TALENT MANAGEMENT STRATEGIES IN THE RETENTION OF MILLENNIALS & GENERATION Z

BY

SALOME WATIRI MUKUNA

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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

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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 in Nairobi for academic credit.

Signed: ________________________  Date: ________________________

Salome. Mukuna, (ID 2240636)

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

Signed: ________________________  Date: ________________________

Dr. Paul Katuse

Signed: ________________________  Date: ________________________

Dean, Chandaria School of Business
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ABSTRACT

The study focused on interrogating the relationship between talent management strategies and retention of generation Y and generation Z taking a case study of Britam Insurance Company. Specifically, the study focused on the influence of staff development, job rotation and workplace quality on retention of generation Y and generation Z in Britam.

The methodology adopted was a descriptive research design. The target population was 53 Britam Group employees between the age of 21 and 35 years. The employees were categorized as Generation Y (25-35 years) and Generation Z (21-24 years) who are 53 in total. A census was conducted on this entire group hence the sample size was 53. The study adopted proportional stratified sampling to determine the sample size. The data collection tool was a structured questionnaire which collected primary data that was quantitative in nature. The data was collected through Likert scale questionnaires and analyzed using Statistical Package for Social Sciences version 24. Both descriptive statistics such as frequency, percentage and mean and inferential statistics such as correlation and regression analysis were adopted by the study. The findings were presented through figures and tables to aide interpretation.

On the first objective of the study, correlation findings indicated that staff development has a positive and significant influence on retention of generation Y and generation Z in Britam ($r = .730$, $\text{Sig} = .000 < .05$). Regression results confirmed this and indicated that staff development has a positive and significant influence on retention of generation Y and generation Z in Britam ($B = .611$, $\text{Sig} = .000 < .05$). The findings imply that an increase in staff development at Britam would lead to an increase in retention of generation Y and generation Z in the company significantly.

On the second objective of the study, correlation results indicated that job rotation strategies have a positive and significant influence on retention of generation Y and generation Z in Britam ($r = .698$, $\text{Sig} = .000 < .05$). The regression results similarly showed that job rotation has a positive and significant influence on retention of generation Y and generation Z in Britam ($B = .589$, $\text{Sig} = .000 < .05$). The findings imply that an increase in job rotation at
Britam would lead to an increase in retention of generation Y and generation Z in the company significantly.

Regarding the third objective of the study, correlation results established that workplace quality similarly has a positive and significant influence on retention of generation Y and generation Z in Britam \( (r = .725, \text{Sig} = .000 < .05) \). The regression results established that workplace quality has a positive and significant influence on retention of generation Y and generation Z in Britam \( (B = .621, \text{Sig} = .000 < .05) \). The findings imply that an increase in workplace quality at Britam would lead to an increase in retention of generation Y and generation Z in the company significantly.

The findings led the study to conclude that when an organization has a staff development policy which supports employee training, seminars and workshops, onboarding practices, employee coaching programs and mentorship programs sponsored by the company, then the likelihood of retaining its generation Y and generation Z is high.

The study also concludes that availability of job rotation strategies in an organization involving implementation of job rotation programme to eliminate employee’s fatigue as a result of boring assignments, using job rotation to increase employee morale to improve output, enhance the employee’s social interaction skills and managing in-group favoritism would lead to a significant increase in retention of its generation Y and generation Z is high.

Another conclusion is that when a company has a policy for improving the work place quality through supporting the junior employees, building the company’s corporate philosophy on a quality work environment, having a work policy that emphasizes on equality to enhance diversity, having policies to provide employees with opportunities for professional development and providing employees with career advancement opportunities, the chances that its retention of generation Y and generation Z will improve are high.

Based on the findings that staff development has a positive and significant influence on retention of generation Y and generation Z in organizations, the study recommends that those organizations that seeks to attract and retain more of the generation Y and generation Z should improve their staff development policies. The organizations can among other strategies, have a staff development policy which supports employee training, organize
seminars and workshops, having clear onboarding practices as well as develop employee coaching programs and mentorship programs sponsored by the company.

Since the study found out that job rotation has a positive and significant influence on retention of generation Y and generation Z in organizations, it recommends that the HRM departments of organizations seeking to retain generation Y and generation Z to implement job rotation practices aimed towards eliminating employee’s fatigue as a result of boring assignments, increasing employee morale to improve output, enhancing employee’s social interaction skills and managing in-group favoritism.

Another recommendation based on the findings that workplace quality has a positive and significant influence on retention of generation Y and generation Z in organizations is a need to improve the workplace environment in order to enhance retention of generation Y and generation Z. Some of the activities to be adopted to improve the workplace quality is having a policy that supports the junior employees, emphasizes on equality to enhance diversity, provides employees with opportunities for professional development and providing employees with career advancement opportunities.
ACKNOWLEDGEMENT

I would like to acknowledge my supervisor Professor Katuse for his guidance on development of this project.
DEDICATION

I dedicate this research project to my friends and family for their support.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Individuals in an organization form its vital resource and must be valued, nurtured and retained. Employees are the most valuable assets and truly the backbone of an organization. Every employee in his/her own way contributes towards the success or failure of an organization. Without employees in an organization, even the most powerful machinery with the latest technology would not function (MSG Experts, 2017).

Retaining talented employees is a critical management issue in the both private and public companies (Walsh & Taylor, 2007). Research show that the average cost associated with turnover is approximately 1.5 times that of the employee’s salary (Yang et al., 2012). This high rate of turnover is a vexing problem for organizations not only because it impacts employee morale and productivity, but also because it causes indirect reductions of revenue and profitability (Hinkin & Tracey, 2010).

Poor morale and productivity can reduce profitability even if the employee remains with the organization - only 50 percent of employees are engaged in their organization at a level necessary to complete their work (Saks, 2006). Recently, employee engagement has taken a central role in discussions on organizational efficacy. This is due in part to its touted impact on employee outcomes, describing a deeper level of involvement, passion and enthusiasm for work than other similar constructs such as organizational commitment and job satisfaction. In addition, employees form a key component of any organization. The employees are critical to the viability and the competitiveness of the organization. Literature support the notion that engaged employees positively impact on their organization’s performance and sustainability (Towers Perrin-ISR, 2006). Talent retention is becoming more essential as an organization’s human capital increasingly becomes the key source of competitive advantage (Halawi et al., 2005 ; Pfeffer, 2005).
Thus, HRM practices are a method of organizational communication and if an organization communicates to employees that they are important, they reciprocate with attitudes and behaviors that are also important to that organization (Katou and Budhwar, 2007). In fact, employees reciprocate by enhancing their positive attitudes towards the organization when they perceive favorable treatment from their employer, namely, a sense that the organization answers their needs and pays attention to their goals (Chambel & Farina, 2015).

Organizational commitment – in particular, affective commitment – is considered to be an important determinant of dedication and loyalty and a strong desire to remain in the organization (Allen & Meyer, 1990). When employees perceive that the organization invests in them, they will respond with a higher affective commitment to the organization and a lower intention to leave the organization voluntarily (Budhwar, 2014). One strategy to increase employees’ productivity and reduce their intention to leave the organization is to increase their level of engagement (i.e. facilitate the employees’ full capacity and potential) (Leiter & Bakker, 2010). Employees that are disengaged or less than fully engaged create a performance gap that costs U.S. businesses $300 billion a year in lost productivity (Saks, 2006).

In the early literature, Viteles (1950) proposed the first-generation job design theory focusing on individuals. His main objective was to adopt the methods of job rotation and job enlargement to resolve issues related to the reduction of employee morale and productivity due to job monotony and boredom from job specialization. Moreover, Walker and Guest (1952) opined that, if an employee's job characteristics are mechanical, repetitious, requiring minimal working techniques and devoid of the right to choose his/her working methods, the employee will consider his/her job monotonous and boring, thereby causing diminishing morale and output.

There are three generations active in the work force today that include Baby Boomers (born before 1950), Generation X (born between 1950s and 1980s) and Generation Y (born in the late 1980s to 2000). These generations show different attitudes towards work. There is therefore a need to refocus on the ways in which a workplace can be reshaped to
accommodate these categories which were born in the yahoo era where they can’t do without social media. Statistics reveal that every year since the year 2016, close to ten thousand baby boomers retire daily across the world.

The millennial generation—those born between 1980 and 1994 is the largest generational segment of the US population, with 2.5 billion members, outnumbering baby boomers; they now outnumber older generations in the workforce (Weinbaum, Girven & Oberholtzer 2016). Generation Y constitutes youths who have a different attitude towards work from the older generations. They do not like to work as hard as their parents but desire to enjoy good life. They do not live to work; they work to live (Barr, 2007). Generation Y attitudes towards work, doesn’t mesh with the traditional, or the “9 to 5” schedule of work. It does not place much emphasis on how and when the work gets done, just that it gets done (Alch, 2000).

In most parts of the world its upbringing was marked by an increase in a neoliberal approach to politics and economics (Barr, 2007). Teenagers and young adults – the so-called Generation Y have watched with horror as their parents worked up-to odd hours in their scramble for money and status. Their negotiations are not much about salaries but flexible working schedule, time to travel and a better work-life balance, a demand which employers must meet (Broad Bridge, 2007).

Hiring new young talents who are just out of college is a process that is challenging some already established practices of management which is changing today’s corporate culture. There is a common response from global human resources departments in dealing with generation Y in that it is not unusual to hear the three “Ds” in their descriptions of this generation: difficult, demanding, and direct. It must be understood that, there are real issues that companies are now facing globally in trying to deal with this generation. In an attempt to discern why this group appears to be difficult, it has been concluded that Generation Y has a very different world view than preceding generations, a fact that cannot be overlooked (Barr, 2007).
As soon as the employers figured out how to handle the millennials, another generation Z cropped in with its share of challenges. This group is always with a technical knowhow which can bring a lot of changes to the way business is being conducted. Employing the so called generation Y is one of the great challenges that managers are facing in the twenty first century. This generation is completely different from other generations as far as work attitude and other social and economic behaviors are concerned. All over the world the workforce is dominated by the younger generation or the so called Y generation. Statistics from developed world indicated that this generation is not as populous as in the developing world. Kenya has a population of about forty million people out of which thirty million or two thirds constitute the young people (2009 Census). The work place is dominated by this group of people unlike in the developed world where older people dominate the work place (Brack & Kelly, 2012).

There has been empirical evidence that the ambitions and goals of the Gen Z don’t go hand in hand with that of millennials. While the millennials mainly focus to be financially stable, the other group only focus on working in their dream job as statistics from 32 percent of the interviewed Gen Z suggest. As a result, they hold a key to how business can be shaped and conducted. The most tech competent of any generation, members of Gen Z are able to pick up on developments quicker than other employees. Gen Z are natural entrepreneurs, with 72% wanting to start their own business and hire people. Described as the “always on” generation, Gen Z are able to multi-task unlike any other generation using up to 5 screens at once (Broadbridge, 2007).

