

**FACTORS INFLUENCING EMPLOYEE RETENTION AT
INTERNATIONAL RESEARCH INSTITUTES: A CASE OF THE
INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE (ILRI)**

BY

JANE WAWITIMA WACHIRA

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2018

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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 Master of
Science in Organization Development**

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2018

STUDENT'S DECLARATION

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

Signed.....

Date.....

Jane Wawitima Wachira (ID 653198)

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

Signature.....

Date.....

Teresia Linge, PhD

Signature.....

Date.....

Dean, Chandaria School of Business

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ABSTRACT

The general objective of this study was to evaluate the factors influencing employee retention at the International Livestock Research Institute (ILRI). The study was guided by the following research objectives: to establish the effect of work environment on employee retention at ILRI, to assess the effect of motivation on employee retention and to establish the effect of training and development on employee retention at the International Livestock Research Institute.

The study utilized descriptive research design. The target population included 370 employees working at the International Livestock Research Institute (ILRI). The study targeted all employees of ILRI at its headquarters in Nairobi, Kenya. Stratified random sampling was employed to draw a sample of 79 employees while purposive sampling was used to select individual respondents for the study. The researcher used a self-administered questionnaire as the data collection tool. The study utilized descriptive statistics in the form of frequencies and percentages to describe the findings. Data analysis was done using Statistical Package for Social Sciences (SPSS) version 24. Presentation of findings was done using tables, charts and graphs.

The findings indicate that respondents agree that work environment influences employee retention. ILRI provides suitable and comfortable working space. The findings also indicate that respondents agree that work environment is friendly and natural. Additionally, respondents agree that work environment is in tandem with employee retention. The findings indicate that work environment impacts on employee retention. The findings imply that work environment factors wield a huge effect on employee retention perspective on how they should pursue their duties. The findings designate work environment positively impacts on employee retention.

On the aspect of motivation factors and employee retention the findings revealed that most respondents agreed that there was team work and that they also understand the company's goals. Supervisors' support on employees balancing their family, skill variety required to perform the job has an impact on motivation and employee retention and are highly motivated with reward motivational factor. The study also reveals that motivational factors that are

crucial in influencing employee retention are financial rewards, job characteristics, career development, recognition, management and work-life balance.

The finding on the third objective revealed that most respondents agreed that training and development impacts on employee retention. Analysis of the training and development and employee retention revealed that most respondents agreed that the tests administered were relevant to the learning outcomes for the session, and their abilities were fully utilized at each stage of the training program.

Major conclusions drawn from this study indicate that retention factors notably; team work was vital in the work environment and allowed for smooth operation of the institute. The institute's vision and mission were well understood, and this enabled employee to base their effort on meeting the institutes mission and objectives. The research industry can benefit on open door policy, and regular performance appraisals are necessary but they are only beneficial if undertaken fairly. In the research industry shareholders return on investment is an issue given much priority. Recognition is important based on good work. The issues of salaries and fringe benefits, as well as remuneration packages are factors affecting employee retention. The use of tests to gauge learning outcomes for the session, have been fully utilized in training. The program has sparked interest in participants especially due to timely feedback on every stage of the program by supervisors.

The recommendations submitted from this study seek to encourage the adoption of best practices when instituting retention programs within an organization. The study recommends for the organization needs to maintain team work in order to facilitate smooth operation of the institute. It is also necessary to encourage employees to identify with the organization's vision and mission as this enables them to better understand where the firm is headed. The research industry needs to adopt open door policy in order to address the issues that arise. The management needs to review issues of salary and fringe benefits in order to benefit from increased retention. The institute also needs to review remuneration packages to make them competitive and adequate. The organization should continuously make use of exams to gauge learning outcomes for the training program adopted. The study also recommends for the

reorganization and continued improvement of work environment to give organization employees favorable environment to exercise their responsibilities to the optimal capacity.

ACKNOWLEDGEMENTS

I wish to acknowledge the assistant of my office supervisor who has been very key in supporting my graduate studies. In addition, I wish to acknowledge the insightful contribution of my academic supervisor in developing this project.

DEDICATION

I would like to dedicate this project to Parents who trained and taught me the value of commitment and hard work, that has been tangential in my master's studies

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LIST OF ABBREVIATIONS

CGIAR: Consultative Group on International Agricultural Research

ILRI: International Livestock Research Institute (www.ilri.org)

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Employee retention is defined as a systematic effort by employers to create and foster an environment that encourages current employees to remain with the organization (Sloan, 2005). It refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, Jacobson (2008), considers employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategy rather than the outcome.

Employee retention and engagement is critical for organization because employees are the driving force to achieve the development and accomplishment of the organization's goals and objectives. According to Forgacs (2009), retention and engagement start at the very early stages of the recruitment process. It is a never-ending process as retention and engagement is affected by almost all aspects of the business and directly affecting the employee/employer relationships around the world. Regardless of the region, recruitment process and retention seem to take the biggest hits. According to Kochanski and Ledford (2001), there are a number of factors that will contribute to a forthcoming wave of turnover. New job opportunities are steadily rising in fields that were once underperforming. Fast online job search resources let employees search and apply for new jobs easily. Globalization and off-shoring have created a sense of discomfort and lack of loyalty to companies. Increased corporate recruitment efforts are aiming to snatch top performers and the natural shift of age dynamics means retirement levels will soon come in waves, leaving once unattainable roles open.

According to Chaminade (2007), employees leave organizations and their jobs need to be occupied by others and this is expensive as well it has negative consequences to the organization's service delivery. Every organization needs to ensure that there is a little as possible departure of employees and especially those that are very critical to the organizations'

functions. Retention on the other hand is a deliberate strategy to give rise to a setting that allows employees to stay world over, employees hope to grow their professions and achieve distinguished careers over the course of their work life. Employees believe that their career objectives are within their grasp if they could find the right organization to actualize their ambitions (Weigold, et al., 2013). Organizations on the other hand, invest heavily in training, developing, and nurturing their employees so as to build a stable dependable base for profitability. According to Clarke (2010), the discordant alignment between what employees want, and organizational objectives most often leads to dissatisfaction, and eventually employees' turnover.

Although, there is no ordinary context for understanding employee turnover as a whole, numerous researches have been conducted on the subject in a quest to demystify the factors that contribute to that turnover. According to Sullivan et al., (2003), and Avey, et al., (2010), employees career prospects are built on the precept of securing a promotion, obtaining career development experiences, career growth opportunities, career coaching and mentoring. Zuber (2001), argues that employees are more likely to stay with an organization if their career growth prospects are guaranteed, and if they feel satisfied working with the organization. However, if career development opportunities are scanty or not equally available, employees tend to leave the organization for greener pastures where their career objectives can be met.

Most organizations around the world are concerned with high employee turnover ratio as it is a costly expense to the organizations (Samuel & Chipunza, 2009). According to Clarke (2010), employee turnover refers to the amount of movement that employees make in and out of an organization. Foon, et al., (2010), on the other hand, defined turnover as the movement of employees out of the organization due to unmet career growth expectations with the organization. In the United states, for the period between 2010-2013 turnover rates peaked in 2010, which was also a time when 22% of organizations reported staff downsizing, 20% experienced a hiring freeze and 35% engaged in a restructure of their organization. Voluntary turnover notably decreased from 13% in 2010 to 9% in 2011, which suggests that workers had stopped seeking work elsewhere and were content to stay with their employer until vacancies were less scarce. Involuntary turnover also dropped from 9% to 6%, meaning organizations were no longer reducing the size of their workforce as much. Recent statistics indicate that

Labor turnover rates are on the rise across the economy in the United Kingdom, with the public sector showing the sharpest rise. According to Carty (2013), the national median voluntary resignation rate stood at 8.9% in 2012, according to research on labour turnover. The mean (or average) rate ran at 10.6%. Labour turnover is up sharply when compared with data relating to the previous calendar year. The median of voluntary resignation rate for 2011 was 7.9% and the mean rate was 9.3%.

South African organizations are competing with international organizations for talented employees and this has led to the “war for talent” as a result of skill shortages. The term war for talent for the purposes of this study means competing for the employment of managerial-level employees by both South African and international organizations. The emigration of skilled employees to other countries has exacerbated the situation of skills shortages in the current South African labour market (Nel, Werner, Haasbroek, Poisat, Sono and Schultz, 2008). This study focused on managerial-level employees in particular and explored the internal organizational factors impacting on managerial-level employees’ consideration to leave their organizations. Tanzania has no official labour turnover figures but ILO (2010) predicts that one reason for high unemployment is that younger workers have higher job turnover rates due to lack of skills and training, that they lack credit facilities, and face problems of transition from school to work. At each exit, they risk a new spell of unemployment.

Lockwood, (2006) has provided evidence that indicates a correlation in firms between good workforce outcomes which includes reduced layoffs, quit rates, accidents and grievances and human resource strategies that emphasize employee participation and intrinsic rewards. The presence of practices related to internal career development is often the best predictor of an employee's affective commitment. Such plans include advancement plans, internal promotion and accurate career previews at the time of hiring.

The International Livestock Research Institute (ILRI) attempts to enhance nourishment, security and decrease destitution in creating nations through research for better and more supportable utilization of domesticated animals. ILRI is a CGIAR (Consultative Group on International Agricultural Research) centre; part of a worldwide research organization for

a sustenance secure future (ILRI, 2017). The CGIAR look is completed by 15 CGIAR focuses in close cooperation with many accomplices, including national and local research foundations, common society associations, the scholarly community, improvement associations and the private part (CGIAR, 2017). Through the CGIAR funders, research has transformed the lives of hundreds of millions of people through tangible research outcomes and increasingly delivered through multi-center CGIAR Research Programs (ILRI, 2017).

The International Livestock Research Institute (ILRI) works with collaborators worldwide to upgrade the functions that domesticated animals play in nourishment, security and neediness easing, primarily in Africa and Asia. The results of these examination associations help individuals in creating nations keep their homestead creatures alive and beneficial, increase their domesticated animals and ranch profitability in supportable ways, find gainful markets for their livestock, and lessen the danger of animals related human maladies. ILRI is a non-benefit organization with a staff of approximately 700 and a yearly working spending plan of about US\$80 million. ILRI is a universal research establishment co-facilitated by Kenya and Ethiopia. It works through a system of territorial and nation workplaces and undertakings in East, South and Southeast Asia, Central, East, Southern and West Africa. In the developing world, livestock are the fastest-growing part of agriculture. Due to population growth and other drivers of change, many of the developing world's livestock systems are transforming as fast as they are growing. Livestock science helps the world's almost one billion people depending on small-scale livestock-keeping to make better and more sustainable use of the big changes and new trends.

To increase global food supplies by as much as 70 per cent in the next 40 years without depleting natural resources, options are needed to support the world's vast array of smallholder food producers, particularly small-scale mixed crop-and-livestock farmers, who are the mainstay of the world's food production and are likely to remain so for generations to come, as well as livestock herders, who move their animals periodically to find new pastures across rangelands covering one-third of the earth's ice-free surface, and who are among the world's most vulnerable people.

ILRI is organized in the following major research programs such as Animal and Human Health, Feed and Forage Development, Livestock Genetics (LiveGene), Policies, Institutions and Livelihoods, Sustainable Livestock Systems, Impact at Scale and Biosciences eastern and central Africa (BecA)-ILRI Hub, Cross-cutting gender, research methods, communications, knowledge management, capacity development and partnership programs support these research programs.

