Figure 4.14.

![Figure 4.14 Use of Bonus and Merit Payments](image)

4.6.4 Job Autonomy

The respondents were asked whether Generation Y employees were motivated by their autonomy and performance recognition. From the analysis 40.2% agreed, 32.4% strongly
agreed, 27.5% were neutral and none disagreed or strongly disagreed. These results indicate that Generation Y employees were motivated by their autonomy and performance recognition at UAP. The results are as provided in Figure 4.15.

![Figure 4.15 Job Autonomy](image)

4.6.5 Organizational Culture

The respondents were asked whether Generation Y employees were motivated by an organizational culture that truly valued people as a part of its success. From the analysis, 36.3% agreed and another 36.3% strongly agreed, 16.7% were neutral, 10.8% disagreed and none strongly disagreed. The results indicate that Generation Y employees at UAP were motivated by an organizational culture that valued people as a part of its success. The results are as provided in Figure 4.16.

![Figure 4.16 Organizational Culture](image)
4.6.6 Supportive Supervisors
The respondents were asked whether the organization had supportive supervisors that facilitated Generation Y’s commitment. From the analysis, 38.2% agreed, 25.5% strongly disagreed, 21.6% were neutral, 14.7% strongly agreed and none disagreed. These results indicate that UAP had supportive supervisors that facilitated Generation Y’s commitment. The results are as provided in Table 4.14.

Table 4.14 Supportive Supervisors

<table>
<thead>
<tr>
<th>Supportive Employers</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>15</td>
<td>14.7</td>
</tr>
<tr>
<td>Agree</td>
<td>39</td>
<td>38.2</td>
</tr>
<tr>
<td>Neutral</td>
<td>22</td>
<td>21.6</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>26</td>
<td>25.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.6.7 Vacation and Travel Incentives
The respondents were asked whether the organization had vacation and travel incentives that facilitated Generation Y’s commitment. From the analysis 36.3% strongly disagreed, another 36.3% were neutral, 27.5% disagreed and none agreed or strongly agreed. The results indicate that UAP did not have vacation and travel incentives that facilitated Generation Y’s commitment. The results are as provided in Figure 4.17.

Figure 4.17 Vacation and Travel Incentives
4.6.8 Retirement and Health Care Benefits
The respondents were asked whether the organization had great retirement and health care benefits that motivated Generation Y’s commitment. From the analysis, 36.3% agreed, 21.6% disagreed, 16.7% were neutral, 14.7% strongly disagreed and 10.8% strongly agreed. The results indicate that UAP had great retirement and health care benefits that motivated Generation Y’s commitment. The results are as provided in Table 4.15.

Table 4.15 Retirement and Health Care Benefits

<table>
<thead>
<tr>
<th>Retirement and Health Care Benefits</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>11</td>
<td>10.8</td>
</tr>
<tr>
<td>Agree</td>
<td>37</td>
<td>36.3</td>
</tr>
<tr>
<td>Neutral</td>
<td>17</td>
<td>16.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>22</td>
<td>21.6</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>15</td>
<td>14.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.6.9 Health Care Benefits for Families
The respondents were asked whether the organization had great health care benefits for Generation Y employees’ families that motivate their commitment. From the analysis, 47.1% agreed, 27.5% were neutral, 25.5% strongly agreed and none disagreed or strongly disagreed. The results indicate that UAP had great health care benefits for Generation Y employees’ families that motivate their commitment. The results are as provided in Figure 4.18.

Figure 4.18 Family Health Care Benefit
4.6.10 Compensation Package and Generation Y Employees’ Retention

The study sought to examine the impact of compensation package factors on the retention of Generation Y employees at UAP Insurance. The strength of each factor was tested using the mean and the response variations was tested using the standard deviation. The results are as provided in Table 4.16.