According to get smarter site on career advice, there are weaknesses in these generations that we need to also be aware of; Gen Z are regarded as more cynical than their predecessors, favoring a realistic outlook over the idealism of Gen Y. Statistics reveal low retention rate and loyalty by this group and close to 25 percent of them don’t go beyond he first anniversary on their job. This generation can’t figure out the era before technology came and hence they are over reliant on technology. This category was raised in technology and they are not just tech savvy, but tech innate. 83 percent believe that 3 years or less is an
appropriate amount of time to spend at a first job before moving on (Myers & Sadaghiani, 2010).

Compared to the millennials, generation Z demand a flexible work environment which takes care of their work life demands. Most of this category wants to spend time in an environment which is communication-conducive. Most of this group are interested in achieving their personal growth and prefer to focus on training. They also prefer to be given an extra day in a different department in order to learn (Brack & Kelly, 2012).

While Millennials (also known as Generation Y) have sought work with a purpose, Gen Zers, driven by the fear of experiencing another recession, place a premium on a stable paycheck and a secure job. Shaped also by the #MeToo era, these upcoming workers expect authenticity and transparency from management. And where Millennials eschew linear advancement in favor of their own path of development, this new generation seems eager to pursue an upward route. These and many other distinctions raise key questions for your workplace. The culture you create, the tools (read: tech) you provide, and the general environment you establish can go a long way in attracting the best of young workers. If you want to be well-prepared for the new wave, consider three critical Gen Z traits and how they can help your company evolves (Moseti, 2016).

Demographic surveys place Kenya at an average population age of 19 years old. This practically makes the country a teenager. This also means that Millennials make up the largest percentage of the population in Kenya. Take a look at most organizations, and you will find that they make up majority of the work force. However, the people who call the shots in these corporates, those in mid and senior management, are the Baby Boomers and Generation X, most of whom find the Millennials an enigma, difficult to understand and manage. It is no wonder then that most companies record high turnover amongst this group (Bannon, Ford & Meltzer, 2011).
The Kenyan work space has changed drastically over the years as convention tries to keep up with modernity, digital transformation and changing attitudes in the work place. Enter the Millennials, those in their twenties and early thirties, all impatiently fighting for a piece, a big one, of the corporate pie as the baby boomers and generation X purse their lips in disapproval, wondering what the hurry is for (Moseti, 2016). A United Nations Department of Economic and Social Affairs (UN Desa) analysis report, ‘World Population Prospects 2017’, shows that people born after Year 2000, commonly referred to as Generation Z, will next year constitute 32 per cent of the world’s population, surpassing Millennials, or Generation Y, who will comprise 31.5 per cent (Maliba, 2018).

Kenya’s Generation Z have already surpassed Millennials as we are a child-rich nation, with slightly over half of the population under 18. Millennials, with their exceptionalism and self-centeredness, must contend with the fact that they are not only old but also a minority that ought to give way to Generation Z — a people who have never known a non-digital world, have a more global thinking, are less self-centered, are tech-savvy and entrepreneurial. Millennials are now the elders of this generation (Nyongesa, 2018). Policymakers, educators and the private sector had just cracked an understanding of the Millennials, and here we are, with the arrival of a different generation in a country now seemingly lost at sea. Millennials now have the singular task of leading the charge in shoudering the largest national debt any generation of Kenyans has ever serviced, defend civil liberties and revive the economy before Generation Z takes the baton of the republic (Maliba, 2018).

But as this is happening, the rest of the world is preparing for the Fourth Industrial Revolution (Industry 4.0); a technological revolution riding on Big Data, Internet of Things (IoT) and Artificial Intelligence (AI) that will fundamentally alter the way we live in a scope, scale and complexity never experienced by Mankind before. No one knows how that will unfold as yet but the response to this must be integrated and comprehensive involving polity, public, academia, private sector and civil society. And with Kenya at a crossroads, grappling with a present too complex, the future is bleak — unless Millennials show up for duty with diligence, determination and discipline (Mionki, 2016).
1.2 Statement of the Problem

One of the most important strategic dilemmas confronting top-performing companies is their capability to attract and retain Generation Y and most recently Generation Z that is now joining the workforce (Francisco & José, 2017). A 2015 study by the Education Advisory Board suggests that millennials will job hop up to 20 times in their career, about twice as many as their baby boomer counterparts. Forty-three percent of millennials envision leaving their jobs within two years; only 28 percent seek to stay beyond five years. The 15-point gap is up from seven points last year. Employed Gen Z respondents express even less loyalty, with 61 percent saying they would leave within two years if given the choice (Deloitte Millennial Survey, 2018).

Majority of the researches conducted focus on the reasons why the millennials leave the organization. However, there is no direction based on the findings on the key strategies which if implemented would lead to higher retention of millennials. One of the biggest mistakes employers make is incentivizing Millennials based on a traditional prioritization of the Three P’s. The top two reasons Millennials report quitting their jobs are 1) a lack of personal growth and 2) a feeling their company doesn’t benefit wider society; neither, you’ll notice, is related to prestige or paycheck (Deloitte Millennial Survey, 2018).

The role of Human Resource Management (HRM) is crucial in designing and implementing talent management strategies and practices that can attract, develop and retain talented graduates (Rigg, 2015; Turban, 2001). Research provides support for the argument that HRM practices have a direct influence on employees’ attitudes and behaviors, such as their affective commitment and intention to remain in an organization (Nishii et al., 2008; Paauwe & Boselie, 2005). This study sought to leverage on the reasons identified in the different studies to help identify which strategies organizations should focus on in retention of millennials and Generation Z.
1.3 Purpose of the Study

The purpose of the study was to assess the talent management strategies that affect retention of generation Y and generation Z in Britam.

1.4 Specific Objectives

The specific objectives of the study were as indicated below;

1.4.1. To determine the influence of staff development on retention of generation Y and generation Z.

1.4.2. To establish the influence of job rotation on retention of generation Y and generation Z.

1.4.3. To assess the influence of workplace quality on retention of generation Y and generation Z.

1.5 Significance of the Study

1.5.1 Britam Group

Britam can be able to use the results of the study by leveraging on the talent management strategy that will have the highest impact on the retention of Generation Y and Z. It can help the organization in reducing the attrition rates and ensuring we develop and implement a working environment that supports the different generations in the organization.

1.5.2 Academicians

The study is expected to help provide more insights on the two generations that have left many organizations trying to recruit and retain these generations. A lot of study has been done in the area of Millennials, but since the Generation Z are just joining the workplace, the research is expected to support in differentiating them and their needs from the Generation Y to avoid the error of classifying them as one generation and thereby using the same strategy in addressing them both.
1.5.3 HR professionals

The results of this study are expected to provide insights on the key retention strategies for Generation Y and Z that different organizations can implement, by analyzing their different needs from the two generations perspective. The feedback collected from the respondents are expected to be effective in shedding light to the HR professionals on areas that they are currently facing challenges with as organizations, especially in the retention of these employees.

1.6 Scope of the Study

The conceptual scope of the study was limited to assessing the talent management strategies that affect retention of generation Y and generation Z in Britam. Specifically, the study focused on the influence of staff development, job rotation and workplace quality on retention of generation Y and generation Z in Britam. The contextual scope of the study was Britam Group Kenya and the target was all the employees of the age between 23 and 30 across all the departments in the organisation. The population in this age category in the head office was 53 employees. All the employees were based in Kenya within the head offices at upper hill. The time scope of the study was between December 2018 and July 2019.

1.7 Definition of Terms

The subsection presents definition of key terms in the study.

1.7.1 Baby Boomers

This is a generation that was between 1946-1964, are technologically challenged, aggressive and they are people pleasers as they try to please everyone (Erikson & Ortega, 2006).

1.7.2 Generation X

This is the peer group that came before the millennials; they were born between 1965-1979. They are independent, self-reliant, diverse and global thinkers (Barr, 2007).
1.7.3 Generation Z (iGen) – Born on 1995

Generation Z is composed of those born between 1995 and 2010, which means that the oldest are about 22 and are just entering the workforce (Patel, 2018).

1.7.4 Generation Y (Millennials)

Millennials or Generation Y are a group of people born between 1980 to 1994. This generation relies on technology to perform their jobs better; armed with iPhone, laptops, cellphones and other gadgets (Evans, 2011).

1.7.5 Retention

Employee retention can be defined as a talent to retain employees working for the company (Bittante, 2007). It can also be defined as the percentage of employees who remain and continue with their jobs in an organization.

1.7.6 Talent Management Strategies

The concept of talent management is all about an organization’s dedication to doing all they can to attract, retain, and more importantly, develop the best employees and candidates in the market. Originally defined by McKinsey & Company in 1997, talent management is encompassed through diverse organizational strategies designed to help organizations maximize the potential of their employees.

1.8 Chapter Summary

Chapter one has provided an introduction to the different types of generations at the workplace. It focused on the Generation Y and Z generation on their approach to work and different perspectives. It provided a background as to what drives the two generations and the challenges that different organizations are facing in managing and retaining them. It introduced the different talent management strategies that are explored in determining how to retain these two generations, and which particular strategies have the highest impact. The
talent management strategies that the study focused on include staff development, workplace quality and Job rotation and how they influence retention of generation Y and Z.

Chapter Two has provided a detailed literature review on each of the talent management strategies identified, by delving into what other researchers have come up with. Chapter Three focused on the research methodology by describing the method and procedure adopted in achieving the objectives of the study. Chapter four presented the results and findings while chapter five indicated the discussion, conclusions and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter covered literature review of the existing research literature on staff development, job rotation and workplace quality affecting the retention of Generation Y and Z in different organizations. The chapter discussed in depth how the different talent management strategies influence the retention of Generation Y and Z. Both theoretical and empirical review has been provided in order to establish the knowledge gaps.

2.2 Staff Development and Staff Retention in Organizations

Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual. It is of utmost importance for employees to keep themselves abreast with the latest developments in the industry to survive the fierce competition (MSG Experts, 2017). Carter (2008) suggests that its involved training activities aimed at bringing an organization up to another threshold of performance, aimed at performing some job or a new role in the future. Development refers to formal education, job experiences, relationships, and assessments of personality and abilities that help employees perform effectively in their current or future job and company (Noe, 2008).

Noe (2008) further posited that in order to improve quality, a company needs to make sure that its employees are trained. Highly trained employees can ensure that a company meets the global challenges and the technological advances. Training is also crucial for talent management in a company. It’s also important for talent management, particularly for senior managers and employees with leadership potential. Belcher (2018) categorized staff development from on-the-job learning, training programs, coaching, new challenges, mentoring and assignments within their current role as well as online development opportunities.
2.2.1 Employee Coaching & Mentoring and Retention in Organizations

Employee coaching and mentoring are two self-improvement strategies that support a man's own capacities so as to enhance conduct and execution. Coaching and mentoring are flexible techniques of staff development which are based on the use of one on one discussion which aims to increase knowledge, skills or work performance (CIMA, 2008). They are both symbolized by openness to new ideas, enthusiasm, eagerness to listen, and encouraging people to become involved in achieving new job experience (Aruna & Anitha, 2015).