ILRI drives the CGIAR Research Program on Livestock, ILRI drives one leader and co-drives one more of the CGIAR Research Program on Agriculture for Nutrition and Health, and ILRI contributes considerably to the CGIAR Research Program on Climate Change, Agriculture and Food Security and a few other CGIAR explore projects and stages. Staff individuals work in incorporated projects that create and convey science-based practices, give logical proof to basic leadership and create limits of domesticated animal's division partners.

In 2015, the CGIAR revenue declined as a result of the difficult social and economic environment with which many donors continue to be confronted. As a result, Centers were required to implement cuts, lay off staff and adjust operations to the new funding reality which was quite an unexpected change (2015 CGIAR Financial Report). ILRI's operations were adjusted by reorganizing research programs with some continuing as per the previous structure, some new ones created and some resulting from mergers of previous programs (ILRI, 2015).

1.2 Statement of the Problem

Retention of employees is becoming a real challenge in today's operating environment as employers begin to realize the value of people that make up the organization. The employment relationship is undergoing fundamental challenges that have the implication for the attraction, motivation and retention of talented employees (Flippo, 2001). Fitz-enz, (1997) states that long term success of an organization depends largely on its ability to effectively manage and utilize its human resources which are considered as the most crucial. Ineffective management of employees leads to a high rate of staff turnover which has a significant economic impact on

organizations especially because of the knowledge that is lost with the employees' departure. It is very costly to do nothing about high rates of turnover because one key individual can hold the fortunes of a department or business in their hands. Loss of several members of core staff in the same unit or team can lead to instability of the entire organization.

Employee retention is critical to the success of an organization. Employee retention is one of the primary measures of the health of an organization. ILRI has been experiencing a significant rate of loss of employees. Data from the People and Organizational Development office show that 195% employees have left the institute between the years 2015 – 2016 (ILRI Annual Staff Reports, 2015 and 2016).

Several authors have studied the impact of employee retention. Kochanski & Ledford (2001) came up with a number of factors that contribute to a forthcoming wave of turnover. According to Forgacs (2009) retention and engagement start at the very early stages of the recruitment process. It is a never-ending process as retention and engagement is affected by almost all aspects of the business and directly affecting the employee/employer relationships around the world. However, these studies and others have not focused on the element of donor funded institutions where funding may be reduced at an expected rate and with little or no notice to the organizations that are funded by these donors and specifically the not-for-profit organizations.

A high rate of turnover has negative effects on the performance of an organization. This is because of the increased cost of recruitment for specialized staff, training and retraining of new and existing employees respectively. It is against this backdrop that the researcher seeks to assess the factors influencing employee retention at ILRI.

1.3 General Objective

The general objective of this study was to evaluate the factors influencing employee retention in the International Livestock Research Institute (ILRI).

1.4 Specific Objectives

- 1.4.1** To establish the effect of work environment on employee retention at the International Livestock Research Institute.
- 1.4.2** To assess the effect of motivation factors on employee retention at the International Livestock Research Institute.
- 1.4.3** To establish the effect of training and development on employee retention at the International Livestock Research Institute.

1.5 Justification of the Study

The researcher anticipated that the findings of the study was importance and beneficial to many stakeholders.

1.5.1 International Research Institutes

International Research institutes operated through donor funding benefit from the findings in identifying and controlling high labor turnover in their organizations. This study provides knowledge to the human resources departments in these organizations in order to come up with appropriate approaches that can ensure employee retention. Organizations will gain insights on how to embrace the current funding trends to ensure organizational effectiveness.

1.5.2 Academicians

The findings generated by this study added to the body of literature on employee retention. The research availed to other researchers to help them understand the effects of employee retention in donor funded institutions. The study findings serve as an invaluable tool to address the gap of literature on the factors influencing employee retention.

1.5.3 Government and Policy Makers

The research assists other strategy developers in formulating, developing or improving employee retention strategies to reverse the increased employee exits. Human Resources

policy makers use the research findings in adopting prudent and workable policy framework that may make retention manageable.

1.6 Scope of the Study

The study focused on employee retention strategies employed by ILRI. Specifically, the study concerned itself with the use of work environment, motivation and training. The study population included 370 employees of ILRI, Kenya. The study was conducted between May and August 2018.

1.7 Definition of Terms

1.7.1 Promotion

Promotion is defined as “the upward reassignment of an individual in an organization’s hierarchy, accompanied by increased responsibilities, enhanced status and usually with increased income though not always so (Monappa & Saiyadain, 2013)

1.7.2 Donor

A person who donates something, especially money to charity (Oxford University Press, 2017).

1.7.3 Funding

Funding refers to money provided, especially by an organization or government, for a particular purpose (Oxford University Press, 2017)

1.7.4 Training

Training is an organized process to amend employee proficiencies so that they can achieve its objectives (Armstrong, 2000).

1.7.5 Work Environment

The term work environment is used to describe the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures (Hytter, 2008).

1.7.6 Employee Retention

The condition of keeping employee. Employee retention is the overall strategy or ability of an organization to retain its best employees and hence maintain a lower turnover. An organization is able to achieve this by adopting various employee retention programs. Employee retention is and should be one of the main focus areas of the human resources department in any organization (Johnson, 2000).

1.7.7 Employee Motivation

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern.

1.8 Chapter Summary

This chapter of the study surveys the background to the problem and unfilled the statement of the problem in regard to the general objective. Chapter one covers; the background of the study, statement of the problem, the purpose of the study, research questions, justification of the study, scope of the study and the definition of terms. Chapter two covers the literature review, examining past studies that have been done on the specific objective. Chapter three reviews the research methodology which details the process that was used in data collection. Chapter four present the data gathered from the field survey. Finally, chapter five covers a summary of the findings, discussion, conclusion and recommendations for the study.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The chapter of the study covers relevant textual evidence on the subject of job redesign and its effect on the performance of employees in an organization. The chapters shall explore on past studies as published by scholars on effect of work environment and employee retention, effect of motivation on employee retention and effect of training on employee retention. The final section will cover the chapter summary.

2.2Effect of Work Environment and Employee Retention

The term working conditions or work environment is used to describe the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures (Hytter, 2008). Work environment and employee retention strategies address three fundamental aspects of the workplace: the ethics and values foundation upon which the organization rests; the policies that interpret those values and translate them into day-to-day actions, and the physical environment in which people work (Johnson, 2000). The overall goal is to make your company a place where people want to come to work. (Hytter, 2008) analyzed that work environment has commonly been discussed from an industrial perspective, with a focus on physical aspects such as, heavy lifts, noise, exposure to toxic substances. The interesting part is; characteristics of work environment vary in services sector as compared to production sector because it has to interact with the clients or consumers. Depending on the kind of business and the kind of job, interactions will be frequent and more or less intense.

The interaction between employees and consumer or client demands a move of focus from the physical to the psycho social dimension of work environment (Johnson, 2000). Psycho social work environment includes support, work load, demands, decision latitude and stressor. Work environment can give some depressing messages about how much the organization values

employees and the standards it expects from them (Hytter, 2008). An independent study conducted by the Society for Human Resource Management, demonstrated that physical work environment contributes a major factor affecting the decision of employee's whether to stay or leave the job (Sutherland, 2004). Access to friendly and natural environment helps to reduce job stress, depression and apprehension which are beneficial for health environment as well (Steel & Griffeth 2002). The workplace environment comprises of various factors that are imperative determinants of employee performance (Lambert, 2001). These factors may positively or negatively contribute to achieving maximum employee performance. Employees will always be contended when they feel that their immediate environment states are in tandem with their obligations (Farh, 2012). Chandrasekar (2011) asserts that the type of workplace environment in which employees operate determines whether or not organizations will prosper.

The workplace environment consists of physical factors which include the office layout and design among other factors; while the psychosocial factors include working conditions, role congruity and social support. Other aspects of the workplace environment are the policies which include employment conditions. A better physical workplace environment boosts employees' performance. Employees in many organizations are encountered with working problems related to workplace environmental and physical factors. It has been argued by Pech and Slade (2006) that employee disengagement is increasing, and it has become important to make workplaces that positively influence workforce. Employees' comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity (Leblebici, 2012). In today's dynamic and competitive business world, a healthy workplace environment makes good business sense. Managers should not just focus on the employees' pay packet with the assumption that it is proportionate to performance (Heath, 2006). Organizations deemed as a positive place to work will have a competitive edge over the others.

2.2.1 Psycho Social Work Environment

Psychosocial work environment pertains to interpersonal and social interactions that influence behavior and development in the workplace. Research has been conducted to determine the effects of the psychosocial work environment on stress levels and overall health. One study in particular found that low levels of support and control at work leads to increased rates of sickness absence (North, Syme, Feeney, Shipley, & Marmot, 1996). In other words, a positive and supportive psychosocial work environment is beneficial to employees in an occupational organization.

According to the current World Health Organization's (WHO) definition, occupational or work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. The adverse reaction people have to excessive pressures or other types of demand placed on them at work. Employees that feel they have psychological support hence they have greater job attachment, job commitment, job satisfaction, job involvement, positive work moods, thus they feel to or desire to remain with the organization, organizational citizenship behaviour and job performance. According to Steve, (2011) stress is resulted as a reaction of an employee when certain demands, pressures and professional aspects have to be faced at the work place which does not match their knowledge levels there by posing a challenge and threat to the capabilities of the employee which in turn would create a struggle for existence in terms of being employed in a place. According to Jaffe, Smith and Segal, (2007) different professional context also creates stress conditions to the employees at the work place when the employee feels that he / she is not being supported by their managers / leaders or colleagues, when they don't have control over the work they do or the lack in the knowledge of competing a task that would match the requirement that would meet the requirements of the given task and the constraints that they will have to face in the in doing so.

Work overload symptoms such as headaches, stomach complaints and difficulties in sleeping are caused by work overload and it can lead to physical and emotional exhaustion (Pech & Slade, 2006). It results when employees become inflexible and when they think that they are physically having a problem. Whenever people have work overload they can be seen with these

signs like over sleepy, they become ill, not interested in anything and as a result intellectual caliber will suffer. Work under load is the extreme opposite of burnout. However, its affects are just as marked. A dull, continuous, not benefitting job with no results can quickly lead to boredom, left unchecked, apathy sets in and productivity slows. These kinds of jobs can become highly stressful because there is no outlet other than keep on doing. In extreme cases workers may even resort to minor acts of sabotage that can negatively affect others.

2.2.2 Physical Workplace Environmental Factors

Niemela et al. (2010) opine that the conditions of physical workplace environment influence the employees' functions and it will determine the well-being of organizations. They add that the physical work environment includes the internal and external office layout, temperature, comfort zone and also the work setting or arrangement. The physical workplace environment factors also include lighting (both artificial and natural), noise, furniture and spatial layouts in workplaces (Vischer, 2008). The physical workplace environment includes comfort level, ventilation and heating as well as lighting. These features assist on functional and aesthetic side, the decor and design of the workplace environment that ultimately help improve the employees' experience and necessitate better performance.

The comfort level and temperature also substantially influence health of employees. Niemela et al. (2002) found out that there is decrement in work performance when temperatures are high, and low temperature has relation to performance of manual tasks. Office design encourages employees to work in a certain way by the way their work stations are built. Spatial layouts contribute a lot towards how the employees perform their tasks (Al- Anzi, 2009). Closed office floor plan, which may consist of each employee having a separate office of their own or a few people in each office, allows employees a greater amount of privacy than open plan office layout. It allows employees to work in peace and quiet, keeping them focused on their tasks without a lot of distraction. It also offers employees a thinking frame and creativity without much distraction. According to McCoy and Evans (2005) the elements of physical work environment need to be proper so that the employees would not be stressed while doing their job. Physical elements play an important role in developing the network and relationships

at work. All in all, the physical work environment should support the desired performance. Vischer (2008) stressed that conducive workplace environment should be prioritized as it provides support to the employees in carrying out their jobs. It should be conducive enough to enable performance of tasks by employees.