Table 4.16 Impact of Compensation Package Factors

<table>
<thead>
<tr>
<th>Factors</th>
<th>Mean</th>
<th>STD. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with the compensation package</td>
<td>2.55</td>
<td>1.149</td>
</tr>
<tr>
<td>Motivation by the job security in the organization</td>
<td>2.91</td>
<td>1.203</td>
</tr>
<tr>
<td>Use of bonus and merit payments for rewards</td>
<td>4.32</td>
<td>0.470</td>
</tr>
<tr>
<td>Motivation by the job autonomy and performance recognition</td>
<td>4.05</td>
<td>0.776</td>
</tr>
<tr>
<td>Motivation by the organizational culture of valuing people</td>
<td>3.98</td>
<td>0.985</td>
</tr>
<tr>
<td>Availability of supportive supervisors</td>
<td>3.17</td>
<td>1.408</td>
</tr>
<tr>
<td>Availability of vacation and travel incentives</td>
<td>2.00</td>
<td>0.856</td>
</tr>
<tr>
<td>Availability of great employee retirement and health care benefits</td>
<td>3.07</td>
<td>1.269</td>
</tr>
<tr>
<td>Availability of great family health care benefits</td>
<td>3.98</td>
<td>0.731</td>
</tr>
</tbody>
</table>

The findings show that use of bonus and merit payments for rewards had the highest mean of 4.32 and a standard deviation of 0.470. This was followed by motivation by the job autonomy and performance recognition with a mean of 4.05 and a standard deviation of 0.776. This was followed by motivation by the organizational culture of valuing people and availability of great family health care benefits which both had a mean of 3.98 and standard deviations of 0.985 and 0.731 respectively. This was followed by availability of supportive supervisors with a mean of 3.17 and a standard deviation of 1.408. This was followed by availability of great employee retirement and health care benefits with a mean of 3.07 and a standard deviation of 1.269. This was followed by motivation by the job security in the organization with a mean of 2.91 and a standard deviation of 1.203. This was followed by satisfaction with the compensation package with a mean of 2.55 and a standard deviation of 1.149. This was followed by availability of vacation and travel incentives with a mean of 2.00 and a standard deviation of 0.856.
4.6.11 Compensation Packages and Generation Y Retention Test

The Pearson correlation test was conducted for compensation package factors against the retention of Generation Y employees. A value of $p<0.05$ was considered to be statistically significant. The results are as provided in Table 4.17.

Table 4.17 Pearson Correlation Test for Compensation Package Factors

<table>
<thead>
<tr>
<th>Factors</th>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with the compensation package</td>
<td>.244*</td>
</tr>
<tr>
<td></td>
<td>.014</td>
</tr>
<tr>
<td>Motivation by the job security in the organization</td>
<td>.759**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Use of bonus and merit payments for rewards</td>
<td>-.131</td>
</tr>
<tr>
<td></td>
<td>191</td>
</tr>
<tr>
<td>Motivation by the job autonomy and performance recognition</td>
<td>-.042</td>
</tr>
<tr>
<td></td>
<td>.178</td>
</tr>
<tr>
<td>Motivation by the organizational culture of valuing people</td>
<td>.062</td>
</tr>
<tr>
<td></td>
<td>.535</td>
</tr>
<tr>
<td>Availability of supportive supervisors</td>
<td>.855**</td>
</tr>
<tr>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Availability of vacation and travel incentives</td>
<td>.302**</td>
</tr>
<tr>
<td></td>
<td>.002</td>
</tr>
<tr>
<td>Availability of great employee retirement and health care benefits</td>
<td>.280**</td>
</tr>
<tr>
<td></td>
<td>.004</td>
</tr>
<tr>
<td>Availability of great family health care benefits</td>
<td>-.211*</td>
</tr>
<tr>
<td></td>
<td>.033</td>
</tr>
</tbody>
</table>

** Correlation is Significant at the 0.01 Level (2-tailed)

* Correlation is Significant at the 0.05 Level (2-tailed)

The findings show that availability of supportive supervisors had the highest correlation with retention of Generation Y employees ($r=0.855, p<0.01$). This was followed by motivation by the job security in the organization ($r=0.759, p<0.01$). This was followed by availability of vacation and travel incentives ($r=0.302, p<0.01$). This was followed by
availability of great employee retirement and health care benefits (r=0.280, p<0.01). This was followed up by satisfaction with the compensation package (r=0.244, p<0.05). This was followed by availability of great family health care benefits (r= -0.211, p<0.05).