Coetzee and Stoltz (2015) argued that coaching and mentoring are considered as the spectrum of ‘talent management’ due to the fact that they either emphasized on the development of special skills that benefit the company as well as the individuals or they assist people develop new process of thinking which facilitate people to conquer obstacles and develop their careers through enhancing relationships with more experienced individuals.

Coaching and mentoring helps to enhance employee productivity and performance of the associated employees which leads to increase quality of service and ultimately enhance financial performance of the organization. Coaching and mentoring of staff can help the organizations to enhance employee performance, improve their strengths, employee satisfaction and retention thereof, quality of customer service, supervision and overall cost for each employee (Razack & Upadhyay, 2017).

A study was conducted to interrogate the effects of coaching and mentoring on employee retention and performance in the UK Hotel Industry. The study by Neupane (2015) was based on cross-sectional method, deductive and quantitative approach. A sample of 172 managers and supervisors who had already worked as coach or mentors in their respective hotels provided data. The survey strategy was the use of structured questionnaires. The collected data was analyzed through the use of mean, frequency, correlation and regression. The findings of the study confirmed that coaching and mentoring are positively correlated to employee performance and both factors have significant effect on employee retention and performance in the hotel industry in the UK. The study focused on a developed economy.
hence its findings cannot be generalized to Kenyan setting. This is because it presented a contextual research gap. This study sought to fill this research gap.

A study by Nkomo and Thwala (2016) sought to find out the role of mentoring on retention of employees in the construction sector of South Africa. The study method adopted was a literature review approach where qualitative interrogation was used. The data being sought was qualitative and historical data in nature which was analyzed through content analysis. The study indicated knowledge transfer through mentorship assists employees in improving their skill sets which increases their marketability and potential for them to pursue career opportunities. It was also established that employees stayed longer in firms which offered development programs such as mentorship. The study focused on a developed economy hence its findings cannot be generalized to Kenyan setting. This is because it presented a contextual research gap. This study sought to fill this research gap.

Cherono, Towett and Njeje (2016) focused on the influence of mentorship practices on employee performance in small manufacturing firms in Garissa County, Kenya. The focus of the study was on the influence of leadership mentorship, innovative mentorship and talent development mentorship on performance in small manufacturing in Garissa County. A cross-sectional survey design was used in the study and data was collected using a questionnaire. Using multiple regression analysis, the study established a significant relationship between leadership mentorship, innovative mentorship, knowledge transfer mentorship as well as talent development mentorship and the performance of the employees.

Akala (2012) interrogated employee retention of nonteaching staff at the University of Nairobi. The study was a case study and data was collected using structured questionnaires. The data was analyzed through correlation analysis and it was established that employee retention is determined by a number of factors among them employee promotions by merit, clear definition of employee career path, succession planning practices, staff mentorship and coaching programs and institutional support for staff career growth.
2.2.2 Employee Training and Retention in Organizations

Training is defined as the systematic acquisition and development of the knowledge, skills, and attitudes required by employees to adequately perform an assigned job or task to boost performance in the job environment (Fletcher, Alfes & Robinson, 2018). There is an argument that if training is relevant, it is supposed to be in a position to impart relevant skills to the employees so that they can tackle the needs of an organization efficiently and effectively designed and delivered. When the results of training reflected in improvements in relevant knowledge and the acquisition of relevant skills, employee job performance should improve provided that the skills learned in training transfer to the job (Cloutier, Felusiaik, Hill & Pemberton-Jones, 2015).

Kossivi, Xu and Kalgora (2016) suggested that perceptions of HR practices such as providing training and job security by the company are important determinants of employee retention. Moreover, some studies also state that HR practices such as benefit and training are positively related to retention because the practices motivate employees and “lock” them to their jobs which are so called employee retention. Haider, Rasli, Akhtar, Yusoff, Malik and Aamir (2015) suggested that training is a valuable activity for enhancing skills and improving staff performance and that training can address some of the factors contributing to staff retention, such as perceived support from the supervisor, the agency, and community. Training can define roles more clearly to employees, thereby minimizing job stress. Organization with sufficient training opportunities should thus have higher retention rate. The study focused on a developed economy hence its findings cannot be generalized to Kenyan setting. This is because it presented a contextual research gap. This study sought to fill this research gap.

Haider et al (2015) further acknowledges that, training alone cannot address all of the factors contributing to staff retention, however, such as excessive caseloads and promotional opportunities within the agency. It is, therefore, reasonable to say that training can play a role in improving retention, but it may not be sufficient to improve retention if other systematic barriers are not addressed.
Jumah and Mapelu (2013) sought to investigate training and development effects on employee turnover on sampled hotels described as medium sized in Kisumu town, Kenya. The study adopted a survey research design and targeted 24 hotels and sampled 350 employees. Hotels were selected through purposive technique of sampling, stratified sampling in selecting departments and random sampling in selecting respondents in the sampled departments. The study selected 6 hotels with 187 employees and 24 staffs in the management. Data was collected through questionnaires. The study findings revealed that employee development greatly affected turnover of employees. The study focused on a developed economy hence its findings cannot be generalized to Kenyan setting. This is because it presented a contextual research gap. This study sought to fill this research gap.

A study was conducted by Umamaheswari and Krishnan (2016) to establish the role of work environment, organization commitment, supervisor support and training and development on retention in ceramic sanitary ware industries in India. A survey was completed by 416 employees working in five ceramic sanitary ware factories located at different places in India. The data was analyzed through descriptive and regression analysis and the findings indicated that training and development did not have a significant influence on retention.

To establish the effect of talent management strategies on employee retention among private firms in Kenya, Thiriku and Were (2016) took a case of Data Centre Ltd – Kenya. Among the specific objectives of the study was to determine the effects of training and development on employee retention at Data Centre Limited. Correlation and regression analysis was conducted and the study established that retention rates were improved by the presence of training programs in the company.

### 2.2.3 Career Counseling and Retention in Organizations

Career counseling is a career development program in which career education awareness is delivered by organizations career counselors. Career counselling refers to a series of assistive actions aimed at remedying existing problems to restore product and service quality in occupational related arena (AlBattat & Som, 2013).
Through a career development program, employees are able to understand and comprehend their qualities and figure out how they can use it to benefit their organizations. Career development furnishes employees with relevant skills, abilities and experience to be able to organize their profession accordingly (Wachira, 2018). With the fact that careers are affected by different life issues, the two cannot be separated and hence there is a need to conduct career counselling in order to maintain competent employees (Germain, 2011).

Gishinga (2011) re-sounds the importance of counselling by advising that anybody who is facing a challenge for which they are not prepared on how to cope with the particular challenge needs the assistance of another person equipped in helping to pull through. The human resource department has a key role to ascertain that employees are well adjusted at the workplace, and this can be affected by problem diagnosis. The employees exhibiting certain problems could be advised to attend counselling sessions. New employees may also exhibit certain problems which needs counselling. Wachira (2018) reveals that specific techniques of socialising new employees would include the use of mentors, role models, training programs, reward systems and career planning.

A study was conducted to establish the role of talent management strategies on organizational performance taking a case of telecommunication firms in Kenya. The study by Rukunga and Nzulwa (2018) focused on among other variables, the influence of career counselling on organizational performance. A survey was conducted on all the firms in Kenya and both qualitative and quantitative data was adopted. After thematic and regression analysis, it was indicated that career counselling programs boosted staff satisfaction, retention and performance in a firm.

A study surveyed the nurses in Taiwan to establish whether the nurses received career counselling and how it affected turnover rates. The study was conducted by Chang, Chou, and Cheng (2007) and was titled career needs, career development programs, organizational commitment and turnover intention of nurses in Taiwan. The study used both questionnaires and interview guides in data collection which was analyzed through content analysis as well as inferential analysis. The findings of the study led to the conclusion that if hospitals’
administrators can provide career development programs to satisfy career needs of nurses at
different career stages, then nurses’ commitment to the hospital may increase and nurses’
turnover intention may decrease. The study focused on a developed economy hence its
findings cannot be generalized to Kenyan setting. This is because it presented a contextual
research gap. This study sought to fill this research gap.

In Kenya, a study by Foday (2014) focused on establishing the perceived relationship
between career development and employee retention among consultancy firms in Kenya.
The study conducted a case study of Deloitte Kenya. Among the variables focused on was
career counselling. The study collected quantitative data using structured questionnaires
which was analyzed through correlation and regression method using SPSS. The findings of
the study revealed that career counselling had a significant role on employee retention since
it facilitated career decision making.

Ombayo, Otuya and Shiamwama (2013) conducted a study to establish the relationship
between career counselling and employee productivity in sugar firms in Kakamega County,
Kenya. A correlation research design was used to achieve the research objectives. Through
descriptive and inferential statistics, it was revealed that the more sugar firms shun away
from career counseling, the more the productivity goes down. Lack of career counseling
resulted into a strong negative correlation coefficient between career counseling and
employee productivity.

2.3 Job Rotation and Staff Retention in Organizations

Rotation implies a situation where an employee is allowed to perform different tasks for
specific periods. Job rotation can be also considered as an alternate tool for job designing,
that allow employees to know about different jobs skills from different departments, it also
eliminate employees fatigue caused due to boring job assignments, these new challenges
motivate employees again which also increase employees’ morale to improve output. The
challenges faced by the employees in the new assignments can encourage them to gain
enthusiasm and improve their morale in the work environment (Jorgensen, Davis, Kotowski,
Aedla & Dunning, 2005).
Job rotation is the structured interchange of workers between different jobs, requiring workers to rotate between different workstations or jobs at certain time intervals. Job rotation increases the variety of tasks required as the worker takes on more duties, enlarging the physical demands and adding variety to the job. The objective is to provide a consistent and systematic method of developing formal job rotations that are based on the requirements of the jobs being rotated (Erikson & Ortega, 2006).

Job Rotation is the planned movement of personnel between positions (both functionally and geographically) and has been used for a number of different purposes. Job rotation has been claimed to have the following benefits: morale building; productivity improvement; improved worker retention; opportunity for training; and ability to enhance career development (Jorgensen et al. 2005).

2.3.1 Within-Function Job Rotation and Retention in Organizations

Within-function rotation refers to rotation between positions with similar levels of responsibility and in the same operational or functional area. Within-function rotation is often used to increase levels of motivation and ensure optimum staffing (Ortega, 2001). This type of job rotation is an effective way to develop employees’ abilities and an employee who rotates accumulates experience in more areas than an employee who does not rotate. Hence, if an employee rotates more frequently, it is easier to train him to become a generalist. One of the disadvantages is however it discourages specialization in the organization.