2.2.2 Leadership Style

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals. A leader can be characterized as a man who appoints or impacting others to act in order to complete determined destinations. The present associations require viable pioneers who comprehend the complexities of the quickly changing worldwide condition. On the off chance that the undertaking is profoundly organized and the pioneer has great association with the representatives, adequacy will be high with respect to the workers. The examination additionally uncovered that equitable pioneers take extraordinary consideration to include all individuals from the group in dialog and can work with a little yet exceptionally energetic group (Kleinman, 2013).

The developments and changes made by individuals and group are associated with the presence of a leader. Every manager uses a particular leadership style which has a significant impact on employee morale. Consequently, the employee morale will affect their performance. Storey (2004) asserts that transformational leadership style which is composed of ideals, influence, inspirational motivation, intellectual stimulation and individualized consideration is one of the most effective leadership styles. These components of transformational leadership provide high performance and impact highly on employee satisfaction. There is also pragmatic oriented leadership which emphasizes on leadership of equality between the leaders and subordinates. All members of the organization have equal and same law, information and perspective and the role of the leader is facilitating the formation of the organization (Duckett and Macfarlane, 2003). This kind of leadership is most successful. Successful leadership is therefore very vital for the effectiveness of any organization and employee performance. Leadership style affects a range of factors such as job satisfaction, performance turnover intention and stress and so contributes to organizational

success. Managers need therefore to adopt appropriate leadership behavior in order to improve employee performance.

The issue of leadership is crucial in the organization (Cole, 2005). This is premised on the fact that leadership contributes significantly to the success and failure of an organization (Jaskaran and Sri-Guru, 2014; Lok and Crawford, 2004). Obiwuru et al. (2011), posit that the ability of management to execute collaborated effort depends on leadership capability. This is because an effective leader does not only inspire subordinates' potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals (Lee and Chuang, 2011). Industrial practitioners have long recognized the substantial role of employees in the realization of organizational goals. In an attempt to achieve these goals, organizational managers strive to develop, harness and utilize both material and human resources (Etuk, 1990 cited in Ushie et al., 2010). This also entails leading people hence it has been argued by Ushie et al., (2010) and Obiwuru et al., (2011) that organizational failure is tied to the quantity, quality and inappropriate leadership style. This is explicated by Iheriohanma (2009) that the realization of organizational goals depends, to a great extent, on leadership. He posits that no matter the goals that motivated the establishment of an organization, it still requires management strategies and effective leadership in order to drive the organization to achieve its set objectives, especially in this business era that is characterized by competitive knowledge-driven economy.

Longenecker (1989) and Ezuluike (2001) cited in Iheriohanma (2009) emphasized that organizational performance not only hinges on the quality of leadership but that leadership, to a greater extent, determines how an organization can achieve progress in the face of accelerating information management and technological innovation. Thus, management of employees in an organization requires the leadership qualities and styles that will drive the corporate goal of the organization. This is because leaders and their leadership style constitute significant influence on the subordinates and organizational outcomes (Tarabishy, Solomon, Fernald and Sashkin 2005). Effective leadership style and skills have been shown to enhance job satisfaction and promote staff retention in organizations (Kleinman, 2013). Thus,

employees' retention and performance in an organization can be achieved when management adopts appropriate leadership and managerial styles and align business strategies to employee motivation and morale.

In the view of Michael (2008) cited in Ng 'ethe et al. (2012), one of the critical roles of management is to create a work environment that will endear the organization to employees. This also includes influencing these employees' decision to be committed and to remain with the organization even when other job opportunities exist outside the organization. It has been argued by Ng'ethe et al., (2012) that the role of leaders and their leadership styles are crucial in employee retention. This assertion is on the premise that leadership styles can either motivate or discourage employees, which in turn, because employees' increase or decrease in their level of performance and propensity for retention in the organization (Rochelle, 2012). Ng 'ethe et al., (2012) stated that the role of leadership and supervision is crucial in employee retention, as it is argued that employees leave managers and not the organizations (Beardwell & Claydon, 2007). Jaskyle (2004) stressed that employees' perception of leadership behaviour is an important predictor of employee job satisfaction, commitment and retention in the organization. Rochelle (2012) opined that the leadership style that characterizes the interaction between leaders (or managers) and their followers (or employees) is most important in terms of employees' efficiency, productivity and retention in the organization. This is because in this modern era of globalization, organizations are considered to be competitive on the basis of the competence of their human resources. It is somewhat a difficult task to handle people who are physically, psychologically, culturally and ethnically different from each other (Bushra et al., 2011). Thus, the management of employees and their retention in the organization are largely dependent on the quality of leadership and leadership styles employed by organizations (Albion & Gagliardi, 2007).

Drucker (1993) pointed out that the performance and quality of managers are the main elements which decide the success of an organization. Bushra et al. (2011) came to a similar conclusion that well-qualified and capable personnel are important in the context of achieving organizational goals and objectives. They stressed that the success of an organization depends

on the hard working, loyalty and involvement of managers and employees. This is because, as organizations need workers for improved productivity, workers also need knowledge and practical leadership to integrate the factors of production for improved productivity. In this order therefore, organizations need authentic, committed and practical leadership not only to integrate the factors of production but to motivate the workforce to ensure achievement of organizational goals (Iheriohanma, 2009; Iheriohanma et al. 2014). Hence, Leadership plays a crucial role in increasing performance of organizations and employees. Suleman et al., (2011) in their contribution, posit that leadership and its effectiveness is the primary focus for organization to achieve the organizational goals and to create organizational commitment in their employees. This is because employees' commitment with the organization reduces their intentions to leave the organization and to remain a part of the organization to work with more efficiency and with loyalty (Pascal, Pierre-Sebastine & Lamotagne, 2011).

Johari (2008) explained that effective leaders should guide employees in a manner that allows them to develop an acceptable work attitude and behaviour that will enable them to contribute to the achievement of the group and the overall goal of the organization. This underscores the observation made by Oluyinka (2010) that organizational researchers have often stressed the pivotal roles that work attitude and behaviour of personnel play in the well-being, acceptance, retention and image of the organization. Oluyinka (2010) stressed that the exhibition of negative work attitude and behaviour by employees may undermine organizational integrity, daunting reputation, causing mistrust and hampering organizations' relations. Oluyinka (2010) pointed out that it may also damage the reputations of good and hardworking members of the organization. This by extent, he argued that such infestation of negative behavioral attributes may reduce the productivity level of the organization and also propel the feeling of quitting among employees who may feel nauseated by such negative attitude and work behaviour of their colleagues and leaders. The synthesis of the literature enunciated above, points to the fact that leadership styles of managers are therefore pertinent in keeping valued and talented employees in organizations. This is because when leadership styles of managers are viewed with negative lens from the subordinates, this will provoke their propensity to quit the organization. When the leadership style is admired and favorable to the subordinates, this

will endear them to stay in the organization, thereby enhancing productivity, employee performance and their retention in the organization. The concern therefore will be for management to develop leadership styles that will be viewed industrial friendly, as this will spur employees' performance and retention in organization. The above propositions intricately explain the nexus between leadership styles, employees' retention, performance and organizational productivity.

2.2.4 Work Life Balance

Work life balance may refer to one of the following: organizational support for dependent care, flexible work options and family or personal leave (Estes and Michael, 2005). Work life balance employment practices are concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work (Armstrong, 2006). By so doing, they reconcile the competing claims of work and home by their own needs as well as those of employers. Work life balance policies can lower absence and help tackle the low morale and high degrees of stress that can lead to underperformance since the employees get tired of juggling work and life responsibilities. Many researchers have agreed on important role of work life balance as it is related with employees' psychological well-being and overall sense of harmony in life (Clark, 2000). Balanced work-life is associated with increased job satisfaction and organizational commitment. Employees' work life experiences deepen their role-related engagement which is related to organizational performance improvement.

2.3 Motivation Factors and Employee Retention

Ramllall (2004) defines employee motivation as the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some employee need. According to Burton (2012) two important reasons that employees should be motivated are to achieve their own personal goals and the organizational goals. As Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work.

Vnoučková and Klupáková (2012) indicated that motivation is the main tool to eliminate the negative employee turnover rate inside organizations; this is the backbone of human resource management. The lack of adequate human behavior motivation will lead to a lack of clear goals and problems with fulfilment as well as a lack of organizational efficiency; further, it is not possible to expect employees to stay in the organization. Kassa (2015) found that employees are highly motivated with reward motivational factors and employees are less motivated with interesting work and training and development and work environment motivational factors of the Ambo mineral water factory in Ethiopia. Furthermore, the result of the correlation analysis revealed that unlike interesting work all others motivational factors have positive and significant relationship with employee retention.

Aguenza and Som (2012) argue the motivational factors that are crucial in influencing employee retention are financial rewards, job characteristics, career development, recognition, management and work-life balance. Thus, organizations should formulate appropriate retention strategies in a holistic manner to reduce turnover rates, and these require a commitment from employers, but it will be well worth the investment in the long term. Mgedezi (2012) found significant relationships between intrinsic motivation, job involvement and employee retention. Evidence was further found that employees' intrinsic motivation and job involvement influenced the extent of employees' intention to quit.

According to Mullins (2006) motivation is a key ingredient in employee performance and productivity. Though people might have clear work objectives, the right skills and supportive work environment, they will not get the work done without sufficient motivation to achieve those work objectives. He added that motivated employees are willing to exert a particular level of effort, for a certain amount of time, toward a particular goal. Motivation represents the complex forces and needs which provide the energy for an individual to perform a particular task. A motivated employee is always conscious of the goal to be achieved and directs his efforts towards attaining it. These motivation factors include: empowerment, recognition and rewards and employee participation.

2.3.1 Empowerment

According to Daft and Noe (2001), the newest trend in motivation is empowerment; the delegation of power or authority to subordinates in an organization. To Daft and Noe, increasing employees power heightens motivation for task accomplishment because people improve their effectiveness, choosing how to do a task and using their creativity. Empowering employees means giving them four elements that enable them to act more freely to accomplish their jobs: information, knowledge, power and rewards. Mullins (2002), states that empowering is allowing employees to greater freedom, autonomy and self-control over their work and responsibility for decision-making. When an employee has the right to take initiative and be responsible for actions taken, he feels part of the decision makers in the organization. This motivates them to stay in the organization. Where the individual feels being in the organization provides the needed economic empowerment that he or she so much desires, he or she will stay and perform.

2.3.2 Recognition and Rewards

Employee reward refer to programs set up by an organization to remunerate execution and rouse workers on individual or potentially amass levels. They are typically viewed as discrete from pay however might be fiscal in nature or generally have an expense to the organization. While beforehand thought about the area of vast organizations, independent companies have additionally started utilizing them as a device to draw top representatives in a focused activity showcase and also to build worker execution. According to Koehler (2009), every person has different reason for working. The reasons for working are as individual as the person. But we all work because we obtain something that we need from work. The something that we obtain from work impacts our morale and motivation and the quality of our lives. To Koehler, whatever your personal reason for working, the bottom line however, is that almost everyone works for money. Fair benefits and pay are the cornerstone of a successful company that recruits and retains committed workers. Without the fair living wage, however, you risk losing your best people to a better paying employer. Community or group must appreciate a transformation in the individual's life for him to be motivated and stays perform. This is reflected in the invitation that flock his /her home and office as people see the transformation.