4.7 Chapter Summary
The chapter has presented the study results and findings in the form of tables and figures. It has shown results for respondents on career development and growth factors, flexible working arrangement factors and compensation package factors and their influence on retention of Generation Y employees. The next chapter provides the summary, discussion, conclusion and recommendations of the study.
CHAPTER FIVE
5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter looks at the chapter summary, discussion of findings, conclusions and gives recommendations for improvement and further studies. All these are provided as guided by the study questions.

5.2 Summary
The purpose of this study was to examine the human resource management strategies that influence the retention of Generation Y employees, at UAP Insurance Company Limited. The study was guided by the following research questions: To what extent does career development and growth affect the retention of Generation Y employees in UAP? To what extent does the flexible work arrangement influence the retention of Generation Y employees in UAP? And, to what extent does the compensation package impact the retention of Generation Y employees in UAP?

The research design adopted for the study was descriptive and more specifically a survey approach. The population of this study consisted of the Generation Y employees working for UAP Insurance Company Limited who were 243 in total. Stratified random sampling technique was used to determine the sample size. The sample size for the study was 130 respondents. Data collection was done through the use of questionnaires. Data analysis was done using Statistical Package for the Social Sciences (SPSS) version 21. Pearson’s product-moment correlation coefficient was used to establish the relationship between independent and the dependent variables.

From the study findings, it was revealed that various factors affected Generation Y employees’ retention in the organization and they included: opportunity for career development and growth, career guidance, availability trained professionals and mentors, and availability of career focused elements. The from the study, it was shown that the organization was able to retain its Generation Y employees since it had managed to provide most of the needs of the Generation Y employees in the organization managed their careers with the aim of finding an optimal, rather than a perfect, fit between their needs and those of the organization, leading to a harmonized work environment.
The study also showed that job sharing, remote working, technology and compressed work weeks motivated Generation Y employees to stay with an organization. From the study, the organization provided most of these flexible work factors and used them to retain their Generation Y employees. However, the organization did not provide Generation Y employees with a satisfactory work schedule, that is a leeway to adjust their work reporting time and neither had it provided them with a compressed work schedules that they could use. This had demotivated the Generation Y employees, but many were still committed to the organization.

The study also showed that Generation Y employees at UAP enjoyed their job security, the use of bonus and merit payments for rewards, their job autonomy, the organizational culture of valuing people, and availability of supportive employers as well as provision of great retirement and health care benefits for them and their families. This had motivated them to remain with the organization, even though the company had not provided them with a satisfactory compensation package and a provision of vacation and travel incentives. These however, had not deterred the Generation Y’s commitment.

5.3 Discussion
5.3.1 Career Development and Growth and Retention of Generation Y Employees
The study showed that opportunity for career development and growth affected generation Y intention to stay in the organization, these results do not differ with Prince (2005) who states that, companies need talented employees to maintain a competitive advantage and therefore they need to note from the time of hiring that employees want career growth opportunities to develop and rise in their career ladder and these plans include advancement, internal promotion and accurate career previews.

The study showed that Generation Y employees’ decision to stay in the organization was affected by the guidance they received to help them manage their varied career choices. According to Gichinga (2011), career counseling refers to a series of actions received that offer insights, guidance and support to help a person understand and manage their varied career choices, Ombayo, Otuya and Shiamwama (2013) found in their study, that, career
counseling was found to improve productivity in that it enables the employees to cope with the challenges of employment.