The employer learning argument is that job rotation provides information that the firm can use to improve the allocation of jobs among employees. If an employee can be observed performing different activities, it may be easier for the firm to find out the most appropriate job for that employee (Ortega 2001). With a job rotation policy, each time an employee rotates, the employer learns about new dimensions of the employee's ability. On the contrary, if an employee does not rotate, the dimensions of the employee’s ability that the firm learns about are always the same, and the returns to learning soon become small (Michalos, Makris, Rentzos & Chryssouris, 2010).
Social interaction between work mates can be improved in an environment that supports within function job rotation. Through interacting with different people at different times, an employee is able to develop different communication skills as well as human relations. An employee that is able to manage well in rotation can develop critical social skills because of working with people of diverse backgrounds and challenges. As a result, employees who are closer to each other can be able to work in harmony and peace in a conducive environment. In such a case, there is expected that job retention will be high (Jorgensen et al., 2005).

Eriksson and Ortega (2006) interrogated how job rotation supports learning in an organization and how it ultimately impacts on retention. It was realized that it enables employees to acquire relevant skills and support which enables them to interact with their colleagues well and easy. With the ability of perform in many functional areas of an organization, employees fell part of the company and aim to perform at higher levels with little thought of departure.

Ho, Chang, Shih and Liang (2009) linked job rotation to stress and employee commitment with a special focus on the nurses in a Taiwan setting. The target respondents were employees in top management positions with a job rotation experience in hospitals in southern Taiwan. It was revealed majority of the nurses preferred rotation in order to relieve the stress and boredom thus improving job satisfaction and enhancing retention. The study focused on a developed economy hence its findings cannot be generalized to Kenyan setting. This is because it presented a contextual research gap. This study sought to fill this research gap.

A study was conducted in Kwa Zulu South Africa to establish the perceptions of the impact of job rotation on employees, productivity, the organization and on job security among textile industries. The study was conducted by Dhanraj and Parumasur (2014). The target population included 77 full time shift employees in the organization and due to the small population size consensus sampling was used. The findings reflect that employees perceive that job rotation has a high degree of positive impact on employees, productivity, job security and on the organization respectively.
2.3.2 Cross-Functional Job Rotation and Retention in Organizations

Cross-functional rotation refers to movement between positions in different parts of the organization and typically involves a sequence of enhanced scope and responsibility. Cross-functional rotation is often used to increase the knowledge and skills of the individual an aim at leadership development and career advancement (Ortega, 2001).

This type of job rotation has been shown to be an effective strategy for decreasing the negative effects that in-group favoritism can have on performance while increasing collaboration. It may be particularly valuable to organizations with high task interdependence (Wagner, Grigg, Mann, Mohammad, 2017). In as much as job rotation is beneficial to an organization, it may present a risk to intellectual capital: “Whereas the job rotation process can be viewed as advantageous for IC management, it also entails risks. The change from the predecessor to the successor is a critical stage. If no knowledge was documented by the predecessor the ‘newcomer’ needs to fight his or her way to necessary knowledge to fulfill tasks satisfactorily (Burnold & Durst, 2012).

Through cross functional rotation, scholars argue that boredom and monotony among employees is decreased significantly. When employees rotate, they are able to not only gain new skills, but also develop effective social dialogues, new experiences as well as morale and motivation (Leider, Boschman, Frings-Dresen & Van Der Molen, 2015).

When an employee shifts from a task which is negatively affecting them psychologically, they are able to gain relief and reduce stress. It has previously been argued that with less autonomy, employees are not able to perform well with authority thus become stressed. Through rotation, employees are able to develop their problem-solving ability if they are exposed to management. It is inherent that working in a new department with new people can be tough but an employee can manage if they are able to understand and bring a harmonious working relationship. As a result, since new problems demand for new methods of problem solving, employees who are rotated can be able to develop critical problem solving skills (Burnold & Durst, 2012).
To determine whether job rotation has an effect on employee motivation and retention, Kaymaz (2010) adopted a descriptive research design and conducted a survey on managers in the automotive organizations in Turkey. The study conducted inferential regression analysis and established that job rotation had a significant positive effect on employee motivation and retention. The study focused on a developed economy hence its findings cannot be generalized to Kenyan setting. This is because it presented a contextual research gap. This study sought to fill this research gap.

A study to establish the characteristics of job rotation in the Midwest US manufacturing sector was conducted by Jorgensen, Davis, Kotowski, Aedla and Dunning (2005). The study conducted a survey on the entire population of manufacturing firms. The findings of the study indicated that 42.7% of the companies surveyed contacted job rotation, where the median time for which they had used job rotation was 5 years. Job rotation was used mainly to reduce exposure to risk factors for work-related injuries and to reduce work related injuries, whereas supervisor decisions and ergonomic analyses were used to select jobs for the rotation scheme. In doing so, job rotation was established to improve employee job satisfaction and retention among the manufacturing firms.

Focusing on job rotation on hospital nursing staff in China, Chen, Wu, Chang & Lin (2015) sought to establish the relationship between job rotation and internal marketing for increased job satisfaction and organisational commitment. The study was cross-sectional and used structural equation modeling to achieve the objectives. The findings indicated that job rotation and internal marketing positively affect job satisfaction and organisational commitment of nurses and their job satisfaction positively affects their organisational commitment.

2.4 Workplace Quality and Staff Retention in Organizations

When examining employment opportunities, it’s important to consider the factors that make up a quality work environment. The corporate culture of a company can have a tremendous impact on career development and long-term professional growth and development. A quality work environment is typically characterized as one in which employees feel fulfilled, challenged and respected (Lisa, 2018). A quality work place is essential to keep
your employees on task and working efficiently. An excellent work environment is marked by such attributes as competitive wages, trust between the employees and management, fairness for everyone, and a sensible work load with challenging yet achievable goals. All this comes together to provide the best possible working conditions.

Work environment may be divided into physical environment which includes ventilation and temperature, noise, infrastructure and amenities and mental environment which includes fatigue boredom, attitude of employees (Barney, 2011). A good working environment reduces sick leave, lowers turnover of employee, lateness and increases efficiency. A quality workplace is supposed to provide its employees with ongoing opportunities for professional development and enrichment. This includes tuition reimbursement for employees pursuing an advanced education and provision of executive training programs for employees interested in moving up in the company. Professional development opportunities can also be found through in-house educational seminars, conference attendance and executive mentoring (Lisa, 2018).

Good leadership enhances and ensures that the workplace quality is enhanced. Corporate leaders significantly contribute to the overall quality levels of any workplace. Leaders, who mentor their employees, make job expectations clear and provide ongoing training and constructive feedback help to contribute to a positive workplace culture. Good leaders help employees to meet their potential rather than compete against them (Lisa, 2018). Other essential workplace quality factors are equality, compensation and reasonable workload.

2.4.1 Equality and Staff Retention in Organizations

The diversity of a company’s workforce shows its commitment to a quality workplace. An employee mix comprising different ages, genders and ethnic backgrounds demonstrates a commitment to internally representing the population it serves. A company that demonstrates diversity is likely to be equitable in other areas, such as pay categories and scheduling. Quality is measured in terms of fairness in the workplace. Employees should be able to trust that their managers are equitable in their treatment of all (Mooney, 2003).
Leblebici (2012) conducted a study to establish the impact of workplace quality on employee's productivity among the commercial banks in Turkey. The study conducted a survey on all the entire population of commercial banks in Turkey. Correlation findings indicated that high workplace quality improves employee’s productivity and retention. It was established that relation with the supervisors, fair treatment and communications is important in an organization.

Bond and Galinsky (2006) interrogated how workplace quality can improve employee’s productivity and retention. The study findings were drawn from the 2002 National Study of the Changing Workforce (NSCW) conducted by Families and Work Institute among the U.S. workforce. Data was collected between October 2002 and June 2003 on 3,504 workers. Focusing on the employees between the age of 18 and 70, it was established that one of the strategies to improve employee productivity and retention is through improving the workplace quality. The study focused on a developed economy hence its findings cannot be generalized to Kenyan setting. This is because it presented a contextual research gap. This study sought to fill this research gap.

A study by Hammer, Saksvik, Nytrø, Torvatn and Bayazit (2014) examined how employee’s perception of their work environment in terms of fulfillment of intrinsic, extrinsic as well as social needs influences their decision to remain or quit an organization. Furthermore, work environment perception and employee turnover analyzed, in which, if employees were enabled to provide environmental support in the workplace, they will be very satisfied and demonstrate satisfactory levels of commitment towards the organization resulting to a decrease in employee turnover. The study focused on a developed economy hence its findings cannot be generalized to Kenyan setting. This is because it presented a contextual research gap. This study sought to fill this research gap.

Hameed and Amjad (2010) surveyed thirty-one bank branches whereby the results indicated that comfortable conditions combined with ergonomic office designs provides motivation to employees which considerably augment their decision to stay. The study also found out that such variables as working condition, motivation and incentive affect multi-dimensional performance of employees. The study focused on a developed economy hence its findings
cannot be generalized to Kenyan setting. This is because it presented a contextual research gap. This study sought to fill this research gap.

### 2.4.2 Compensation and Staff Retention in Organizations

A quality workplace is also one in which employees are appropriately compensated. This includes salary packages in line with or above industry standards and benefits and performance bonuses, when appropriate. A competitive pay system demonstrates to employees that a company values their work and holds it in high regard. It has been argued that one of the ways that an organization can use to come up with quality workplace is through making the employees feel that they are quality through better remuneration and packages. This is in order to enable them meet their health and financial needs (Cash, Daines, Doyle & Von Tettenborn, 2009).

Mutuma and Manase (2013) conducted a study to evaluate perception of employees on schemes of compensation and its impact on staff turnover in private universities in Kenya with a focus on KeMU. The study adopted a descriptive research design to collect data from targeted accessible respondents comprising of both teaching and non-teaching staff in Nakuru and Nairobi Methodist campuses. The study administered on a personal basis self-developed questionnaires to respondents in data collection. It was found out that remuneration is a crucial ingredient in employee’s retention in organizations and HR should purpose to design competitive packages of remuneration bound to motivate, retain and attract employees to retain organization’s financial and commercial viability.

Tarus (2016) conducted a study to analyses the effects of employee compensation strategies on commitment of employees. The study used Moi Teaching and Referral Hospital as a case study. Factor analysis such as principal component was conducted to reduce the variables to a manageable size. Based on the results obtained from correlation analysis, employee compensation strongly predicted commitment of employees.
In another study to find out how compensation impacts on job satisfaction and retention among construction workers in the public sector of Nigerian Jigawa State, Salisu, Chinyio & Suresh (2015) used questionnaires in data collection after pilot testing. Structural equation modeling was used to analyze the collected data. The study findings revealed that compensation positively impacts job satisfaction and retention among the surveyed employees.

Sarmad (2016) conducted a study on motivation and compensation as predictors of employees’ retention from public organizations sector in Pakistan selling gas and oil. The study collected data through questionnaires administered to 112 respondents in renowned gas and oil sellers in the public sector. Multiple regression was used to analyze the collected data. The study findings revealed that enhancing motivational levels and practical compensation handling yields improvements on employee retention.

