

Effect of Employee Engagement Drivers on Employee Retention A Case of Marie
Stopes Kenya

by

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APPROVAL**EFFECT OF EMPLOYEE ENGAGEMENT DRIVERS ON EMPLOYEE RETENTION: A CASE OF MARIE STOPES KENYA**

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In accordance with Daystar University policies, this thesis is accepted in partial fulfillment of requirements for the Master of Business Administration degree.

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DECLARATION**EFFECT OF EMPLOYEE ENGAGEMENT DRIVERS ON EMPLOYEE
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I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

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LIST OF ABBREVIATIONS AND ACRONYMS

EE	Employee Engagement
ERC	Employee Retention Connection
FKE	Federation of Kenya Employers
HR	Human Resource
HRM	Human Resource Management
HRMP	Human Resource Management Practices
IES	Institute for Employment Studies
L&D	Learning and Development
MSK	Marie Stopes Kenya
NACOSTI	National Commission for Science Technology and Innovation
NGO	Non-Governmental Organisation

ABSTRACT

This study explored the effect of employee engagement drivers on employee retention at Marie Stopes Kenya (MSK), whose head offices are located at Nairobi, Kenya. Over the years, employee engagement drivers have been widely researched to see how they can influence employee retention which is a continuous concern for all organizations. The purpose of this study was to examine the effect of employee engagement drivers on employee retention at MSK. The study objectives were to determine the various drivers of employee engagement used at MSK, identify the measures of retention in the organization, evaluate the effect of employee engagement drivers on employee retention at MSK. The researcher adopted descriptive research design and the target population was all the employees of MSK. Census was applied in selecting participants for the study. Data obtained through an online questionnaire was analysed using Microsoft Excel and presented in tables, graphs, and pie charts. The findings indicated that performance management was the most used driver of employee engagement at MSK, at 52%; while 37% of respondents indicated that they had worked for MSK between 6-10 years, an indication of a high retention rate. Thus, researcher concluded that employee engagement drivers had a positive impact on employee retention. The researcher recommends that more focus be put on leadership and on non-cash benefits for the employees in the organization.

DEDICATION

This thesis is dedicated to my dad, Francis Kimeu Muthusi. You pushed me for several years to pursue my master's and I finally did it. I know you are smiling down at me from heaven overjoyed and filled with pride. To my mum, Mary Ndunge, thank you for the encouragement and endless prayers. To my six-year-old son, Charles Kiruma, thank you for sitting with me till the late hours of the night. You encouraged me to work on my thesis even as I was tired because I was expecting your brother Elon Wanjau. To my beloved husband, Reuben Wanjau, I thank you for listening to my ideas and helping me interpret my corrections which made it possible for me to achieve this.

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

This chapter provides additional context for the two variables: organizational employee engagement drivers and employee retention. It also includes a detailed description of the statement of the problem. The purpose of the study, as well as the research objectives and questions, are also depicted. The researcher's hypothesis is discussed along with the justification of the study. Furthermore, the significance of the study, as well as its assumptions and scope, are demonstrated. Last but not least, the limitations and delimitations are shown, and the definitions of terms are elaborated.

Background to the Study

Employee Engagement

According to Moseley (2019), depending on who you ask, employee engagement has different meanings. Some say that it refers to enthused employees, while others insist it refers to happy or contented staff. Moseley added that it defines individuals who are committed to their work, goals, and corporate values.

Employee engagement is a workplace strategy that fosters the right conditions for all employees to continuously stay motivated, committed to the organization and its goals and perform at optimal levels to achieve organizational success (Macleod, 2018). Additionally, Macleod noted that for employees to remain engaged to the organization, the employer-employee relationship should be based on trust, integrity, mutual commitment, and communication. He further wrote that employee engagement increased the chances of organizations excelling, contributing to

increased employee welfare. Every employer's dream is having a successful business hence the increased emphasis on employee engagement. Having engaged employees reduces employee turnover, increases customer satisfaction and also boosts organizational success (Kappel, 2018). He added that, employee engagement cannot be forced by either party since its ingrained within the organization and within each individual employee.

Bhavani, Sharavan, and Arpitha (2015), wrote that many businesses are increasingly aware that a 'satisfied' employee is not always the 'best' employee in terms of loyalty and production. Furthermore, an 'engaged employee' is one that is intellectually and emotionally connected to the company, is passionate about its aims, and is dedicated to its ideals. The authors also wrote that since every organisation aspires to outperform the other, employee engagement is a crucial business motivator for organizational success.