The study revealed that Generation Y retention was affected by availability of trained professionals provided by the organization to give them guidance in developing their careers. These results are in agreement with Armstrong’s (2006) study that which refers to mentoring as the process of using specially selected and trained individuals to provide guidance, pragmatic advice and continuing support and this helps the person or persons allocated to them to learn and develop.

The study revealed that Generation Y employees’ retention in the organization was influenced by availability of mentorship programs aimed at promoting both their professional and personal growth. These results are similar to the study carried out by Beckett (2010) that states that, the goal of mentorship in companies includes promotion of professional and personal growth among participants, and this helps to attract, motivate, develop, and retain profitable talent while increasing productivity.

The study also showed that, Generation Y employees in the organization were attracted to career focused elements. These results are similar to the study conducted by the career management institute is the USA that showed that career focused elements such as developing new skills, challenge, and good career prospects were the dominant attractions for Generation Y employees when joining an organization.

The study indicated that, Generation Y employees managed their careers with the aim of finding an optimal, rather than a perfect, fit between their needs and those of the organization. The results are similar to those carried out by Oracle (2012) that indicates career management being done with the aim of finding an optimal, rather than a perfect, fit between the organization’s and the individual’s perspective. It further states that, this is not the ideal solution for either party, but a solution which is satisfactory for both parties.

The study showed that Generation Y employees looked for opportunities and career growth within the organization as a motivation to stay. The results of this study are similar to those of Hassan et al. (2013) who found that, employees want opportunities and
career growth within the organization this is because career development opportunities and training have a direct effect on employee retention. Ford (2014) also notes that there are studies showing that, employee development, need not be tied to one specific job, rather, it is demand driven by the overarching organizational strategy and objectives.

5.3.2 Flexible Working Arrangements and Retention of Generation Y Employees
The study showed that Generation Y employees were not satisfied with the work schedules they had been provided with. This results concur with Eisner’s (2005) study that indicates that, the unorthodox nature of the Generation Y employee means that they thrive in less structured environments.

The study revealed that Generation Y employees were encouraged by work situations where two employees share the responsibilities and benefits of a single full-time position. These results are similar to Weinreb (2014) who describes job sharing as a situation in which two employees share the responsibilities and benefits of a single full-time position. And thus, two people work in a symbiotic relationship to deliver the outputs and responsibilities of what was traditionally one role.

The study showed that job sharing in the organization boosted the retention of generation Y employees as a solution for employees who were juggling between family and their careers. These results concur with Kane (1998) study that indicates that job sharing has been shown to be successful for employees who want to balance work and life in a more structured manner.

The study revealed that Generation Y employees liked to practice remote working in the work place. These results concur with Bailey and Kurland (2002) who state that, remote work refers to a situation whereby an employee or member of staff carries out their work from a location other than the traditional office.

The study revealed that technology had helped Generation Y employees to unleash their productivity potential, a result that concurs with Henderson and Collins (2015) whose study noted that, technology had helped remote workers unleash their productivity
potential, because of their ability to connect to anything from anywhere at any time, and they had the flexibility to control their schedules.

The study showed that Generation Y employees in the organization had not been given a leeway to adjust their reporting time. This study differs from Leslie et al. (2012) who notes that, flexible work schedule refers to working arrangements where employees are given the leeway to adjust their arrival and departure time, meaning that employees can select a set time for either a day, week or month depending on the organization.

The study showed that UAP did not have compressed work schedules that Generation Y employees could choose from. These results also differ with Glass and Sedlovskaya (2013) who state that, the compressed work week program can be for individual workers or can be an organization-wide policy and that, the use and administration of these compressed work week programs depend on the business management and individual workers.