Milgo, Namusonge Kanali and Makokha (2014) conducted a study to investigate reward and compensation as determinants of employee commitment in tea organizations in Kenya. The study selected 6 factories through purposive sampling based on bonus payments where three of them paid highly whereas the other three paid lowly. The study population was categorized into employees and managers through stratified sampling. Through random sampling, the study acquired a sample size of 273 from a sampling frame of 861 employees. Structured questionnaires which were self-administered collected both quantitative and qualitative data. The results of data analysis revealed that companies that were lowly paying had average and low mean in all aspects of compensation and rewards which stood at 54.93% as compared to highly paying factories which averaged at 71.60%. Further correlation analysis revealed a significant association between reward and compensation and commitment.

2.4.3 Reasonable Workload and Staff Retention in Organizations

It is critical that no employee should handle a workload beyond which they can manage nor deliver within time as expected. Supervisors must carefully judge how many tasks to assign to individual workers and consider the complexity and length of projects when deciding how much work is enough but not too much. Alter your directives if it becomes obvious you
have placed more on an employee than she can effectively handle (Kim & Lee, 2007). Lee and Way (2010) conducted a study to establish how individual employment characteristics of hotel employees play a role in employee satisfaction and work retention. The study findings indicated that factors related to the work environment (location, communication, workload, accomplishment, and department) should be addressed regardless of employment characteristics since they significantly determine employee retention.

In an examination of retention and length of employment among public child welfare workers, Madden, Scannapieco and Painter (2014) indicated that a mixture of personal and organizational factors influenced the length of time that child welfare workers remained with the agency. Of the variables evaluated in the models, gender, social work education, organizational support, workload and job desirability were shown to significantly influence longevity with the agency.

Askiyanto, Eko and Suharto (2018) established the effect of workload, work stress and organizational climate on turnover intention with work satisfaction as an intervening variable. The target population was employees in the insurance industry with a focus on BRI Life and Health Insurance of Malang. Path analysis method was used for analysis and it was established that workload, work pressure and organizational climate has direct effect on turnover intention and indirect effect on work satisfaction.

2.5 Chapter Summary

In the chapter, a review of existing literature has been conducted and the empirical review on the study theme has also been presented. The study focused on staff development, job rotation and workplace quality as the talent management strategies. The chapter has provided a theoretical review of the relationship between the variables. Empirical literature review has also been indicated from a global, regional and local perspective in order to establish the gaps that were filled by this study. The chapter that follows has presented the research methodology which the study used in ensuring that the objectives are well achieved.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The study aimed at assessing the talent management strategy that has the highest impact on retention of generation Y and Z. The chapter has highlighted the methodology which was adopted in ensuring that the objectives were achieved. Specifically, the chapter has presented the population and the sampling procedures, data collection methods and procedures as well as data analysis and presentation procedures adopted. The chapter started by indicating the research design.

3.2 Research Design

This study adopted a descriptive design. A descriptive research design attempts to identify and explain the variables that existed in a given situation and described the relationship that existed between these variables in order to provide a picture of a particular phenomenon (Cooper & Schindler, 2003). The study sought to establish the relationships between the talent management and the retention of generation Y and Z in Britam. Therefore, a descriptive design was therefore justified for this study as the researcher sought to make inferences on the effect of job rotation, work place quality and training & development strategies on retention of generation Y and Z. The data collected assisted the researcher to draw conclusions relevant to the research. The independent variables included the talent management strategies while the dependent variable was retention of generation Y and Z in Britam.

3.3 Population and Sampling Design

3.3.1 Population

Population is the total collection of elements whereby references have to be made. The target population in this study consisted of Britam Group employees between the age of 21 and 35 years. The employees were categorized as Generation Y (25-35 years) and
Generation Z (21-24 years). According to the Human Resource records at Britam, this category of employees totals to 53 employees across the departments in the Head office. This formed the target population of the study. Table 3.1 indicates stratification of the target population.

Table 3.1: Population Distribution

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underwriting</td>
<td>21</td>
<td>40</td>
</tr>
<tr>
<td>Claims</td>
<td>10</td>
<td>19</td>
</tr>
<tr>
<td>Finance</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td>Micro Insurance</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Sales and Marketing</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Other Departments</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>53</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source:* Human Resource Department, Britam 2019

3.3.2 Sampling Design

Sampling design describes how study cases can be selected to participate in a study. Through a research design, there is documentation of the sampling procedure to be followed in coming up with a sample.

3.3.2.1 Sampling Frame

Sampling frame describes the list of the entire target population to be considered in a study (Cooper & Schindler, 2003). The sampling frame was from Britam Group, from the various business units, Life Assurance, General Insurance, Asset Management and Shared Services. In this study, the sampling frame included employees in Generation Y and Z. According to McDanile and Gates (2011) sampling frame is a list of units of analysis from which one will
take a sample and to which one generalizes in analysis. Since the target population was 53 which is small (less than 200) according to Malhotra (2007), a census was conducted on the entire target population. However, stratification was done per department to avoid a bias. Table 3.2 indicates the sample size distribution per department.

**Table 3.2: Sample Size Distribution**

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<tr>
<td><strong>Total</strong></td>
<td><strong>53</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### 3.3.2.2 Sampling Technique

The study adopted stratified sampling method to ensure that there is inclusivity in the selection of the sample. Proportional sampling ensures that every unit has an equal chance and they are not discriminated. Coopers and Schindler (2000) argued that stratified sampling gives statistical efficiency and increases the chances of studying sub populations well.

### 3.3.2.3 Sample Size

Sample size can be defined as a smaller unit from an entire population being targeted in a study (Cooper & Schindler, 2006). In order to ensure that data can be collected within a given set, in a timely manner and within affordable costs, sampling is critical (Mugenda &
Mugenda, 2003). Scholars emphasize on accuracy and representativeness when selecting a sample for a study.

3.4 Data Collection Methods

The study made use of primary data collected through a survey. Malhotra (2007) indicates that a survey enables a researcher to interrogate what different groups of people think about and their beliefs regarding phenomena. The best tool to be used is a questionnaire and hence this study adopted structured questionnaires. This sort of questionnaires are closed ended (Danile & Gates, 2011).

The questionnaire had six sections. The first section gathered background information of the respondents, the second section looked at staff development, the third section looked at job rotation and the fourth section looked at the workplace quality in retention. The questionnaire used 5-point Likert scale questions to ensure that the researcher collects the essential data useful for the analysis techniques to be used. Closed ended questions were used for all the constructs (McDanile & Gates, 2011).

3.5 Research Procedure

Before the actual data collection, piloting of the questionnaires was done using a small sample of respondents, who will also be included in the final study. This was done through the use of stratified random sampling method to select the respondents within the intended population. The researcher used the pilot study to identify any items in the questionnaire that are ambiguous or unclear to the respondents and change them accordingly. The pilot study also enabled the researcher to familiarize with the administration of the data collection instruments. Thus the questionnaires were constructed in close consultation with the research supervisor and other experts such as the statisticians and academic researchers. The data was also used to establish the reliability test where internal consistency was conducted through Cronbach Alpha. A threshold of 0.7 was used to accept reliability in accordance with the recommendations by Kumar (2019). The questionnaires were forwarded to the respondents through their emails. This method was settled on so as to ensure that the
respondents filled the questionnaires at their free time given their busy schedules. With that method, a high response rate was achieved as indicated in Chapter Four.

### 3.6 Data Analysis Methods

The data that was collected was coded in MS Excel and edited where the blank spaces were removed. Any errors were cleaned for completeness. The final clean data set for 45 respondents was thereafter imported into Statistical Package for Social Sciences (SPSS) software version 24 for analysis. The specific analysis conducted was descriptive and inferential. In inferential analysis, correlation and multivariate regression was applied to test the influence of each of the talent management strategies on retention of generation Y and generation Z in Britam. The following model was used:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \]

Where 
- \( Y \) – dependent variable (Retention of Generation Y and generation Z in Britam)
- \( X_1 \) – Staff Development
- \( X_2 \) – Job Rotation
- \( X_3 \) – Workplace Quality
- \( \varepsilon \) – Is the error term
- \( \beta \) – Predictor variables coefficients

### 3.7 Chapter Summary

The chapter has highlighted the methodology which was adopted in ensuring that the objectives were achieved. Specifically, the chapter has presented the population and the sampling procedures, data collection methods and procedures as well as data analysis and presentation procedures adopted. The chapter started by indicating the research design.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the findings of the study based on the quantitative data that was collected in the field. The presentation method is tables and figures. The findings have been presented per objective of the study.

4.2 Response Rate and Background Information

The section presents the response rate of the study as well as the background information of the respondents. Background information contained information on the respondent’s department, work experience, age group and level of education.

4.2.1 Response Rate

The study issued out questionnaires to 53 respondents who were employees of Britam in the age group 21 to 35. Out of the number, a total of 45 questionnaires were filled and returned which gives a response rate of 85%. Figure 4.1 indicates the response rate of 85% as obtained by the study. This response rate is consistent with Cooper and Schindler (2003) who argued that a response rate above 50% is good for a survey.
Background information about the respondent’s department of work, work experience, age group and level of education was established and presented in this sub section. This information was used to describe the study population. However, it has no significant effect on the relationship between variables under investigation.

4.2.2.1 Respondent’s Work Department

The description of the respondent’s work department was provided and presented in this sub section. The findings in Figure 4.2 indicate that there was representativeness in opinion regarding talent management and retention of Generation Y and Generation Z at Britam. The respondents from the underwriting department were the majority (33.3%), followed by those from claims (20%), finance (13.3%), sales and marketing (11.1%) and lastly micro-insurance (9%).
Figure 4.2 Respondent’s Work Department

4.2.2.2 Respondent’s Work Experience

The respondents work experience was also described and findings indicated in Figure 4.3. The findings indicated that majority of the respondents (48.9%) had a work experience below 5 years, 42.2% had worked for a period between 5 and 10 years while 8.9% had a work experience of more than 10 years. The findings imply that the respondents had been at Britam long enough to have information regarding talent management practices. They hence had institutional experience.
4.2.2.3 Respondent’s Level of Education

The description of the respondents in terms of their level of education was established and presented in Figure 4.3. The findings indicated that 64.4% of the respondents had undergraduate degree as their highest level of education, 6.7% had a Diploma while 28.9% had a postgraduate degree. These findings indicate that all the respondents were literate and in a position to read the questionnaire and understand since it was self-administered. The findings also imply that at Britam, the HRM department considers Diploma to be the lowest education level for employment.
4.3 Staff Development and Retention of generation Y and generation Z in Britam

The first objective of the study was to determine the influence of staff development on retention of generation Y and generation Z in Britam. The study used quantitative data collected through questionnaires to analyses and achieve this objective. This section presents the descriptive, correlation and regression findings.

4.3.1 Descriptive Statistics of Staff Development

The respondents were asked to indicate the extent to which they agree with statements on staff development on a Likert Scale of 1 to 5 where 1-Very Low Extent, 2-Low Extent, 3-Moderate Extent, 4-High Extent, 5-Very High Extent. The findings in Table 4.1 indicated that the organization has policies and guidelines to guide on the job training of employees to a moderate extent (Mean = 3.04), the organization frequently organizes seminars and workshops to enhance the employees knowhow to a moderate extent (Mean = 2.93) and has a well-defined onboarding practices for their employees to a moderate extent (Mean = 3.31).