The individual must be able to afford expensive things and live an affluent life to feel he or she is developed. He or she must identify himself or herself with financially sound people in her community and at the workplace (Koehler, 2010).

Corporations are becoming increasingly creative, and less conservative, in coming up with benefits and service to attract and retain employees. But, in spite of the number of creative options available to aid employee retention, companies cannot afford to forget the basics. Employees want to be recognized for the contribution they make (Luthans, 2000). According to Mullins (2002), one of the keys to avoiding turnover is to make rewards count. Rewards are to be immediate, appropriate, and personal. Organization may want to evaluate whether getting a bonus at the end of the year is more or less rewarding than getting smaller, more frequent payouts. Additionally, a personal note may mean more than a generic company award. Employees should be asked for input on their most desirable form of recognition. Use what employees say when it comes time to reward for performance.

2.3.3 Employee Participation

Employee participation is defined as: the degree to which employees perceive they have involvement and or influence in the decision-making process in their organizations that might have impacts on their jobs, whether such impacts may be direct or indirect (Michael et al, 1999). Employee involvement could be enhanced if certain critical factors are present in an organization. These include supportive superiors who are less authoritarian in their management approach, while employees should have high need for independence and perceive that they face a moderate amount of work pressure. Individuals with high need for independence, achievement and job abilities are likely to perform better in their jobs.

According to Michael et al, (1999) employee involvement is positively related to employee performance and job satisfaction. Involvement in decision often increases an employee's motivation to make sure the decision is executed properly. Being part of a team that successfully makes and executes a decision can fulfil an employee's need for belongingness, achievement, recognition and respect. The opportunity to see how decision leads to actions and rewards may also improve an employee's understanding of the linkage between performance and rewards, improve, enabling the employee to improve the chances of getting desired

rewards. Employee involvement also gives employee the feeling that contributions are values, which are likely to improve many employee's self-esteem.

2.4 Training and Development and Employee Retention

According to Beach (2009) defines training as the organized procedure by which people learn knowledge and/or skill for a definite purpose. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization. Investment on employee training is considered an important factor in employee retention (Hsu et al., 2003). An organization has the incentive to make investments in form of training and development only on those workers, from whom organization expect return and give output on its investment. Hsu et al., (2003) suggest that firms and individual make investment on human capital in the form of training. Beardwell and Claydon (2007) mentioned that all employees want to be valuable and remain competitive in the labor market at all times. This can only be achieved through employee training and development. Employees will always want to develop career enhancing skills, which will always lead to employee motivation and retention. There is no doubt that a well-trained and developed staff will be a valuable asset to the company and thereby increasing the chances of his or her efficiency in discharging his or her duties. Training and development are activities that are used to maintain and promote the competencies and talents of employees in relation to the developments inside and outside the organization.

When employees are hired to enhance their skill, an organization needs to start a training program (Goldstein, 2001). According to Noe et al., (2008) employees have the will to acquire new knowledge and skills which they apply on the job and also share with other employees. Research studies found that organizations often delay employee training program to determine that workers personal value good matches with organization culture or otherwise, therefore to deter the employee turnover intention. A well-planned training programme should result in reduction in waste and spoilage, improvement in methods of work, reduction of learning time, and reduction in supervisory burden, improvement in quality of products, improvement of production rate, improvement of morale and reduction in grievances, improvement in

efficiency and productivity. Armstrong (2009) observed that like any other business process, training can be very wasteful if it is not carefully planned and supervised. Without a logical systematic approach, some training may be given which is not necessary, and vice versa, or the extent of the training may be too small or too great.

In the development of organizations, training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively. There exists a positive association between training and employee performance. According to Tharenou, Alan and Celia (2007) the goal of training is to enhance the organization effectiveness. It also demands an influence on employee's performance, as well as in relation to organizational performance which is mediated by means of employee's performance. Aguinis and Kraiger (2009) said that training improves the overall organization profitability, effectiveness, productivity, and revenue and other outcomes that are directly related to the training in improving the quality of services which could include; organizational career planning, employee coaching and mentoring, career counseling and talent management

2.4.1 Organizational Career Planning

Leibowitz (1986) claims that career planning is a constant procedure of self-appraisal and objective setting planned by representative and business, keeping in mind the end goal to work in accordance with hierarchical target. Career planning includes both representative and business interfacing together to recognize objectives, furthermore create techniques required to satisfy distinguished objective. Leibowitz (1986) keeps up that representatives ought to distinguish their capacities through projects, for example, drilling, tutoring and directing, with the goal that administration will choose what preparing needs that ought to be produced, furthermore decide the undertaking that ought to be relegated to them. The procedure helps an association to increase upper hand, furthermore guarantees aptitudes and capacities are coordinated with errand, accordingly efficiency is improved. Associations that desire to successfully structure its positions with respect to characterize parts and obligations, must

embrace the procedure of profession wanting to guarantee viability in yield, thereby upgrading profitability.

2.4.2 Employee Coaching and Mentoring

Employee coaching and mentoring are two self-improvement strategies that support a man's own capacities so as to enhance conduct and execution. The procedures of drilling and coaching are comparative seeing that they are both a progression of discussions (talked or composed) between two people. Furthermore, Phillips (2005) conflict that such instructing would increase the value of the association by helping its workers develop and create and consequently improve general generation and gainfulness was likewise underscored. They can just serve to facilitate the pressures concerning the consequences for primary concern benefit. Honing and tutoring is neither shabby nor a substitute for different types of learning and expert improvement. Guiding and coaching is about empowering and advancing proficient advancement in view of existing limits and the potential for development (Shin, 2011). Associations may have the capacity to advance in connection to their current capacities with regards to collegiality and administration, and their capacity to source and organize the essential interest as far as time and money is concerned.

It is critical to prepare for over-aspiration and over-enthusiasm where the absence of essential assets can regularly prompt to poor usage. Honing and tutoring has turned into an imperative part of building up workers' states of mind and conduct for association viability. Training and tutoring can bolster these people, as it has the versatility and adaptability to bolster a scope of people with various learning styles. The improvement needs of people are assorted and the 'one size fits all' model of advancement is frequently unseemly. Subsequently, drilling and tutoring can possibly give an adaptable responsive advancement approach that can be used to bolster an expanding number of people inside the association than conventional types of preparing consequently vocation development (Morgan, 2008).

2.4.3 Career Counseling

Career counseling is also a career development program in which career education awareness is delivered in edification organizations, workplaces, and occasionally, in the community by organizations career counselors. The career development practice help workers comprehend

their thought processes, their qualities, and how they may add to the association general technique objective. It furnishes them with information of the work advise; abilities to make instruction preparing, life and work decisions; chances to experience group administration and work life; and the devices to arrange a profession (Morgan, 2008). Proficient vocation instructors can bolster individuals with profession related difficulties. Through their aptitude in profession advancement, they can put a man's capabilities, experience, qualities, and shortcomings in an expansive point of view while likewise considering their sought compensation, individual leisure activities and premiums, area, work advise and instructive potential outcomes (McAuley, 2011). Work advising hone helps representative illuminate their quick business objectives, comprehend and get to occupation and ability preparing openings, and take in the aptitudes expected to search for and keep up work and job arrangement which incorporates masterminding or alluding individuals to employment opportunities.

This is regularly both a legislature and a private commercial center action; moreover, career development practice is done by human resource management career counselor at colleges, workplace, and universities for job placement services for current and future employees (Arulmani and Arulmani, 2004). A career issue interlaces with different issues and circumstances in an individual's life; it is difficult to question a profession issue without investigating issues and conditions in one's general life setting (Young and Collin, 1992), which is done through vocation guiding. These social and individual issues interaction with vocation advancement issues, making the profession investigation a rich yet entangled and testing assignment. Best case scenario, this circumstance encourages an indispensable view toward the conjunction of individual and work life. Profession issues can be distinguished and understood inside a bigger and more all-encompassing setting of between related individual encounters.

2.4.4 Talent Management

Talent management is about getting the right individuals in the right occupations making the best choice. This requires foreseeing how representatives will act later on and motivating them to act uniquely in contrast to how they acted previously. To be viable, ability administration handle must consider the fundamental elements that impact representatives' choices and

activities. They should be founded on how business pioneers and supervisors need them to carry on. Ability administration builds the likelihood that representatives will show conduct than adjust to association's general key course. The capacity to impact worker conduct makes ability administration an exceptionally viable technique for driving business result (Perrin, 2003). Little changes in worker conduct can have huge effect on business execution. Ability administration alludes to the suspicion of required human capital for an association and the wanting to address those issues (Perrin, 2003).

In today's focused market, fruitful association paying limited attention to size need representatives who have the important learning and aptitudes to make a compelling commitment as drivers towards accomplishing an aggressive edge in the association. In this manner, expanding on representative's ability administration will help the worker's profession development as well as association execution. Organizations evaluate the qualities and shortcomings of their kin in addition to the best utilization of their available ability. They have to pull in, hold, retrain, and perceive the ability that is best adjusted to the work and brand of the association. Great organizations furnish representatives with devices to deal with their profession consequently vocation advancement.

2.4.5 Employee Development

Development is the process whereby overtime, learning brings about significant changes in the individuals. What organizations need of their members is development, for this is the process whereby a person, through learning and maturation, becomes increasingly complex, more elaborate and differentiated. Individuals in work settings do not develop independently of the organization. Their development interacts with the organization and its development through the individual's career. When an individual sees development in their chosen career, there is opportunity for capacity building and development. This gives the assurance of being prepared for bigger tasks. Promotion and career progress follows; this motivates an individual to continue to stay in the organization.

Beardwell and Holden (1997) are of the view that many professionals are now requiring their members to undertake continuing professional development (CPD) because the changing environment is rendering obsolete some of their original skills and knowledge and demanding

the development of others. Whittaker (1992) indicates that CPD is needed to ensure that professionals remain up to date in a changing world and that the reputation of the profession is enhanced, and to encourage professionals to aspire to improve performance and ensure that they are committed to learning as an integral part of the work.

2.5 Chapter Summary

The literature cited in this study assisted in evaluating the factors influencing employee retention in international institutes and specifically to the International Livestock Research Institute (ILRI). The research methodology describes how data was collected, the methods and procedures that were used to carry out the study and research design which specifies the methods and procedures for the measurement and data analysis.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter of the study describes the methodology that was used in the process of gathering data required for the study. The research methodology covers critical field research aspects, particularly; research design, population & sampling, data collection methods, research procedure and data analysis methods. Research methodology, can also be explored as the research philosophy, which builds the scope for the research paradigm (Mugenda, 2008).

3.2 Research Design

Research design is a plan and structure of examination created with the expectation of inquisitorial for answers to explore questions (Kothari, 2010). Sekeran and Bougie (2016) placed that exploration configuration is an action which centers around orchestrating, collection and examination of data to give information and moreover responds in due order regarding the present issue of the examination. In this research study, the descriptive research methodology was utilized to enable the researcher gather evidence for answering the research questions. Survey research refers to a study in which data is gathered for representative sample from populations of interest to the researcher and measured at a given point in time (Gaski, 2013). Kothari (2010) describes descriptive research as including surveys and fact-finding enquiries adding that the major purpose of descriptive research is description of the state of affairs as it exists. The study evaluates the factors influencing employee retention in the International Livestock Research Institute (ILRI). The study specific objective includes; o establishes the effect of work environment on employee retention, to assess the effect of motivation factors on employee retention and to establish the effect of training on employee retention.