5.3.3 Compensation Package and Retention of Generation Y Employees

These results of the study showed that Generation Y employees were not satisfied with the compensation package offered in the organization. Armstrong (2006) who notes that, compensation package, or, rewards are an expression of how the organization values its people and the value they bring to the organization, and also conveys the right message about what is important in terms of behaviors and outcomes.

The results of the study indicated that the job security at UAP gave Generation Y employees the motivation to stay with the organization. The results concur with Ryne et al. (2004) who states that apart from monetary rewards, other important motivators for Generation Y employees may include job security, the intrinsic satisfaction in the job itself, recognition that they are doing their job well, and suitable training to enable them to develop potential.

The results of the study indicated that UAP Insurance used bonus and merit payments to reward Generation Y employees for their great performance based on their assessment and / or appraisal. The results of this study concur with Heneman and Werner (2005) who
state that, bonus and merit pay are additions to basic pay and are usually based on the general assessment of the employees’ contributions to performance as per set objectives.

The results of the study indicated that Generation Y employees were motivated by their autonomy and performance recognition at UAP. The results concur with Armstrong (2006) who states that non-financial rewards as those rewards that do not involve any direct payments and often arise from the work itself like autonomy and recognition, as well as scope to use and develop skills, training and career development opportunities.

The results of the study indicated that Generation Y employees at UAP were motivated by an organizational culture that valued people as a part of its success. The results concur with Stoddart and Surrette (2009) who assert that in an organization there are certain best practices that an organization must adopt to be the employer of choice, and recommend for a company to develop a good organizational culture that truly values people as a part of their success.

These results of the study indicate that UAP had supportive employers that facilitated Generation Y’s commitment. These results concur with Ajmal et al. (2015) study in Pakistan that showed that the supportive nature of employers had more committed employees because of social recognition given to them.

The results of the study indicated that UAP did not have/provide vacation and travel incentives that facilitated Generation Y’s commitment. The results of the study differed with the survey carried by Commuter Choice in the US that revealed that, up to 58% of the respondents preferred vacation and travel incentives, as opposed to cash or merchandise awards to cash or merchandise awards, making the travel awards one of the most powerful methods of attracting business, retaining profitable clientele, increasing profits, enhancing product awareness and improving employee productivity giving the companies a competitive edge.

The results of the study indicated that UAP had great retirement and health care benefits for employees and their families that motivated Generation Y’s commitment. These results concurred with Pappas (2008) study that notes that, provision of health insurance,
life insurance and a retirement-savings plan are essential in retaining employees and according to the best incentives are those that provide employees with a future benefit, encouraging them to stay with the company to realize a later reward and the mentioned fall in this category.

5.4 Conclusions

5.4.1 Career Development and Growth of Generation Y Employees
From the study findings, it can be concluded that various factors affect Generation Y employees; retention in an organization and this include: opportunity for career development and growth, career guidance, availability trained professionals and mentors, and availability of career focused elements. The from the study, it can be concluded that the organization was able to retain its Generation Y employees since it managed to provide most of the needs of the Generation Y employees in the organization managed their careers with the aim of finding an optimal, rather than a perfect, fit between their needs and those of the organization, leading to a harmonized work environment.

5.4.2 Flexible Working Arrangements and Retention of Generation Y Employees
The study also concludes that job sharing, remote working, technology and compressed work weeks motivated Generation Y employees to stay with an organization. From the study, the organization provided most of these flexible work factors and used them to retain their Generation Y employees. However, the organization did not provide Generation Y employees with a satisfactory work schedule, a leeway to adjust their work reporting time and neither had it provided them with a compressed work schedules that they could use. This had demotivated the Generation Y employees, but were still committed to the organization.