The findings also indicated that there exist employee coaching programs in the organization to a moderate extent (Mean = 2.73), the organization encourages employees to enroll in mentorship programs sponsored by the company to a moderate extent (Mean = 2.89) and
that there was also an agreement that staff development has improved employee retention in the organization to a moderate extent (Mean = 2.47). On average there was an agreement that staff development is conducted to a moderate extent at Britam (Average Mean = 2.90). The variation in the responses was small to indicate that the respondents were of similar opinions (Average Std Deviation = 1.03).

**Table 4.1 Descriptive Statistics of Staff Development**

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization has policies and guidelines to guide on the job training of employees</td>
<td>3.04</td>
<td>0.98</td>
</tr>
<tr>
<td>The organization frequently organizes seminars and workshops to enhance the employees knowhow</td>
<td>2.93</td>
<td>1.14</td>
</tr>
<tr>
<td>The organization has well defined onboarding practices for their employees</td>
<td>3.31</td>
<td>1.02</td>
</tr>
<tr>
<td>There exist employee coaching programs in the organization</td>
<td>2.73</td>
<td>0.99</td>
</tr>
<tr>
<td>The organization encourages employees to enroll in mentorship programs sponsored by the company</td>
<td>2.89</td>
<td>0.98</td>
</tr>
<tr>
<td>Staff development has improved employee retention in the organization</td>
<td>2.47</td>
<td>1.06</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>2.90</strong></td>
<td><strong>1.03</strong></td>
</tr>
</tbody>
</table>

The study also sought to find out how often the organization conducts employee training to enhance staff development. The findings in Figure 4.5 indicated that 46.7% of the respondents indicated that training is conducted quarterly, 42.2% indicated that it was conducted semi-annually while 4.4% agreed that it was done after a month. There was a variation in the responses to mean that different departments have different training patterns. However, it can be acknowledged that the organization has acknowledged the need for training to improve staff development and conducts training quarterly and semi-annually.
Correlation analysis was adopted to indicate the association between talent management strategies and retention of generation Y and generation Z in Britam. A Pearson correlation was adopted. The findings in Table 4.2 indicate that staff development has a positive and significant influence on retention of generation Y and generation Z in Britam ($r = .730$, Sig = .000 < .05). The findings imply that an increase in staff development strategies at Britam, would lead to an increase in retention of generation Y and generation Z in the company.

**Table 4.2 Correlation Analysis of Staff Development and Retention**

<table>
<thead>
<tr>
<th>Staff Development</th>
<th>Pearson Correlation</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
</tr>
<tr>
<td>Retention</td>
<td>Pearson Correlation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.730**</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>45</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).
4.3.3 Regression Analysis of Staff Development and Retention

An ordinary least square regression model was adopted to establish the influence of staff development on retention of generation Y and generation Z in Britam. The findings for the model summary are presented in Table 4.3. The findings indicated an adjusted R square value of 0.533 which implies that staff development explains up to 53.3% of the variation in retention of generation Y and generation Z in Britam while the remaining 46.7% can be explained by other factors other than staff development.

Table 4.3 Regression Analysis of Staff Development and Retention (Model Summary)

<table>
<thead>
<tr>
<th>Model Summary</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.730</td>
<td>0.533</td>
<td>0.522</td>
<td>0.4764</td>
</tr>
<tr>
<td>Predictors: (Constant), Staff Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The study also established the model fitness through the ANOVA findings as shown in Table 4.4. The findings indicate that the F value of 49.033 was significant at 5% level of significance (Sig = .000, <.05). This implies that the regression model linking Staff Development and retention of generation Y and Z employees at Britam was a good fit.

Table 4.4 Regression Analysis of Staff Development and Retention (ANOVA)

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>11.126</td>
<td>1</td>
<td>11.126</td>
<td>49.033</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>9.757</td>
<td>43</td>
<td>0.227</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.883</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dependent Variable: Retention</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Predictors: (Constant), Staff Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The model coefficients are presented in Table 4.5. The findings indicate that staff development has a positive and significant influence on retention of generation Y and generation Z in Britam (B = .611, Sig = .000 < .05). The findings imply that an increase in staff development strategies at Britam by one unit would lead to an increase in retention of generation Y and generation Z in the company by 0.611 units.

Table 4.5 Regression Analysis of Staff Development and Retention (Model Coefficients)

<table>
<thead>
<tr>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0.659</td>
<td>0.262</td>
<td>2.516</td>
</tr>
<tr>
<td>Staff Development</td>
<td>0.611</td>
<td>0.087</td>
<td>0.73</td>
</tr>
<tr>
<td>Dependent Variable: Retention</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.4 Job Rotation and Retention of generation Y and generation Z in Britam

The second objective of the study was to establish the influence of job rotation on retention of generation Y and generation Z in Britam. The study used quantitative data collected through questionnaires to analyses and achieve this objective. This section presents the descriptive, correlation and regression findings.

4.4.1 Descriptive Statistics of Job Rotation

The respondents were asked to indicate the extent to which they agree with statements on job rotation on a Likert Scale of 1 to 5 where 1- Very Low Extent, 2- Low Extent, 3- Moderate Extent, 4- High Extent, 5- Very High Extent. The findings in Table 4.6 indicated that the organization has a job rotation program to allow employees’ know different job skills to a low extent (Mean = 1.82), the organization uses job rotation to eliminate employee’s fatigue as a result of boring assignments to a low extent (Mean = 1.77) and that the organization uses job rotation to increase their morale to improve output to a low extent (Mean = 2.00).
The findings also indicated that the organization uses job rotation to enhance the employee’s social interaction skills to a low extent (Mean = 2.02), the organization has a job rotation policy to help in managing in-group favoritism and enhance productivity to a low extent (Mean = 1.96) and that job rotation has enhanced employee retention in the organization to a low extent (Mean = 2.11). On average, it was agreed that job rotation is practiced at Britam to a low extent (Average Mean = 1.95). The findings also indicated a small variation among the responses to mean that the respondents had similar opinions (Average Std Deviation = 0.89).

Table 4.6 Descriptive Statistics of Job Rotation

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization has a job rotation program to allow employees’ know different job skills</td>
<td>1.82</td>
<td>0.78</td>
</tr>
<tr>
<td>The organization uses job rotation to eliminate employee’s fatigue as a result of boring assignments</td>
<td>1.77</td>
<td>0.77</td>
</tr>
<tr>
<td>The organization uses job rotation to increase their morale to improve output</td>
<td>2.00</td>
<td>0.98</td>
</tr>
<tr>
<td>The organization uses job rotation to enhance the employee’s social interaction skills</td>
<td>2.02</td>
<td>0.94</td>
</tr>
<tr>
<td>The organization has a job rotation policy to help in managing in-group favoritism and enhance productivity</td>
<td>1.96</td>
<td>0.90</td>
</tr>
<tr>
<td>Job rotation has enhanced employee retention in the organization</td>
<td>2.11</td>
<td>0.98</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>1.95</strong></td>
<td><strong>0.89</strong></td>
</tr>
</tbody>
</table>

The study also established how long it takes to rotate employees. In support of the findings in Table 4.6, the findings indicated in Figure 4.6 indicated that majority of the respondents (84.4%) indicated that job rotation does not happen at Britam while only 13.4% agreed that
it is done annually. This implies that the policy on job rotation at Britam is not actively implemented.

![Figure 4.6 Duration before Rotation](image)

### 4.4.2 Correlation Analysis of Job Rotation and Retention

Correlation analysis was adopted to indicate the association between job rotation strategies and retention of generation Y and generation Z in Britam. A Pearson correlation was adopted. The findings in Table 4.7 indicate that job rotation strategies have a positive and significant influence on retention of generation Y and generation Z in Britam ($r = .698$, Sig = .000 < .05). The findings imply that an increase in job rotation strategies at Britam, would lead to an increase in retention of generation Y and generation Z in the company.
Table 4.7 Correlation Analysis of Job Rotation and Retention

<table>
<thead>
<tr>
<th></th>
<th>Job Rotation</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Rotation</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
</tr>
<tr>
<td>Retention</td>
<td>Pearson Correlation</td>
<td>.698**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
</tr>
</tbody>
</table>

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

4.4.3 Regression Analysis of Job Rotation and Retention

The study adopted an ordinary least square regression model to establish the influence of job rotation on retention of generation Y and generation Z in Britam. The findings for the model summary are presented in Table 4.8. The findings indicated an adjusted R square value of 0.487 which implies that job rotation explains up to 48.7% of the variation in retention of generation Y and generation Z in Britam while the remaining 51.3% can be explained by other factors other than job rotation.

Table 4.8 Regression Analysis of Job Rotation and Retention (Model Summary)

<table>
<thead>
<tr>
<th>Model Summary</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.698</td>
<td>0.487</td>
<td>0.475</td>
<td>0.4992</td>
</tr>
<tr>
<td>Predictors:</td>
<td>(Constant), Job Rotation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The study also established the model fitness through the ANOVA findings as shown in Table 4.9. The findings indicate that the F value of 40.794 was significant at 5% level of significance (Sig = .000, <.05). This implies that the regression model linking job rotation and retention of generation Y and Z employees at Britam was a good fit.
Table 4.9 Regression Analysis of Job Rotation and Retention (Model ANOVA)

<table>
<thead>
<tr>
<th></th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>10.167</td>
<td>1</td>
<td>10.167</td>
<td>40.794</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>10.717</td>
<td>43</td>
<td>0.249</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.883</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Dependent Variable: Retention
Predictors: (Constant), Job Rotation

The model coefficients are presented in Table 4.10. The findings indicate that job rotation has a positive and significant influence on retention of generation Y and generation Z in Britam (B = .589, Sig = .000 < .05). The findings imply that an increase in job rotation at Britam by one unit would lead to an increase in retention of generation Y and generation Z in the company by 0.589 units.

Table 4.10 Regression Analysis of Job Rotation and Retention (Model Coefficients)

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.278</td>
<td>0.194</td>
<td>6.581</td>
<td>0.000</td>
</tr>
<tr>
<td>Job Rotation</td>
<td>0.589</td>
<td>0.092</td>
<td>0.698</td>
<td>6.387</td>
</tr>
</tbody>
</table>

Dependent Variable: Retention

4.5 Workplace Quality and Retention of generation Y and generation Z in Britam

The second objective of the study was to assess the influence of workplace quality on retention of generation Y and generation Z in Britam. The study used quantitative data collected through questionnaires to analyse and achieve this objective. This section presents the descriptive, correlation and regression findings.

4.5.1 Descriptive Statistics of Workplace Quality

The respondents were asked to indicate the extent to which they agree with statements on workplace quality on a Likert Scale of 1 to 5 where 1 - Very Low Extent, 2 - Low Extent, 3 - Moderate Extent, 4 - High Extent, 5 - Very High Extent. The findings in Table 4.11 indicated
that the generation Y and Z employees at Britam felt that the company’s leadership creates an enabling work environment by supporting the junior employees to moderate extent (Mean = 3.11), the company’s corporate philosophy is built on a quality work environment to a moderate extent (Mean = 3.42) and the company’s employment policy emphasizes on equality to enhance diversity to a high extent (Mean = 3.53).