3.3 Population and Sampling Design

3.3.1 Population

Population is the collection of units on which inferences are made (Saunders, Lewis & Thornbill, 2007). According to Mugenda (2009) a population is the collection of objects, events or individuals with common characteristics that can be observed. Gall and Borg (2010) contended that a target population gives a solid establishment in which to construct a population rationality of the study. The population comprised of all the 370 employees of ILRI based in Nairobi, Kenya.

Table 3.1:Population

Directorate/Program	Number
Director General's Office	11
Integrated Sciences	98
Biosciences	126
People & Organizational Development	23
Institutional Planning and Partnerships	17
Corporate Services	95
Total	370

Source: ILRI Staff Head Count (2018)

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

The sample frame entails a rundown of components from which the sample has comparative qualities to those of the population drawn. It is exhaustive and exact rundown of the member of the population only (Cooper and Schindler, 2014). As per Saunders, Lewis and Thornhill (2007), the sampling frame for each random sample is the entire deprived of whole cases in the population from which sample was determined. The requisite sample frame ought to replicate total characteristics of the study population. The sampling frame can incorporate the entire set or part of the study population. The sampling frames focus on all the employees

working at ILRI based in Nairobi, Kenya. The list of employees was obtained from the human resources department at ILRI based in Nairobi, Kenya.

3.3.2.2 Sampling Technique

Sampling technique is the actual process through which the entities of a sample are selected (Kothari, 2010). Sampling technique defines the scientific procedures which are used in selecting a sample in a given set of target population (Bryman & Bell, 2015). This is the method of selecting the elements that was represented in the population under study. The sample was a group from the population representing the population (Cooper and Schindler, 2014). The study relied on stratified random sampling in selecting the participants for the study. Stratified sampling involves constraining the sample by segregating elements into mutually exclusive subpopulations (Cooper and Schindler, 2014).

3.3.2.3 Sample Size

The sample size is a portion selected from the target population for analysis (Dattalo, 2008). In this study, we were optimistic to have a higher response rate to aid a proper analysis of our research questions and conclusion in the study. The sample size set met the minimum threshold as recommended by Mason (2010) since the researcher aimed at utilizing the descriptive and inferential research study. Stratified random sampling was employed to draw a sample from a population of 370 employees. Cooper and Schindler (2014) observed that when selecting a sample size, a researcher must ensure that the right procedures are followed so as to get the most adequate number of respondents. The study used sample size determination as per the Table 3.1.

$$n = \frac{N}{1 + Ne^2}$$

Where, n = sample size, N = target Population, and e^2 = probability error (derived from the confidence interval).

$$n = \frac{370}{1 + 370(0.1^2)}$$

$$n = \frac{370}{1+370(0.01)}$$

$$n = \frac{370}{1+3.70} = \frac{370}{4.70} = 78.7, \text{ round off to the nearest person, } = 79 \text{ individuals}$$

Thus, n = 79 respondents

Table 3.2: Sample Size

Directorate/Program	Population	Sample size
Director General's Office	11	3
Integrated Sciences	98	21
Biosciences	126	27
People & Organizational Development	23	5
Institutional Planning and Partnerships	17	4
Corporate Services	95	25
Total	370	79

Source: ILRI Staff Head Count (2018)

3.4 Data Collection Methods

The study used a self-administered questionnaire as the data collection tool. The questionnaire had both closed and open-ended questions. The researcher settled on this tool because it is simple to administer, and it can collect a lot of information from a big population within little time. According to Silverman (2005) questionnaires are very cost effective when compared to face-to-face interviews. Questionnaires are easy to analyze. Data entry and tabulation for nearly all surveys can be easily done with many computer software packages.

Questionnaires were circulated through a web-based platform google documents and by hand to the staff given the rapport with the respondents. The questionnaires encompassed both closed-end questions with very few open-end questions to encourage a high response rate. The open-ended questions provided respondents a chance to express their personal opinions relative to the context in addition to those which the researcher has based his knowledge. The research

project questionnaire included five sections, section one covering general information from the respondent, and the other sections covering the independent variables of the study.

The respondents indicated where suitable in the questionnaires which employed a 5 point likert scale and differential scale, 1 indicating “Strongly Disagree”, 2 indicating “Disagree”, 3 being “Neutral” 4 signifying “Agree” and 5 being “Strongly Agree”. The specific research objectives of the study were utilized in coming up with the questionnaire.

3.5 Research Procedures

Validity is described as the degree to which a research study measures what it intends to measure (Mugenda & Mugenda, 2012). The researcher ensured validity by formulating the questions according to the study objectives and having the supervisor review the research instrument. Reliability assesses the consistency of results across items within a test (Berkeley, 2005). The researcher ensured reliability of the research instrument by pre-testing the instrument prior to the main study. The researcher involved 10 employees in the pretesting who were interviewed twice over one week. The results of the pretesting were correlated and a correlation coefficient of 0.7 was accepted.

The questionnaires were pretested to detect any weakness in the research design. According to Cooper and Schindler (2009) the instrument should be administered to 10 percent of the population. Data was coded into SPSS software and a reliability test to also follow suit. The research tool was found to be effective as all questions in the questionnaire addressing different research questions was above 0.7. The questionnaire used in gathering data was attached in the appendix section including an introduction letter to justify the purpose of the study.

3.6 Data Analysis Methods

From the analysis of data, coding was undertaken with sensitivity as it would influence the acquired results and the collected data was screened and checked for completeness and comprehensibility. The data was then summarized; coded and tabulated data analyzed through descriptive statistics to assess the frequency distribution and percentages of the demographic characteristics of participants and their responses in the questionnaires. Data was presented in

tables, figures and frequencies tabulated through SPSS (Statistical Programming for Social Science) version 24. Regression analysis was used to estimate the strength and the direction of the relationship between the dependent and independent variables. “Co-efficient of determination unable to assess the strength of the relationship between the independent and the dependent variables.” (Saunders, Lewis, & Thornhill, 2016).

The assumption of the linear regression equation was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where;

Y = retention

X₁ = work environment

X₂ = motivation

X₃ = training

€ = error term

3.7 Chapter Summary

Authorization to conduct the study was sought from both the researcher's university and ILRI. Consent from prospective respondents was sought before the interview. The questionnaire did not bear the name of the participant and neither any identifiers link to the respondents. Only the researcher had access to the data which was stored in a password protected computer. The findings of the study were only being used for the study purposes. A copy of the research findings was given to the participating agents.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This section of the study covers the results and findings as obtained from the field survey. The objective of the study was to evaluate the factors influencing employee retention at the International Livestock Research Institute (ILRI). The information gathering process focused on dissemination of the information accumulation apparatus and ensuing procedures of follow-up on respondents who had consented to partake in the investigation. The scientist embraced individual activity to circulate the surveys face to face to every one of the respondents who had consented to take an interest. The fundamental criteria for the respondents was the comprehension of the subject of occupation upgrade as was conceptualized in this examination with its three goals. The introduction in section four begins with a view on the reaction rate, at that point an examination of the respondent's statistic background, trailed by descriptive statistics and finally the inferential statistics.

4.2 Response Rate

The data in Table 4.1 presents the outcome in terms of the participation by the respondents in the field survey with the total units of observation derived from the study estimate of 57 participants.

Table 4.1 Response Rate

Outcome	Frequency	Percentage
Responded	57	72%
Not-responded	22	28%
Total	79	100%

The findings in Table 4.1 presents the response rate from the field survey exercise. A total of 79 questionnaires were distributed to respondents who were identified and accepted to take

part in the study. A total of 57 questionnaires were successfully returned in time to commence the data analysis process. The researcher took personal initiative to contact all the participants but eventually about 57 successfully contribute their opinions in the study.

4.3 Demographic Data

The demographic data covered the background information of respondents covering aspects including; gender, age distribution, education level, department and job experience.

4.3.1 Distribution of Respondents by Gender

The data presented in figure 4.1 highlights respondent's distribution by gender as computed in frequencies and percentages.

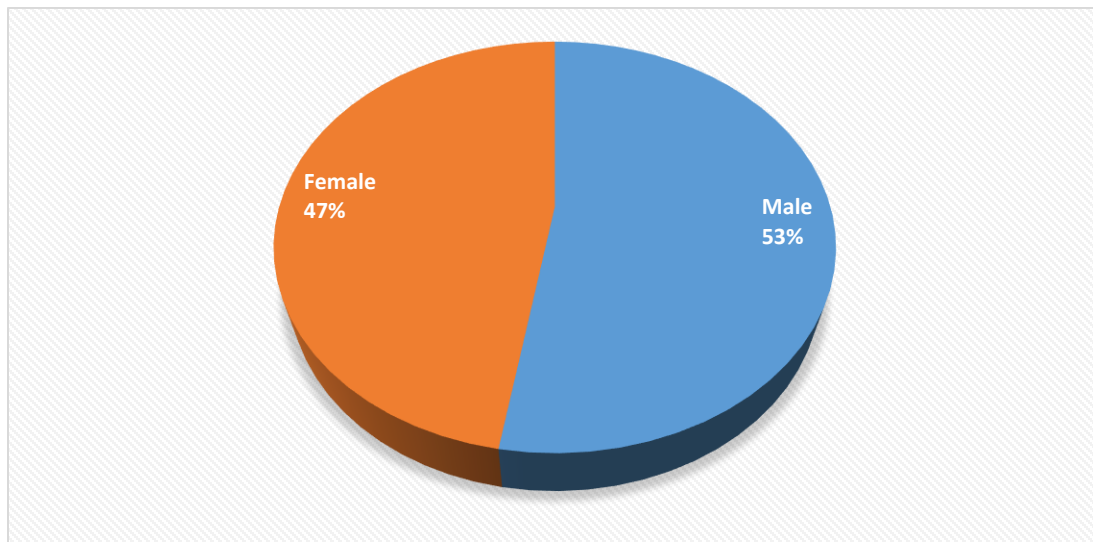


Figure 4.1 Gender Distribution

The findings presented in figure 4.1 indicate that majority of the respondents; 53% indicated that they were male. The findings also indicated that, 47% were female. This implies that gender diversity is an important demographic factor.

4.3.2 Distribution of Respondents by Age

The data presented in figure 4.2 highlights respondents' distribution by age as computed in frequencies and percentages.

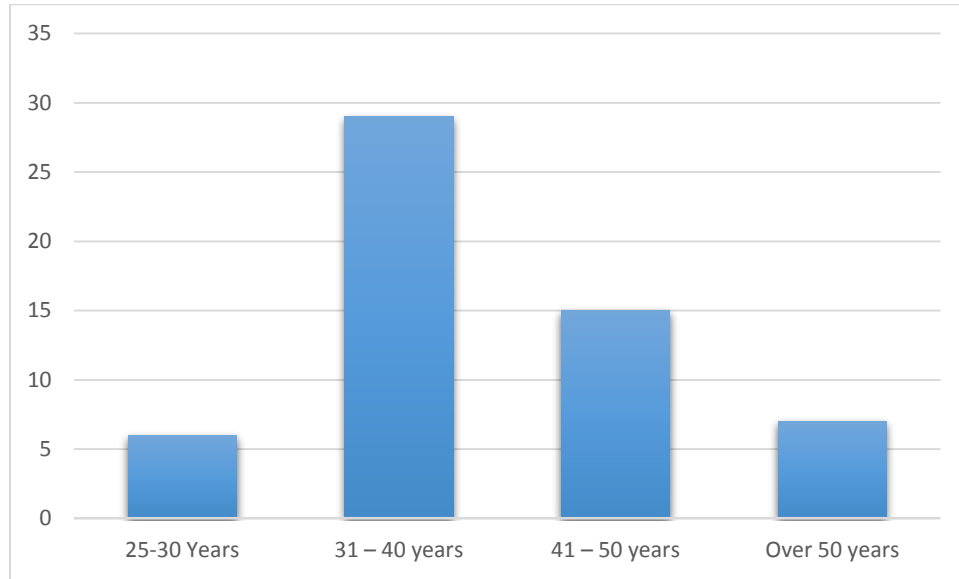


Figure 4.2 Age Distribution

The findings presented in figure 4.2 indicate that majority of the respondents, 29 indicate that they were in the age group 31 – 40 years. The findings also indicated that, (15) to be in the age group 41-50 years and (7) of the respondents indicated to be in the age group; over 50 years. A further, 6 of the respondents indicated to be in the age group, 25– 30 years. This implies that age diversity is an important demographic factor in the employee retention.