Dumani (2018) wrote that the notion of employee engagement was speedily shifting from focusing on job motivation towards wholistically understanding how employee engagement had an influence on positive productivity. He added that for organizations whose key focus was on increasing productivity and effectiveness, then increasing employee engagement would be an area they would need to invest in. He also informed us that key drivers that contributed to employee engagement included giving employee's autonomy, culture change to encompass engagement and aligning employees toward strategy.

Dodds (2017) wrote that performance management could be used to drive employee engagement as it leads to some of the other drivers of engagement. He elaborated this further by mentioning that performance could be used to drive reward and recognition as well as learning and development. Fernandez (2017) added that

performance management is a strong driver that improves employee engagement through continuous and open communication.

Benefits of employee engagement to organizations

Organizational employee engagement drivers have various benefits to organizations. Employees who are engaged form an emotional bond with their employer that encourages them to go above and beyond to achieve individual and company success. It also enables them to be innovative at work, attract customers, and become evangelists for the company, its products, and processes, infusing energy and positivity in the workplace (Management Study Guide, 2019). An engaged workforce is not only an invaluable strength for any organization but is also a very rare one. When trust is broken, this would highly affect engagement leading to a decrease in productivity, profitability, and retention rates (DeRosa 2018)).

Drivers of employee engagement

In their articles and studies, several authors presented various factors of employee engagement. Kappel (2018) ascertained that onboarding and training, setting goals, acknowledging employees, focusing on employee development and giving employees the autonomy to work as some of the drivers for employee engagement. Gleeson (2017) stated that leaders who are keen at improving engagement within their organizations could succeed at doing it by having a powerful vision and communicating it clearly to employees. The author continued to write that, great managers ensure they adopt positive talent management measures, actively prioritize engagement, and make sure that their teams' undertakings are aligned perfectly behind the mission of the organization. Graham (2018) identified communication, reward, and recognition, learning and development, simplifying processes and hiring diversity as some the drivers of employee engagement. Clapon

(2018) confirmed that encouraging and providing learning opportunities, creative on boarding experiences, including employees in organizational forethought, and creating a knowledge sharing system as organizational employee engagement drivers.

Dowling (2018) in his article, recognized creating a culture of collaboration, acknowledging milestones, celebrating peers and encouraging learning as simple and low-cost ideas as organizational employee engagement drivers. Pignatelli (2019) also wrote an article on employee engagement and listed creating meaningful bonds, performing meaningful work, having a sense of discretion and autonomy, personal and professional development and employees really enjoying their time at work as the five key drivers of employee engagement that leaders in organization should focus on.

Bell (2019) pinpointed that employee welfare, employee empowerment, career opportunities, brand alignment, leadership listening, relationships, trust, rewards and recognition as the most effective drivers of employee engagement. Bersin (2015) showed that purposeful work; outstanding management; establishing a flexible, compassionate, all-in work environment; availing various opportunities for growth, having a clear vision; purpose; and transparency in leadership are the drivers of employee engagement.

Ginac (2018) wrote that a 65% decrease in turnover was reported for organizations that had high employee engagement initiatives. The author added that another key driver of employee engagement was performance management. Spellman (2017) wrote that a strong view towards performance management is an essential tool in the employees' life cycle would highly increase employee engagement and increasing organizational productivity. He also added that a report on global human capital trends done by Deloitte in 2017 showed that increased employee engagement was evident in 90% of companies that re-looked at their performance management

practices. Additionally, Horton (2018) commented that performance management would be a direct driver of employee engagement in organisations if done right and efficiently.

The engagement model from the Institute for Employment Studies (IES) demonstrates the significant relationship between feeling valued and involved and engagement. IES also provides a diagnostic tool that can be used to identify organization-specific drivers from attitude survey data. Many of the drivers of engagement, according to the Institute for Employment Studies, are common to all companies, regardless of sector; nevertheless, there is likely to be some heterogeneity, and the relative intensity of each driver is likely to be dependent on the company being examined.