5.4.3 Compensation Package and Retention of Generation Y Employees
The study concludes that Generation Y employees at UAP enjoyed their job security, the use of bonus and merit payments for rewards, their job autonomy, the organizational culture of valuing people, and availability of supportive employers as well as provision of great retirement and health care benefits for them and their families. This had motivated them to remain with the organization, even though the company had not provided them
with a satisfactory compensation package and a provision of vacation and travel incentives. These however, had not deterred the Generation Y’s commitment.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Career Development and Growth of Generation Y Employees

The study recommends that UAP examines and creates new ladders that would guide its Generation Y employees through a steady progression in the organization to facilitate their retention with the organization. The study also recommends the organization to determine individual Generation Y employee needs, examine the difference between projected necessary skills and current skills, meet with employees to discuss career goals and determine what additional capabilities are required for career progression and provide these through workplace approaches (formal on-the-job training, mentoring, developmental assignments) or through technology-based approaches (computer-based training or distance learning) to motivate their retention.

5.5.1.2 Flexible Working Arrangements and Retention of Generation Y Employees

Work-life balance is one of the most significant drivers of employee retention among Generation Y employees. This tech-savvy generation is essentially able to work anytime from anywhere with an Internet connection. The study therefore recommends the organization to create flexi-hours that its employees may select and use in order to remain motivated and perform their duties efficiently. The study also recommends the organization to encourage discussion of flexible working practices at team meetings, management meetings and informal networks, as well as provide training and support to line managers to help them with the challenge of building and managing successful flexible and/or remote teams and finally, hold workshops to look at career development and work/life balance issues for flexible workers.

5.5.1.3 Compensation Package and Retention of Generation Y Employees

The study recommends the organization to create vacation and travel plans for its employees as incentives for performance. To minimize costs, management can cost share the travel expenses with its employees. The study also recommends the study to award increases based on performance by rewarding top performers with a higher-than-average
increase, and giving bottom performers a lower-than-average or no increase at all. The study also recommends that the organization males use of a compensation consultant who will partner with the organization to develop a strategy for paying employees competitively and fairly to facilitate their strategies of retaining their Generation Y employees and preventing turnover costs.

5.5.2 Recommendations for Further Studies
This study has examined the human resource strategies for the retention of the Generation Y employees aged between 25-40 years, with a key focus on UAP Insurance Company Limited. The results therefore narrow down to the organization and industry, therefore, the study recommends that further studies that highlight other factors be carried out and similar studies be carried out on other companies in various industries, so as to understand retention factors that affect the Generation Y broadly and comprehensively.
REFERENCES


Weinreb, E. (2014). *How job-sharing may be the secret to work-life balance.* Forbes.


Re: Request for Your Participation in My Academic Research Project

I am the above student currently pursuing a course towards conferment of Master of Business Administration (MBA) from United States International University. In partial fulfilment of the requirements of the award of the degree, I am conducting a research project to determine the strategies which can influence the retention of Y-Generation’s at workplace UAP Insurance Company Limited. Your (full time employees) have been randomly selected to participate in this study. Participation is voluntary and I will spare a few minutes of your time to fill in the blanks of the attached list of questions to the best of your knowledge. Kindly complete all sections of the questionnaire to enable me to complete the study. Please note that the information you provide will be treated as confidential, and will only be used for purpose of this research. The findings of this study will inform the UAP Insurance Company Limited management to facilitate on decision making towards the Y-Generation’s perception on work and well-being. The final report will be shared with all stakeholders, with priority given to participants full time employees. The response is targeted from senior managers who are involved in leadership, strategy and governance, and research and development practitioner within the organization.

Your participation in this study will be highly appreciated.

Yours Sincerely,

Phoebe Wangu Mburu
APPENDIX II: QUESTIONNAIRE

Section A: Respondent’s Details
1. Gender
Male ☐ Female ☐

2. Select your age bracket
25-30 Years ☐ 31-35 Years ☐ 36-40 Years ☐

3. Kindly select your employment status
Probation Staff ☐ Permanent Staff ☐

4. Year of Employment with the organization
0-2 Years ☐ 3-4 Years ☐ 5-6 Years ☐ 7-8 Years ☐ 9 Years and above ☐

5. Are you happy and satisfied working for the organization?
Yes ☐ No ☐

6. Are you intending to leave the organization within the next 3 years?
Not sure ☐ Moderate ☐ Sure ☐ Very Sure ☐

Section B: Career Development and Growth of Generation Y Employees
7. On a scale of 1 to 5, where 1=strongly disagree; 2=disagree; 3=neutral; 4=agree; and 5=strongly agree, kindly indicate your level of agreement with the following statement that are related to career development and growth of Generation Y employees in UAP which would help employers to retain them in their work place for a long period of time.