4.3.3 Distribution of Respondents Marital Status

The data presented in table 4.1 indicate the respondent's distribution in terms of marital status. The data is computed in frequencies and percentages

Table 4.1 Distribution of Respondents marital status

		Frequency	Percent
Valid	Single	18	31.6
	Married	37	64.9
	Divorced/Separated	2	3.5
	Total	57	100.0

The findings presented in table 4.1 indicate that majority of the respondents, 64.9% (37) were married. The findings show that, 31.6% (18) of the respondents were single, 3.5% (2) indicated to have separated.

4.3.4 Distribution of Respondents by Education Level

The data covered in table 4.2 highlights the distribution of respondents by education level computed in frequencies and percentages.

Table 4.2 Distribution of Respondents by Education Level

		Frequency	Percent
Valid	College certificate	5	8.8
	Diploma	13	22.8
	Bachelor's degree	22	38.6
	Postgraduate degree	17	29.8
	Total	57	100.0

The findings in table 4.2 indicate that majority of the participants, 38.6% (22) have attained a Bachelors' degree. Further, the findings indicate that 29.8% (17) of the respondents have attained Postgraduate degree. The findings indicate that 22.8% (13) of the respondent are Diploma holders. The findings also show that another 8.8% (5) of the respondents indicated to have an academic attainment of a college certificate. The findings highlight a population with a decent academic attainment all through.

4.3.5 Respondents Distribution by Job Experience

The data covered in Table 4.3 highlights the distribution of respondents by job experience computed in frequency and percentages.

Table 4.3 Respondents Distribution by Job Experience

		Frequency	Percent
Valid	1 – 3 years	4	7.0
	4 – 6 years	21	36.8
	7 – 10 years	13	22.8
	Over 10 years	19	33.3
	Total	57	100.0

The findings in Table 4.3 indicates that majority of the respondents, 36.8% (21) have work experience stretching from 4 – 6 years. The findings also indicate that, 33.3% (19) of the respondents have working experience of over 10 years and 22.8% (13) indicated to have working experience of 7 – 10 years. Further, the findings show that, 7% (4) of the respondents have a working experience of 1 – 3 years. The findings show that a significant chunk of the respondents have a working experience of above 6 years. This implies that, retention is continuous in nature.

4.3.6 Respondents Distribution by Employment Terms

The data covered in Table 4.4 highlight the distribution of respondents by employment terms computed in frequency and percentages.

Table 4.4 Respondents Distribution by Employment Terms

		Frequency	Percent
Valid	Permanent	23	40.4
	Contract	31	54.4
	Casual	3	5.3
	Total	57	100.0

The findings presented in Table 4.4 indicate that majority of the respondents 54.4% (31) were on contract. The findings show that, 40.4% (23) of the respondents were on permanent, while 5.3% (3) indicated to have on contract.

4.3.7 Respondents Distribution by Length of Stay

The data covered in Table 4.5 highlight the distribution of respondents by Length of Stay computed in frequency and percentages.

Table 4.4 Respondents Distribution by Length of Stay

		Frequency	Percent
Valid	Yes	25	43.9
	I don't know	21	36.8
	No	11	19.3
	Total	57	100.0

The question was asked on how long the respondent intended to stay in the organization. 43.9% (25) stated that they were willing to stay for five years, 36% (21) do not know while 19.3% said no. this implies that the majority intend to stay.

4.4 Work Environment and Employee Retention

The first objective of this study was to examine the influence of work environment on employee retention. The data in Table 4.5 highlights the descriptive statistics on the feedback to the questions on work environment computed in mean and standard deviations.

Table 4.5 Work Environment and Employee Retention

Descriptive Statistics				
		N	Mean	SD
	My work environment is friendly and natural	57	4.05	.811
	My work environment is in tandem with my obligations	57	3.75	.786
	ILRI provides suitable and comfortable working space	57	4.14	.743
	In my organization people support each other	57	3.47	.928
	My work load is comfortable	56	3.25	1.116
	The leadership in my organization is good	57	3.51	1.071
	ILRI Management provides an open policy work environment	57	3.61	.978
	In my organization employees have a balanced work-life	57	3.42	.999

The findings in Table 4.5 highlight the respondent's views on the influence of work environment on employee retention. A scale of 1 – 5 was used, where; 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. From the findings, the items on, ILRI provides suitable and comfortable working space with a mean 4.14 (standard deviation = 0.743). My work environment is friendly and natural (mean = 4.05, SD = 0.811). My work environment is in tandem with my obligations (mean = 3.75, SD = 0.786). In my organization people support each other with a mean 3.47 (standard deviation = 0.928), My work load is comfortable with a mean 3.25 and standard deviation = 1.116, The leadership in my organization is good with a mean 3.51 and standard deviation = 1.071, ILRI Management provides an open policy work environment with a mean 3.61 and standard deviation = 0.978 and my organization employees have a balanced work-life with a mean 3.42 and standard deviation = 0.999.

4.4.1 Work Environment and Employee Retention

The study performed regression test between the independent variable work environment versus the dependent variable employee retention to examine whether there exists substantial association, difference and predictability of the variables. The regression results showed that work environment explained a significant proportion of variance in Employee Retention, R^2 was 19.7%. The ANOVA showed $F(1,74) = 27.8$; $p < 0.000$. The regression results showed that job enlargement explained a significant proportion of variance in employee performance, R^2 was 19.7%. The ANOVA showed $F(1,47) = 1.44$; $p < 0.004$.

Table 4.6 Regression Test for Work Environment and Employee Retention

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.444 ^a	.197	.061	.488	
a. Predictors: (Constant), Work Environment						
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.748	1	.344	1.444	.004 ^b
	Residual	11.180	47	.238		
	Total	13.929	55			
a. Dependent Variable: Employee Retention						
b. Predictors: (Constant), Work Environment						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.427	.160		1.503	.001
	Work Environment	.629	.441	.278	3.126	.000
a. Dependent Variable: Employee Retention						

The study found that work environment significantly predicted employee retention, the coefficient was $\beta=0.629$, $t=3.126$, $p<0.001$.

4.5 Motivation Factors and Employee Retention

The second research question of this study was to determine the effect of motivation factors and employee retention. The data in Table 4.7 highlights the descriptive statistics on the feedback to the questions computed in mean and standard deviations.

Table 4.7 Motivation Factors and Employee Retention

Descriptive Statistics			
	N	Mean	Std. Deviation
My organization encourages professionals to aspire to improve performance	57	3.49	.947
In my organization employees' intrinsic motivation influences employees' intention to quit	57	3.44	1.035
In my organization employee involvement in decision often increases an employee's motivation	57	3.44	1.069
In my organization there is opportunity for capacity building and development	57	3.39	1.114
In my organization employees are motivated to achieve the organizational goals	57	3.33	1.006
My organization empowers employees to greater autonomy	57	3.30	.865
My organization avoids turnover by making rewards count	57	2.84	1.162
Valid N (listwise)	57		

The findings in Table 4.7, highlights the respondent's views on the influence of motivation factors on employee retention. A scale of 1 – 5 was used, where; 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. The findings indicate that respondents agree my organization encourages professionals to aspire to improve performance, with a mean of 3.49 (SD = 0.947), More so in my organization employees' intrinsic motivation influences employees' intention to quit with a mean of 3.44 (SD =1.035). Further the findings indicate that, in my organization employee involvement in decision often increases an employee's

motivation (mean = 3.44, SD = 1.069), In my organization there is opportunity for capacity building and development, recording a mean of 3.39 (SD = 0.1.006), my organization empowers employees to greater autonomy (mean = 3.30, SD = .865), my organization avoids turnover by making rewards count (mean = 2.84, SD = 1.162).

4.5.1 Regression Test between Motivation Factors and Employee Retention

The regression test sought to examine the existing relationship between the independent variable versus dependent variable. The regression results showed that motivation factors explained a significant proportion of variance in employee retention, R^2 was 18%. The ANOVA showed $F(1,49) = 38.56$; $p < 0.017$. The study found that motivation factors significantly predicted employee retention, the coefficient was $\beta = 2.014$, $t = 3.718$, $p < 0.001$.

Table 4.8 Regression Test for Motivation Factors and Employee Retention

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.531 ^a	.282	.180	.752		
a. Predictors: (Constant), Motivation Factors						
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.879	1	1.554	2.751	.017b
	Residual	27.682	49	.565		
	Total	38.561	56			
a. Dependent Variable: Employee Retention						
b. Predictors: (Constant), Motivation Factors						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.014	.542		3.718	.001
	Motivation Factors	.052	.110	.550	5.271	.000
a. Dependent Variable: Employee Retention						

4.6 Training and Employee Retention

The third research question of this study was to assess the effect of training on employee retention. The data in Table 4.9 highlights the descriptive statistics on the feedback to the questions on Training computed in mean and standard deviations.

Table 4.9 Training Factors Mean and Standard Deviation

Descriptive Statistics			
	N	Mean	Std. Deviation
In my organization employees are enabled to enhance their skills	57	3.67	.932
In my organization business pioneers and supervisors give direction on how duties are carried out	57	3.58	.944
In my organization training improves the overall organization profitability	57	3.54	1.166
ILRI invests heavily on training and development initiatives	57	3.21	1.031
My organization evaluates the quality of their staff to ensure best utilization of their capabilities	57	3.18	1.088
In my organization coaching is about empowering and advancing proficient advancement	57	3.18	1.212
In my organization career counseling is also a career development program	57	2.82	1.167
Valid N (listwise)	57		

The computed findings in Table 4.9 highlight the respondent's views on the influence of training on employee retention computed in measures of, mean and standard deviation. A scale of 1 – 5 was used, where; 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. The findings show that, respondents agree that in my organization employees are enabled to enhance their skills (mean = 3.67, SD =0.932). Further, the findings indicate that respondents affirmed that in my organization business pioneers and supervisors give direction on how duties are carried out, with a mean of 3.58 (SD = 0.944). Computed results show that the respondents were in agreement (mean= 3.54, SD= 0.1.166). The findings show that training has an impact on employee retention.

4.7 The Multivariate Regression Test

The multivariate regression test, involved a linear regression test that combined all the independent study variables.