The findings also indicated that the respondents felt that the company has policies to provide its employees with opportunities for professional development to a moderate extent (Mean = 3.48), the company has policies to provide its employees with career advancement opportunities to a high extent (Mean = 3.51), the remuneration structure of the organization is accommodative to a moderate extent (Mean = 2.64) and that work place quality has enhanced employee retention in the organization to a moderate extent (Mean = 2.73). On average, it was established that the practices to improve work place quality at Britam are being implemented to a moderate extent (Average Mean = 3.20). The responses also indicated a low variation to mean that the respondents were of the same opinion (Average Std Deviation = 1.02).

**Table 4.11 Descriptive Statistics of Workplace Quality**

<table>
<thead>
<tr>
<th>Statements</th>
<th>Mean</th>
<th>Std Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company’s leadership creates an enabling work environment by supporting the junior employees</td>
<td>3.11</td>
<td>1.03</td>
</tr>
<tr>
<td>The company’s corporate philosophy is built on a quality work environment</td>
<td>3.42</td>
<td>0.84</td>
</tr>
<tr>
<td>The company’s employment policy emphasizes on equality to enhance diversity</td>
<td>3.53</td>
<td>1.16</td>
</tr>
<tr>
<td>The company has policies to provide its employees with opportunities for professional development</td>
<td>3.48</td>
<td>1.02</td>
</tr>
<tr>
<td>The company has policies to provide its employees with career advancement opportunities</td>
<td>3.51</td>
<td>0.99</td>
</tr>
<tr>
<td>The remuneration structure of the organization is accommodative</td>
<td>2.64</td>
<td>1.07</td>
</tr>
<tr>
<td>Work place quality has enhanced employee retention in the organization</td>
<td>2.73</td>
<td>1.05</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>3.20</strong></td>
<td><strong>1.02</strong></td>
</tr>
</tbody>
</table>
4.5.2 Correlation Analysis of Workplace Quality and Retention

Correlation analysis was adopted to indicate the association between workplace quality strategies and retention of generation Y and generation Z in Britam. A Pearson correlation was adopted. The findings in Table 4.12 indicate that workplace quality strategies have a positive and significant influence on retention of generation Y and generation Z in Britam ($r = .725$, Sig = .000 < .05). The findings imply that an increase in workplace quality strategies at Britam, would lead to an increase in retention of generation Y and generation Z in the company.

Table 4.12 Correlation Analysis of Workplace Quality and Retention

<table>
<thead>
<tr>
<th></th>
<th>Work Place Quality</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Place Quality</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
</tr>
<tr>
<td>Retention</td>
<td>Pearson Correlation</td>
<td>.725**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>45</td>
</tr>
</tbody>
</table>

4.5.3 Regression Analysis of Workplace Quality and Retention

The study adopted an ordinary least square regression model to establish the influence of workplace quality on retention of generation Y and generation Z in Britam. The findings for the model summary are presented in Table 4.13. The findings indicated an adjusted R square value of 0.526 which implies that workplace quality explains up to 52.6% of the variation in retention of generation Y and generation Z in Britam while the remaining 47.4% can be explained by other factors other than workplace quality.
Table 4.13 Regression Analysis of Workplace Quality and Retention (Model Summary)

<table>
<thead>
<tr>
<th>Model Summary</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.725</td>
<td>0.526</td>
<td>0.515</td>
<td>0.4797</td>
</tr>
<tr>
<td>Predictors:</td>
<td>(Constant), Work Place Quality</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The model fitness was also established and presented in Table 4.14. The findings indicate that the F value of 47.749 was significant at 5% level of significance (Sig = .000, <.05). This implies that the regression model linking work place quality and retention of generation Y and Z employees at Britam was a good fit.

Table 4.14 Regression Analysis of Workplace Quality and Retention (Model ANOVA)

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>10.988</td>
<td>1</td>
<td>10.988</td>
<td>47.749</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>9.895</td>
<td>43</td>
<td>0.23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>20.883</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dependent Variable: Retention</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Predictors: (Constant), Work Place Quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The model coefficients are presented in Table 4.15. The findings indicate that workplace quality has a positive and significant influence on retention of generation Y and generation Z in Britam (B = .621, Sig = .000 <.05). The findings imply that an increase in workplace quality at Britam by one unit would lead to an increase in retention of generation Y and generation Z in the company by 0.621 units.
Table 4.15 Regression Analysis of Workplace Quality and Retention (Model Coefficients)

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0.437</td>
<td>0.296</td>
<td>1.474</td>
<td>0.148</td>
</tr>
<tr>
<td>Work Place Quality</td>
<td>0.621</td>
<td>0.09</td>
<td>0.725</td>
<td>6.91</td>
</tr>
<tr>
<td>Dependent Variable: Retention</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.6 Chapter Summary

The chapter has presented the findings of the study based on the collected data. Descriptive, correlation and regression analysis have been presented per objective. The study findings indicate that workplace quality has a positive and significant influence on retention of generation Y and generation Z in Britam, job rotation has a positive and significant influence on retention of generation Y and generation Z in Britam and staff development equally has a positive and significant influence on retention of generation Y and generation Z in Britam. The findings imply that an increase in workplace quality, job rotation and staff development would lead to an increase in retention of generation Y and generation Z at Britam. These findings guide the conclusions and recommendations in the next chapter, chapter 5.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of findings, discussion, conclusions and recommendations of the study. First, the summary of key findings is presented, discussed then conclusions drawn from the findings. The conclusions then guide recommendations of the study for policy and for future studies.

5.2 Summary

The general objective of the study was to assess the talent management strategies that affect retention of generation Y and generation Z in Britam. The specific objectives of the study were to determine the influence of staff development on retention of generation Y and generation Z in Britam, to establish the influence of job rotation on retention of generation Y and generation Z in Britam and to assess the influence of workplace quality on retention of generation Y and generation Z in Britam. The study employed a descriptive design. Primary data was used for analysis. The study adopted both descriptive, correlation and regression analysis to achieve the objectives. The descriptive findings described the data in terms of mean and standard deviation while correlation analysis and regression analysis were used to establish the relationship between variables.

The study established the influence of staff development on retention of generation Y and generation Z in Britam. Descriptive findings revealed that the organization has policies and guidelines to guide on the job training of employees to a moderate extent, frequently organizes seminars and workshops to enhance the employees knowhow to a moderate extent, has a well-defined onboarding practices for their employees to a moderate extent, has employee coaching programs to a moderate extent and encourages employees to enroll in mentorship programs sponsored by the company to a moderate extent.
In regard to inferential statistics, correlation analysis indicated that staff development has a positive and significant influence on retention of generation Y and generation Z in Britam. The regression findings also showed that staff development has a positive and significant influence on retention of generation Y and generation Z in Britam. This implies that an increase in staff development strategies at Britam, would lead to an increase in retention of generation Y and generation Z in the company. The findings also indicated that staff development explains up to 53.3% of the variation in retention of generation Y and generation Z in Britam.

The study determined the influence of job rotation on retention of generation Y and generation Z in Britam. Descriptive findings revealed that the organization has a job rotation program to allow employees’ know different job skills to a low extent, uses job rotation to eliminate employee’s fatigue as a result of boring assignments to a low extent, uses job rotation to increase their morale to improve output to a low extent, uses job rotation to enhance the employee’s social interaction skills to a low extent and has a job rotation policy to help in managing in-group favoritism and enhance productivity to a low extent.

The study also established the inferential statistics whereby correlation analysis indicated that job rotation has a positive and significant influence on retention of generation Y and generation Z in Britam. The regression findings also showed that job rotation has a positive and significant influence on retention of generation Y and generation Z in Britam. This implies that an increase in job rotation at Britam, would lead to an increase in retention of generation Y and generation Z in the company. The findings also showed that job rotation explains up to 48.7% of the variation in retention of generation Y and generation Z in Britam.

The study assessed the influence of workplace quality on retention of generation Y and generation Z in Britam. The descriptive findings indicated that the company’s leadership creates an enabling work environment by supporting the junior employees to moderate extent, company’s corporate philosophy is built on a quality work environment to a moderate extent, the company’s employment policy emphasizes on equality to enhance diversity to a high extent, the company has policies to provide its employees with
opportunities for professional development to a moderate extent, has policies to provide its employees with career advancement opportunities to a high extent and the remuneration structure of the organization is accommodative to a moderate extent.

In regard to inferential statistics, correlation analysis indicated that work place quality has a positive and significant influence on retention of generation Y and generation Z in Britam. The regression findings also showed that work place quality has a positive and significant influence on retention of generation Y and generation Z in Britam. This implies that an increase in work place quality at Britam, would lead to an increase in retention of generation Y and generation Z in the company. The findings also showed that workplace quality explains up to 52.6% of the variation in retention of generation Y and generation Z in Britam.

5.3 Discussion

5.3.1 Influence of Staff Development on retention of generation Y and generation Z in Britam

The findings indicated that staff development has a positive and significant influence on retention of generation Y and generation Z in Britam. These findings imply that an increase in staff development would lead to a significant increase in retention of generation Y and generation Z in Britam. Some of the staff development strategies to be improved in order to significantly improve retention of the generation Y and generation Z in Britam are implementation of policies and guidelines to guide on the job training of employees to a high extent, frequently organizing seminars and workshops to enhance the employees knowhow to a high extent, implementing well-defined onboarding practices for employees to a high extent, having and implementing employee coaching programs to a high extent and encouraging employees to enroll in mentorship programs sponsored by the company.

These findings are consistent with the findings of a study by Neupane (2015) conducted to interrogate the effects of coaching and mentoring on employee retention and performance in the UK Hotel Industry and confirmed that coaching and mentoring are positively correlated to employee performance and both factors have significant effect on employee retention and performance in the hotel industry in the UK. The findings also agree with the findings of a
study by Nkomo and Thwala (2016) which sought to find out the role of mentoring on retention of employees in the construction sector of South Africa and established that employees stayed longer in firms which offered development programs such as mentorship. Similarly, Cherono, Towett and Njeje (2016) focused on the influence of mentorship practices on employee performance in small manufacturing firms in Garissa County, Kenya and established a significant relationship between leadership mentorship, innovative mentorship, knowledge transfer mentorship as well as talent development mentorship and the performance of the employees.

5.3.2 Influence of Job Rotation on retention of generation Y and generation Z in Britam.

The findings indicated that job rotation has a positive and significant influence on retention of generation Y and generation Z in Britam. These findings imply that an increase in job rotation would lead to an increase in retention of generation Y and generation Z in Britam. To improve the retention rate of generation Y and generation Z in Britam, the company can improve on the following job rotation practices; implementing a job rotation programme to eliminate employee’s fatigue as a result of boring assignments, using job rotation to increase employee morale to improve output, using job rotation to enhance the employee’s social interaction skills and having a job rotation policy to help in managing in-group favoritism and enhance productivity.