<table>
<thead>
<tr>
<th>Career Development and Growth of Generation Y Employees</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I believe that opportunity for career development and growth affects generation Y intention to stay in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Generation Y employees decision to stay in the organization is</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
affected by the guidance to help them manage their varied career choices

3. Generation Y retention is affected by the trained professionals to whom the organization provides to give guidance, to develop their careers

4. Generation Y employee retention in the organization is influenced by mentorship programs aimed at promoting both professional and personal growth of employees

5. Generation Y employees in the organization are attracted to career focused elements such as new skill development and good career prospects

6. Generation Y employees manage their careers with the aims of finding an optimal, rather than a perfect, fit between the organization and their individual perspective

7. Generation Y employees look opportunities and career growth within the organization in order to stay

Section C: Flexible Working Arrangements and Retention of Generation Y Employees

8. On a scale of 1 to 5, where 1=strongly disagree; 2=disagree; 3=neutral; 4=agree; and 5=strongly agree, kindly indicate your level of agreement with the following statement that are related to flexible working arrangement and retention of Generation Y employees in UAP which would help employers to retain them in their work place for a long period of time.

<table>
<thead>
<tr>
<th>Flexible Working Arrangements and Retention of Generation Y Employees</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Generation Y employees are satisfied with the work schedules provided in the organization</td>
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<tr>
<td>2. Generation Y employees are encouraged by work situations where two employees share the responsibilities and benefits of a single full-time position</td>
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<tr>
<td>3. Job sharing in the organization boosts the retention of generation</td>
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</tbody>
</table>
Y employees as a solution for employees juggling between family and their career

4. Generation Y employees like to practice remote working whereby employees carry out their work from a location other than the traditional office

5. Technology has helped Generation Y employees to unleash their productivity potential

6. Generation Y employees in the organization have been given a leeway to adjust their arrival and departure time from work

7. The organization has compressed work schedules that generation Y employees have the freedom of choosing

**Section D: Compensation Package and Retention of Generation Y Employees**

9. On a scale of 1 to 5, where 1=strongly disagree; 2=disagree; 3=neutral; 4=agree; and 5=strongly agree, kindly indicate your level of agreement with the following statement that are related to compensation package and retention of Generation Y employees in UAP which would help employers to retain them in their work place for a long period of time.

<table>
<thead>
<tr>
<th>Compensation Package and Retention of Generation Y Employees</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>1. Generation Y employees, are satisfied with the compensation package in the organization</td>
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<td>2. The job security in the organization gives Generation Y employees the motivation to stay with the organization</td>
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<td>3. The organization uses bonus and merit payments to reward Generation Y employees for a great performance that is based on their assessment or appraisal</td>
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<td>4. Generation Y employees are motivated by their autonomy and performance recognition</td>
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<td>5. Generation Y employees are motivated by an organizational culture that truly values people as a part of its success</td>
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<td>6. The organization has supportive employers that facilitate</td>
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<tr>
<td>Generation Y’s commitment</td>
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<tr>
<td>7. The organization has vacation and travel incentives that facilitate Generation Y’s commitment</td>
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<tr>
<td>8. The organization has great retirement and health care benefits that motivate Generation Y’s commitment</td>
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<tr>
<td>9. The organization has great health care benefits for Generation Y employees and their families that motivate their commitment</td>
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</tbody>
</table>

THANK YOU