Table 4.7 Multivariate Regression Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639a	.408	.013	1.184
a. Predictors: (Constant), work environment, motivation Factors, training on employee				

Table 4.15 ANOVA for the multivariate regression test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.866	3	1.448	21.33	.006b
	Residual	6.259	33	1.402		
	Total	18.125	41			
a. Dependent Variable: Employee Retention						
b. Predictors: (Constant), work environment, motivation Factors, training on employee						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.184	1.251		3.345	.002
	Work environment	-.002	.392	-.001	-.005	.096
	Motivation Factors	.283	.364	.188	.778	.442
	Training On Employee	-.170	.352	-.107	-.484	.000
a. Dependent Variable: Employee Retention						

The findings in Table 4.7 highlights the linear regression outcome for the regression test between combined work environment, motivation factors and training employee. The test construes the beta coefficients for the independent variables and the p-values.

The regression test establishes that the combined independent variables, notably; work environment, motivation factors, training on employee predicted employee retention, R^2 was 40.8%. The ANOVA showed $F(3,33) = 21.33$; $p < 0.006$. The coefficient was at $\beta = -.002$, $t = -.005$, $p < 0.096$ for Work Environment, at $\beta = .283$, $t = .778$, $p < 0.442$ for motivation factors and at $\beta = -.170$, $t = -.484$, $p < 0.000$ for training.

4.8 Chapter Summary

This area of the examination showed the data assembled from the field ponder due to work environment, motivation factors and getting ready on specialist support. Data presentation was into three sections including the measurement data, expressive estimations and inferential data. The measurement data offers a comprehension out of spotlight information on each one of the individuals from the examination. The inferential insights analyzed the connections that exist between the autonomous factors and the reliant factors. The following area is section five, which covers outline of the discoveries, exchange, end, proposals and recommendations for additionally ponders.

CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the findings from chapter four; it also gives the conclusion and recommendations of the study based on the objectives of the study. The objective of the study was to evaluate the factors influencing employee retention at the International Livestock Research Institute (ILRI). The first part describes methodology, the summary of the findings from the field of study, and results. Part two contains a discussion with regard to the three specific objectives that form the basis of the study. The effect of work environment on employee retention at ILRI, the effect of motivation factors on employee retention at ILRI and the effect of training on employee retention at ILRI. Part three follows with conclusions drawn from the study using the findings and results that were obtained in chapter four. Recommendations arising from the study specific objectives are enumerated in the last section of this chapter.

5.2 Summary of the Findings

The general objective of this study was to evaluate the factors influencing employee retention at the International Livestock Research Institute (ILRI). The study was guided by the following research objective: to establish the effect of work environment on employee retention at the International Livestock Research Institute, to assess the effect of motivation factors on employee retention at the International Livestock Research Institute and to establish the effect of training and development on employee retention at the international Livestock Research Institute.

The study utilized descriptive research design. The target population included 370 employees working at International Livestock Research Institute(ILRI). The study targets all employees of ILRI at his headquarters in Nairobi, Kenya. Stratified random sampling was employed to draw a sample of 79 employees while purposive sampling used to select individual respondents for the study. The researcher uses a self-administered questionnaire as the data collection tool. The study was utilizing descriptive statistics in the form of frequencies and percentages to

describe the findings. Data analysis was done using Statistical Package for Social Sciences (SPSS) version 24. Presentation of findings was done using tables, charts and graphs.

The findings indicate that respondents agree that work environment influence employee retention. ILRI provides suitable and comfortable working space. The findings also indicate that respondents agree that work environment is friendly and natural. The findings indicate that respondents agree that work environment is in tandem with their obligations. The findings indicate that work environment impact employee retention. The findings imply that work environment factors wield a huge effect on employee retention perspective on how they should pursue their duties. The findings designate work environment positively impact on employee retention.

The findings on the aspect of motivation factors and employee retention revealed that most respondents agreed that there was team work, and they also understand the company's goals. Supervisor supports employees in balancing their family, skill variety required to perform the job has an impact on motivation and employees are highly motivated with reward motivational factor. The study also reveals that motivational factors that are crucial in influencing employee retention are financial rewards, job characteristics, career development, recognition, management and work-life balance.

The finding on the third objective revealed that most respondents agreed that training and development has an influence on employee retention. Analysis of the training and development and employee retention revealed that most respondents agreed that the tests administered were relevant to the learning outcomes for the session, and their abilities were fully utilized at each stage of the training program.

Major conclusions drawn from this study indicate that retention factors notably; team work was vital in the work environment and allowed for smooth operation of the firm. Company's vision and mission were well understood, and this enabled employee to base their effort on meeting the firm's mission and objectives. The research industry can benefit on open door policy and regular performance appraisals are necessary, but they are only beneficial if undertaken fairly. In the research industry shareholders return on investment is an issue given

much priority. Recognition is important based on good work. The issues of salaries and fringe benefits, as well as remuneration packages are factors affecting employee retention. The use of tests to gauge learning outcomes for the session, have been fully utilized in training. The program has sparked interest in participants especially due to timely feedback on every stage of the program by supervisors.

5.3 Discussion

5.3.1 Work Environment and Employee Retention

The discoveries show that workplace affects representative maintenance. The discoveries suggest that workplace factors use a tremendous impact on worker maintenance viewpoint on how they should seek after their obligations. The discoveries show workplace decidedly affect on representative maintenance. For instance, it was discovered that authoritative atmosphere in part interceded the impact of culture in inquire about foundations where staff maintenance is a progressing issue. The two parts influenced on work satisfaction and obligation and work perspectives in a general sense foreseen one-year staff turnover rates (Hytter, 2008). It has been battled that updating an affiliations standard, perspectives and social characteristics with a particular true objective to achieve a culture in perspective of focus moral characteristics is a honorable objective (Luthans, 2000). Chandrasekar (2011) similarly supports making an ethical workplace by revamping corporate culture.

The discoveries exhibited that the firm grasped execution assessments sensibly. People are progressed, evaluated and repaid by organization impression of their affirmation of focus characteristics. Consequently the view in the Steel and Griffeth (2002), approach and significantly other corporate culture composing is that culture can be made and supervised from the best. In such manner, it is a departure from more settled considerations with respect to easygoing affiliations which are simply more immovably changed in accordance with the view that a legitimate culture ascends out of social correspondence. Frankly, the written work appears to trade culture from the easygoing to formal affiliation. Everything thought of it as transforms into the property of organization and open to control on their part. This has transformed into the essential basis for huge change exercises in colossal affiliations (Steel and Griffeth 2002).

The discoveries demonstrated that respondents contrast that organization moves toward high laborer soul and agent recommendations are not checked out. People are an association's most vital resource, and the best way to deal with direct them isn't particularly by PC reports, yet by the subtle prompts of a culture (Johnson, 2000). Acquiring from this declaration, the best way to deal with get ready and keep delegates is to ensure the association culture makes an accommodating working environment that considers successfully recognized and guaranteed capacity to stay on and increment the estimation of the association's principle concern and all around mark picture. Specialists appear to share simply more successfully and totally when they can achieve a more noteworthy measure of what they are awesome at and are excited about. What's more, while applying a thankful approach, an opinion of soundness is relied upon to rise in behavior that avoid negative reactions and separation. Exactly when laborers are clearly connected with definitive headway, their advantage is most likely going to increment. This help adds to the durable character of the legitimate culture and change and may rise up out of a perpetual talk between specialists concerning their basic future, which redesigns interest and brotherhood (Sutherland, 2004).

The reaction likewise recorded disappointment with employer stability and the firm needs to change this to be aggressive. In the writing, increasingly consideration has been paid to the learning and working atmosphere the qualification between working environments receiving a hole and a thankful methodology has been made. In an organization with a hole approach as far as hierarchical culture and improvement (i.e., a hole between the abilities required and those accessible in the working environment), change and advancement happen on the grounds that an issue should be comprehended (Albion and Gagliardi, 2007). Issues can be settled by following a well ordered arrangement comprising of four sections. Initially, an issue is distinguished; a genuine need must be experienced. Furthermore, an exhaustive investigation of the conceivable causes is attempted. Thirdly, conceivable arrangements are investigated, and, at long last, an activity plan is created. This methodology regularly prompts here and now arrangements and frequently misses essential subjects, subsequently causing new issues and compounding the underlying circumstance. Consequently a shortfall credited to expertise deficiencies is to be reviewed by a direct judicious way to deal with ability improvement concentrating on aptitudes as opposed to the workers' jobs (Albion and Gagliardi, 2007).

5.3.2 Motivation Factors and Employee Retention

The discoveries suggest that; inspiration factors use critical impact on the worker's maintenance. This implies, beneficial outcome of inspiration impacts, for example, representative work administration, representatives' natural prizes, worker contribution and open door for limit building and improvement.

The discoveries demonstrated that respondents differ that they esteem compensation more than incidental advantages, and the compensation bundles are not as aggressive and sufficient. It was being seen that administration diaries present cases about pay significance that are conflicting with examine about the genuine motivational impacts to pay. When all is said in done, there has all the earmarks of being a reliable (however inaccurate) message to directors that compensation is certifiably not an exceptionally successful inspiration and worker maintenance instrument; a message that whenever accepted could make administration truly

think little of the motivational capability of a very much planned pay framework (Beardwell and Claydon, 2007). They contend that most studies of rousing elements are deceiving in light of the fact that representatives tend to give socially alluring reactions that place pay well down the rundown of helpers. They consider that gesture of congratulations is the most imperative inspiration and refer to meta-scientific confirmation (Sutherland, 2004).

The discoveries demonstrate that in spite of its significance, inspiration and representative maintenance goes past pay. A positive relationship had been shown between the apparent attributes of the entire pay framework and outward inspiration and maintenance. Natural inspiration, then again, was not influenced by the outline of fiscal pay, but rather by advancement openings. It was additionally discovered that the pay framework essentially influenced work fulfillment and turnover plan (Beardwell and Claydon, 2007).

The outcomes likewise settled that colleagues don't partake in grant determinations. Michael (2008), feature that the sort of agreement an association should utilize depends halfway on the three elements. The first being hazard avoidance. Hazard avoidance among operators makes result situated contracts costlier. The second is result vulnerability: benefit is a case of a result. Connecting pay to benefits (result based contract) is costlier to the degree that benefits fluctuate thus there is a danger of low benefits. Third, is work programmability: as occupations turn out to be less programmable (that is, less everyday practice and not so much organized), but rather more hard to screen, result arranged contracts turn out to be more probable (Sutherland, 2004).

The discoveries additionally demonstrate that the vast majority of the respondents likewise admitted to not being paid in view of their execution. Steve, (2011), featured that the suggestion for remuneration administration is that high worker execution taken after by a financial reward will make future high representative maintenance more probable. By a similar token, high maintenance not taken after by a reward and token of gratefulness will make it more outlandish later on. Remuneration frameworks contrast as per their effect on these motivational segments.

As a rule, pay frameworks vary most in their effect on instrumentality: the apparent connection among practices and pay additionally alluded to in the compensation writing as viewable pathway. Valence of pay results ought to continue as before under various pay frameworks. Anticipation observations frequently have more to do with work outline and preparing than pay frameworks (Sutherland, 2004).

In addition, respondents firmly differ that there is open entryway approach for renegotiation of installment bundles. Jaffe, Smith and Segal (2007), feature that result arranged contracts appear to be the undeniable arrangement. On the off chance that benefits are high, pay goes up. On the off chance that benefits go down, pay goes down. The interests of the firm and workers are adjusted. A vital downside, nonetheless, is that such contracts increment the measure of hazard borne by the operator. Besides, in light of the fact that specialists are disinclined to hazard, they may require higher pay (a repaying wage differential) to compensate for it.