These findings are consistent with the findings of a study conducted by Eriksson and Ortega (2006) and indicated that job rotation applications support employee learning, employer learning and retention. The findings are also consistent with Ho, Chang, Shih and Liang (2009) who conducted a study to establish the effects of job rotation and role stress among nurses on job satisfaction and organizational commitment and determined that job rotation among nurses could have a positive effect on their job satisfaction and organizational commitment boosting retention. Similarly, in a study conducted by Dhanraj and Parumasur (2014) in Kwa Zulu South Africa to establish the perceptions of the impact of job rotation on employee’s productivity, the organization and on job security among textile industries, it
was established that employees perceive that job rotation has a high degree of positive impact on employees, productivity, job security and on the organization respectively.

The findings are also consistent with that of a study by Jorgensen, Davis, Kotowski, Aedla and Dunning (2005) to establish the characteristics of job rotation in the Midwest US manufacturing sector and established that job rotation improve employee job satisfaction and retention among the manufacturing firms.

5.3.3 Influence of Work Place Quality on retention of generation Y and generation Z in Britam.

The findings indicated that work place quality has a positive and significant influence on retention of generation Y and generation Z in Britam. These findings imply that an increase in work place quality would lead to an increase in retention of generation Y and generation Z in Britam. The company can improve workplace quality through creating an enabling work environment by supporting the junior employees, building the company’s corporate philosophy on a quality work environment, having a work policy that emphasizes on equality to enhance diversity, having policies to provide employees with opportunities for professional development and providing employees with career advancement opportunities.

The findings are consistent with that of a study by Leblebici (2012) conducted to establish the impact of workplace quality on employee's productivity among the commercial banks in Turkey and indicated that high workplace quality improves employee’s productivity and retention. The findings are also consistent with that of Bond and Galinsky (2006) who interrogated how workplace quality can improve employee’s productivity and retention and established that one of the strategies to improve employee productivity and retention is through improving the workplace quality. The findings of this study are also consistent with the findings of a study by Hammer, Saksvik, Nytro, Torvatn and Bayazit (2014) who examined how employee’s perception of their work environment in terms of fulfillment of intrinsic, extrinsic as well as social needs influences their decision to remain or quit an organization and revealed that if employees were enabled to provide environmental support in the workplace, they will be very satisfied and demonstrate satisfactory levels of commitment towards the organization resulting to a decrease in employee turnover.
In comparison with Hameed and Amjad (2010) who surveyed thirty-one bank branches, it was established that comfortable conditions combined with ergonomic office designs provides motivation to employees who considerably augment their decision to stay. Similarly, Mutuma and Manase (2013) evaluated the perception of employees on schemes of compensation and its impact on staff turnover in private universities in Kenya with a focus on KeMU and found out that remuneration is a crucial ingredient in employee’s retention in organizations and HR should purpose to design competitive packages of remuneration bound to motivate, retain and attract employees to retain organization’s financial and commercial viability.

**5.4 Conclusion**

**5.4.1 Influence of Staff Development on retention of generation Y and generation Z in Britam.**

The study concludes that staff development has a positive and significant influence on retention of generation Y and generation Z in organizations. When an organization has a staff development policy which supports employee training, seminars and workshops, onboarding practices, employee coaching programs and mentorship programs sponsored by the company, then the likelihood of retaining its generation Y and generation Z is high.

**5.4.2 Influence of Job Rotation on retention of generation Y and generation Z in Britam.**

The study concludes that job rotation has a positive and significant influence on retention of generation Y and generation Z in organizations. Availability of job rotation strategies in an organization involving implementation of job rotation programme to eliminate employee’s fatigue as a result of boring assignments, using job rotation to increase employee morale to improve output, enhance the employee’s social interaction skills and managing in-group favoritism would lead to a significant increase in retention of its generation Y and generation Z is high.
5.4.3 Influence of Work Place Quality on retention of generation Y and generation Z in Britam.

The study concludes that work place quality has a positive and significant influence on retention of generation Y and generation Z organizations. When a company has a policy for improving the work place quality through supporting the junior employees, building the company’s corporate philosophy on a quality work environment, having a work policy that emphasizes on equality to enhance diversity, having policies to provide employees with opportunities for professional development and providing employees with career advancement opportunities, the chances that its retention of generation Y and generation Z will improve are high.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 To determine the influence of staff development on retention of generation Y and generation Z

Based on the findings that staff development has a positive and significant influence on retention of generation Y and generation Z in organizations, the study recommends that those organizations that seeks to attract and retain more of the generation Y and generation Z should improve their staff development policies. The organizations can among other strategies, have a staff development policy which supports employee training, organize seminars and workshops, having clear onboarding practices as well as develop employee coaching programs and mentorship programs sponsored by the company.

5.5.1.2 To establish the influence of job rotation on retention of generation Y and generation Z

Since the study found out that job rotation has a positive and significant influence on retention of generation Y and generation Z in organizations, it recommends that the HRM departments of organizations seeking to retain generation Y and generation Z to implement job rotation practices aimed towards eliminating employee’s fatigue as a result of boring
assignments, increasing employee morale to improve output, enhancing employee’s social interaction skills and managing in-group favoritism.

5.5.1.3. To assess the influence of workplace quality on retention of generation Y and generation Z

Another recommendation based on the findings that workplace quality has a positive and significant influence on retention of generation Y and generation Z in organizations is a need to improve the workplace environment in order to enhance retention of generation Y and generation Z. Some of the activities to be adopted to improve the workplace quality is having a policy that supports the junior employees, emphasizes on equality to enhance diversity, provides employees with opportunities for professional development and providing employees with career advancement opportunities.

5.5.2 Recommendations for Further Research

The study focused on a case study of Britam. This opens up an avenue for other studies to adopt a survey design across the entire insurance industry and find out whether the same talent management strategies influence retention of generation Y and Z. Other studies can also focus on other sectors other than the insurance industry and establish whether the same findings hold. Apart from the three strategies, other studies can seek to find out the influence of other strategies on retention of generation Y and Z. A mixed method research can also be adopted by other studies to find out facts regarding retention of the generation Y and Z by assessing the trends in turnover over years.
REFERENCES


Dhanraj, D., & Parumasur, S. B. (2014). Perceptions of the impact of job rotation on employees, productivity, the organization and on job security. *Corporate Ownership & Control, 6* (8), 2-18


Francisco & José, 2017).


Germain, L. (2011). Who are Gen Y’ers and What do They Want From Their Employers?.

Nairobi: Government printer


Appendix II: Introduction Letter

Date: ……………………………

Dear respondent,

RE: PERMISSION FOR DATA COLLECTION

I am a master’s student at United States International University carrying out a study titled “Talent management strategies and retention of generation Y and generation Z in Britam”.

I am humbly requesting you to cooperate in answering the questionnaire/responding to the questions which I will provide in the questionnaires attached here-with. This will help me collect the necessary data which will help me in carrying out the analysis, hence, achieve the objectives of the study.

The information that you will provide will remain confidential and will be used exclusively for this research and not for any other purpose whatsoever. Your response and cooperation in this matter will be highly appreciated.

Thank you in advance,

Yours Faithfully,

Salome W. Mukuna

Research Student

United States International University
Appendix III: Questionnaire

Kindly provide the information as required by the questionnaire. The findings will be used exclusively for the purposes of the research and no individual shall be intimidated based on their response. The study results shall be availed to the interested parties upon request.

SECTION A: PERSONAL INFORMATION

1. kindly indicate your Department

2. Kindly Indicate your Work Experience
   a) Less than 1 year
   b) 1-5 years
   c) 5-10 years
   d) Over 10 years

3. Kindly Indicate your Age Group
   a) 19 – 25 years
   b) 25- 30 years
   c) 30-35 years
   d) Over 36 years

4. Kindly Indicate your Level of Education
   a) Diploma
   b) Undergraduate
   c) Postgraduate
SECTION B: STAFF DEVELOPMENT

1. Using the scale of 1-5 provided, indicate extent to which you agree with the following statement as relating to staff development where; 1-very low extent, 2-low extent, 3-moderate extent, 4-high extent, 5-very high extent.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The organization has policies and guidelines to guide on the job training of employees</td>
<td></td>
</tr>
<tr>
<td>2 The organization frequently organizes seminars and workshops to enhance the employees knowhow</td>
<td></td>
</tr>
<tr>
<td>3 The organization has well defined onboarding practices for their employees</td>
<td></td>
</tr>
<tr>
<td>4 There exist employee coaching programs in the organization</td>
<td></td>
</tr>
<tr>
<td>5 The organization encourages employees to enroll in mentorship programs sponsored by the company</td>
<td></td>
</tr>
<tr>
<td>6 Staff development has improved employee retention in the organization</td>
<td></td>
</tr>
</tbody>
</table>
2. Indicate the frequency of conducting employee training in the company

Fortnight ☐
Monthly ☐
Quarterly ☐
Semi Annually ☐

SECTION C: JOB ROTATION

1. Using the scale of 1-5 provided, indicate extent to which you agree with the following statement as relating to job rotation where; 1-very low extent, 2-low extent, 3-moderate extent, 4-high extent, 5 -very high extent.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  The organization has a job rotation program to allow employees’ know different job skills</td>
<td></td>
</tr>
<tr>
<td>2  The organization uses job rotation to eliminate employee’s fatigue as a result of boring assignments</td>
<td></td>
</tr>
<tr>
<td>3  The organization uses job rotation to increase their morale to improve output</td>
<td></td>
</tr>
<tr>
<td>4  The organization uses job rotation to enhance the employee’s social interaction skills</td>
<td></td>
</tr>
<tr>
<td>5  The organization has a job rotation policy to help in managing in-group favoritism and enhance productivity</td>
<td></td>
</tr>
<tr>
<td>6  Job rotation has enhanced employee retention in the organization</td>
<td></td>
</tr>
</tbody>
</table>
2. What is the Average Job Rotation Period in the Organization?

Monthly □
Quarterly □
Semi Annually □
Annually □

SECTION D: Workplace Quality

1. Using the scale of 1-5 provided, indicate extent to which you agree with the following statement as relating to workplace quality where; 1-very low extent, 2-low extent, 3-moderate extent, 4-high extent, 5-very high extent.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The company’s leadership creates an enabling work environment by supporting the junior employees</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2 The company’s corporate philosophy is built on a quality work environment</td>
<td></td>
</tr>
<tr>
<td>3 The company’s employment policy emphasizes on equality to enhance diversity</td>
<td></td>
</tr>
<tr>
<td>4 The company has policies to provide its employees with opportunities for professional development</td>
<td></td>
</tr>
<tr>
<td>5 The company has policies to provide its employees with career advancement opportunities</td>
<td></td>
</tr>
<tr>
<td>6 The remuneration structure of the organization is accommodative</td>
<td></td>
</tr>
<tr>
<td>7 Work place quality has enhanced employee retention in the organization</td>
<td></td>
</tr>
</tbody>
</table>

THANKS FOR YOUR TIME