5.3.3 Training and Development and Employee Retention

The discoveries additionally show that most respondents concurred that the test directed were applicable to the learning results for the instructional course, and their capacities were completely used at each phase of the preparation program. Preparing is of developing significance to organizations trying to pick up leeway among contenders. There is noteworthy discussion among experts and researchers with regards to the influence that preparation has on both representative and authoritative objectives. One school of thought contends that preparation prompts an expansion in turnover while alternate expresses that preparation is an instrument that can prompt larger amounts of worker maintenance (Lambert, 2001). Despite where one falls inside this discussion, most experts concur that representative preparing is an unpredictable human asset hone that can essentially affect an organization's prosperity. Preparing all in all has demonstrated huge development as the years progressed. Measurements show that interest in preparing is proceeding to develop as an ever increasing number of organizations understand its significance.

Respondents concurred that the establishment was centered around offering preparing as a large portion of the respondents concurred that they would prescribe a program to another person. Preparing and advancement programs improve worker execution. Learning encounters, preparing, execution administration, and coaching are different learning and improvement systems used to evoke positive activities in view of the profession goals and times of the members Obiwuru et al. (2011). Appraisal, preparing, and improvement and assessment are the three stages in a preparation program. The evaluation helps establish the framework for the preparation and comprehend the objectives for it. Once the destinations are resolved, the preparation enables the representative to achieve these objectives. At long last, the assessment sees how the preparation has helped the worker and accommodates the following evaluation stage Obiwuru et al. (2011).

It was likewise uncovered that there was satisfactory time relegated to each instructional meeting, with lion's share having the capacity to comprehend what was required at each phase of the program. The nearness of preparing programs which are random to a representative's field or are irregular in nature will influence workers to lose confidence in the benefit of preparing, and they may not accept future position related projects genuinely (Lambert, 2001). Any preparation program ought to be founded at work profile and prerequisites of the position, and the errands that are to be finished by every worker. An utilitarian group individual sent for specialized preparing will most likely be unable to apply it for all intents and purposes; preparing programs must compare to the requirements of the activity (Al-Anzi, 2009).

Careful presentation was done each time representatives moved starting with one division then onto the next, Vischer (2008), noticed that the impact that preparation and working environment training projects can have on different associations has been inspected in past work. The examination incorporated an investigation of various result factors that might be accomplished through preparing. Factors identifying with execution, compensation, efficiency, fulfillment, inspiration, and non-appearance were altogether analyzed. These factors are regularly investigated in the preparation and improvement writing.

It has been noticed that the significance of guaranteeing worker maintenance following preparing may lie in the vital methodology that is used. Organizations can look to accomplish hierarchical objectives through an assortment of human asset techniques and methodologies. While trying to guarantee that the worker stays with the organization following preparing, businesses may execute a procedure to preparing that encourages responsibility. Preparing that endeavors to build representative responsibility may serve to counter the various immediate and backhanded expenses related with turnover (Lambert, 2001).

5.4 Conclusions

5.4.1 Work Environment and Employee Retention

Team work was vital in the work environment and allowed for smooth operation of the firm. Company's vision and mission were well understood and this enabled employee to base their effort on meeting the firm's mission and objectives. The research industry can benefit on open door policy, and regular performance appraisals are necessary but they are only beneficial if undertaken fairly. Issues of employee morale and employee suggestions and job security are not a priority in the industry.

5.4.2 Motivation Factors and Employee Retention

In the examination business investors quantifiable profit is an issue given much need. Acknowledgment is critical in light of good work. The issues of pay rates and incidental advantages, and additionally compensation bundles are factors influencing worker maintenance. The investigation additionally presumed that prizes and advantages offered were similar with the sum and nature of work done. The investigation likewise inferred that an inspiration procedure was set up that criticism from motivational execution prompted upgraded worker maintenance and that inspiration frameworks influence representative maintenance.

5.4.3 Training and Development and Employee Retention

The utilization of tests to measure learning results for the session, have been completely used in preparing. The program has started enthusiasm for members particularly because of auspicious criticism off on each phase of the program by bosses. The adequacy of preparing and improvement in light of how the association is oversee and take care of other critical variables. It not just preparing and advancement, other contributory components thought about. It proposed that organizations ought to contribute more on human capital since workers are asset toward the achievement of the association development. Different elements appeared through the writing survey was on the most proficient method to urge representatives to stay in the association after the preparation programs and to reinforce the association to be in front of its rivals.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Work Environment and Employee Retention

The association needs to keep up cooperation to encourage smooth activity of the firm. It is likewise important to urge representatives to relate to the organization's vision and mission as this empowers them to more readily comprehend where the firm is going. The exploration business needs to embrace open entryway arrangement keeping in mind the end goal to address the issues that emerge. For the workers to perform better, there is a need to embrace standard execution examinations and address issues of representative spirit and worker recommendations and professional stability.

5.5.1.2 Motivation Factors and Employee Retention

The management needs to review issues of salary and fringe benefits in order to benefit from increased retention. The company also needs to review remuneration packages to make them competitive and adequate. There should be fairness in award selections, and promotions with emphasis on performance based remuneration.

5.5.1.3 Training and Development and Employee Retention

The organization should continuously make use of exams to gauge learning outcomes for the training program adopted. Although the program has sparked interest in participants its structure needs to be clearly defined.

5.5.2 Recommendations for Further Studies

This examination ventures surveyed worker maintenance hones and the components that impact representatives to remain with ILRI. Right off the bat, comparable investigations ought to be done in different firms so as to have the capacity to sum up the discoveries. Furthermore, comparable examinations ought to be done crosswise over different enterprises separated from the exploration firms to discover how unique or comparable workers in various ventures see representative's maintenance and the elements that add to it emphatically and in addition contrarily. Finally, an investigation ought to be done keeping in mind the end goal to have the capacity to do an examination between the distinctive representative points of view in view of their diverse businesses.

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APPENDICES

Appendix I: Questionnaire

The objective of this questionnaire is to collect data on ***factors influencing employee retention at the International Livestock Research Institute (ILRI)***. Please read the items carefully and provide a response that best represents your opinion. To provide confidentiality, do not indicate your name on the questionnaire. The questionnaire has several sections. Please answer accordingly with a tick in the provided spaces.

Section A: Demographic information

1. What is your gender?

- ☐ Male
- ☐ Female

2. How old are you?

- ☐ 18 – 24 years
- ☐ 25 – 30 years
- ☐ 31 – 40 years
- ☐ 41 – 50 years
- ☐ Over 50 years

3. What is your marital status?

- ☐ Single
- ☐ Married
- ☐ Divorced/Separated

4. What is your highest level of education?

- ☐ College certificate
- ☐ Diploma
- ☐ Bachelor's degree
- ☐ Postgraduate degree

5. How long have you been working for ILRI?

- ☐ Less than 1 year
- ☐ 1 – 3 years
- ☐ 4 – 6 years
- ☐ 7 – 10 years
- ☐ Over 10 years

6. What are your employment terms?

- ☐ Permanent
- ☐ Contract
- ☐ Casual

7. Do you intend to be working in this organization in the coming 5 years?

- ☐ Yes
- ☐ I don't know
- ☐ No

In the subsequent sections, kindly indicate how much you agree/disagree with the following statements on a scale of 1 to 5 as per the table below:

Rating on the Level of Agreement				
(1)	(2)	(3)	(4)	(5)
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
SECTION B: WORK ENVIRONMENT				
Please indicate the extent to which you agree with the following statement on WORK ENVIRONMENT				
No.	STATEMENTS		RATING	

		(1)	(2)	(3)	(4)	(5)
1.	If I do good work I can count on being promoted.					
2.	My work environment enables me to perform better gives enough recognition for well done work					
3.	ILRI provides suitable and comfortable working conditions (working space, sitting arrangement, ventilation and air conditions.					
4.	My organization has a low rate of absenteeism					
5.	A better physical workplace environment boosts employees' performance					
6.	Support and control at work leads to increased rates of sickness absence.					
7.	Work overload Symptoms such as headaches, stomach complaints and difficulties sleeping are caused by work overload.					
8	Physical workplace environment influences the employees' functions and it will determine the well-being of organizations.					
9	Office design encourages employees to work in a certain way by the way their work stations are built.					
10	Leadership style affects a range of factors such as job satisfaction, performance turnover.					

Rating on the Level of Agreement				
(1)	(2)	(3)	(4)	(5)
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
SECTION C: MOTIVATION				
Please indicate the extent to which you agree with the following statement on MOTIVATION .				
No.	STATEMENTS		RATING	

		(1)	(2)	(3)	(4)	(5)
1.	My Supervisor supports me in balancing my family and work demand.					
2.	The degree of skill variety required to perform my job has an impact on my motivation.					
3.	How meaningful I believe my work has influence on my motivation level.					
4.	Employees are highly motivated with reward motivational factor					
5.	Employees are less motivated with interesting work and training and development.					
6.	Motivational factors that are crucial in influencing employee retention are financial rewards, job characteristics, career development, recognition, management and work-life balance.					
7.	Empowering is allowing employees to greater freedom, autonomy and self-control over their work and responsibility for decision-making.					
8.	Every person has different reason for working.					
9.	One of the keys to avoiding turnover is to make rewards count.					
10.	Employee involvement is positively related to employee performance and job satisfaction.					

Rating on the Level of Agreement				
(1)	(2)	(3)	(4)	(5)
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
SECTION D: TRAINING				

Please indicate the extent to which you agree with the following statement on training						
No.	STATEMENTS	RATING				
		(1)	(2)	(3)	(4)	(5)
1.	Employees have perception to acquire new knowledge and skills which they apply on the job and also share with other employees.					
2.	Training improves the overall organization profitability, effectiveness, productivity, and revenue and other outcomes that are directly related to the training in improving the quality of service.					
3.	Conflict that such instructing would increase the value of the association by helping its workers develop and create and consequently improve general generation and gainfulness was likewise underscored.					
4.	Drilling and tutoring can possibly give an adaptable responsive advancement approach that can use to bolster an expanding number of people inside the association than conventional types of preparing consequently vocation development.					
5.	A career issue interlaces with different issues and circumstances in an individual's life.					
6.	Little changes in worker conduct can have huge effect on business execution.					

Rating on the Level of Agreement				
(1)	(2)	(3)	(4)	(5)
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
SECTION: EMPLOYEE RETENTION				

Please indicate the extent to which you agree with the following statement on EMPLOYEE RETENTION						
No.	STATEMENTS	RATING				
		(1)	(2)	(3)	(4)	(5)
1.	I am likely to say positive things about ILRI to other people					
2.	I am likely to recommend ILRI to someone who seeks my advise					
3.	I am likely to encourage friends and others to work with ILRI					
4.	Recognition of my performance by top management					
5.	Working relationship between top management and their subordinate.					
6.	The level of safety at work					
7.	My work gives me a feeling of Personal accomplishment.					
8.	On my job, I have clearly defined job responsibility.					
9.	I am satisfied with the salary or wages currently getting					

Appendix II: Budget of the Study

Materials	Units of measure	Quantity required	Cost per unit	Total (ksh)
Printing papers	Reams	2	450	900
Biro pens	Pieces	3	25	75
Pencils	Pieces	3	20	60
Eraser	Pieces	3	10	30
Project typesetting and printing	pages	50	20	1000
Internet bundles				2000
Data analyses				2500
Contingencies				1007
Total				7572

Appendix III: Research Timeframe

	2017 June	2017 July - August	2018 February - May	2018 May - June	2018 July
TOPIC SELECTION					
LITERATURE RESEARCH					
PROPOSAL WRITING					
PILOTING					
DATA COLLECTION					
DATA ANALYSIS					
REPORT WRITING					
PROJECT SUBMISSION					