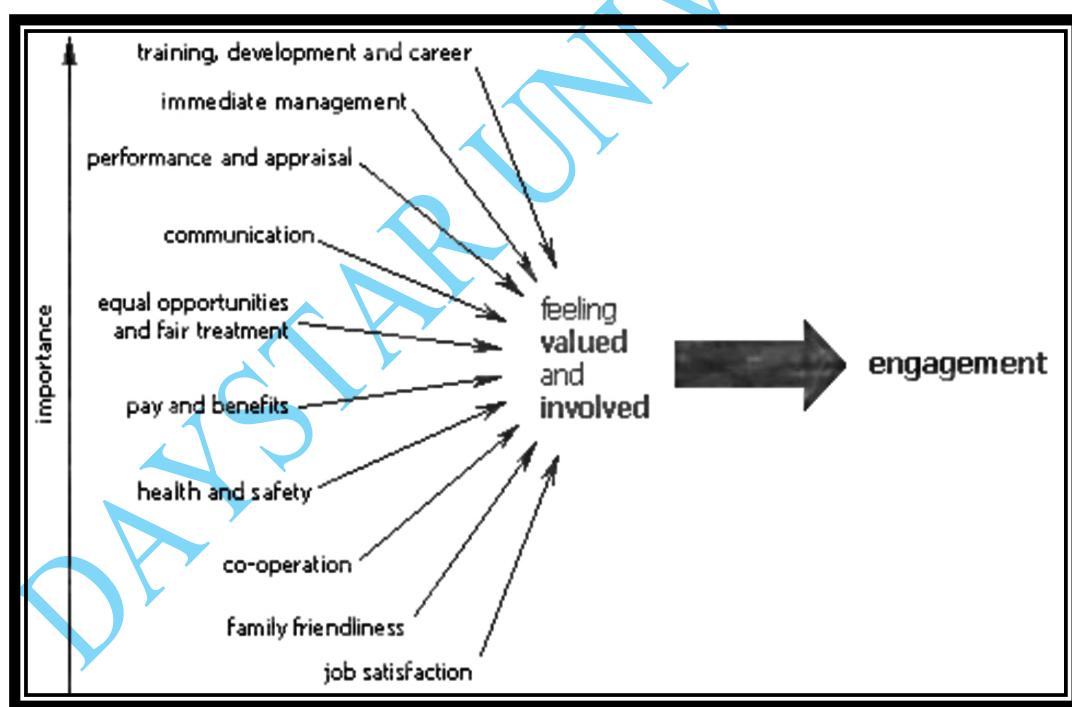


Figure 1.1: IES Diagnostic Tool
Source: IES survey (2003)

Many organizational drivers of employee engagement have been identified by different scholars over the years. The most common ones that come out from the

reviews are reward and recognition, learning and development, performance management, and leadership.

Employee Retention

Olenski (2015) defined employee retention as the diverse policies and practices within an organization that contribute towards the employee making a conscious decision to stay with that particular employer for a longer period of time. Management study guide (2019) noted that companies invested time and money to induct new employees so as to ensure they the employees are at the same level with the existing ones. When employees leave the organization, it becomes a huge loss to the employer especially after the exiting employees have been fully trained. Keeping track of employee retention is paramount because the costs related with disengaged employees and turnover are high (McDougall, 2018). Employee retention is important for every organization and is the secret to success. However, organizations may fail to recognize this since they view the employee's worth in terms of the salary paid and not the skillsets the individual has to offer (Aurora, 2015).

“Employee retention is one of the most important and most overlooked facets of running a successful company. Research consistently finds that retaining top talent is essential for maintaining institutional knowledge, high morale, satisfied customers, and even sales growth” (Scalco, 2017, para 1). Scalco further added all aspects of the employee life cycle need to be considered when developing a successful employee retention strategy. Some reasons why decreasing turnover should be a key focus to organizations are turnover is costly and affects the organization’s performance. “Great businesses understand the importance of keeping their employees for a long time. In doing so, they don’t have to regularly spend the time and money necessary to replace employees, which could devastate their bottom lines” (Son, 2016, para. 2).

Succeeding in your employee retention efforts requires you to think about things from the team's point of view. All employees are different, of course, and each has unique desires and goals. But it's a safe bet to assume that all of them want to know they are being paid at or above market rates and have good benefits. They want to feel that they are appreciated by their employer and treated fairly. They want to be challenged and excited by the job they're asked to do. (Half, 2018, para. 3).

Employee turnover costs are rising, with certain roles costing up to 2.5 times an employee's current wage, and there are also "soft costs" such as lower productivity and engagement, training expenses, and the influence on corporate culture (Florentine, 2019). This research sought to explore organizational employee engagement drivers and how they influenced employee retention in organizations as the costs associated with employee exits were rising.

Reasons why employees leave their employers

According to Schwantes (2018), employees would leave their employers and line managers due to poor performance management, lack of employee recognition, overworking them, negative company culture and lack of opportunities for career growth. Goler, Gale, Harrington, and Grant (2018) conducted an engagement survey and noted that some of the reasons as to why employees left the organization were when the job itself was no longer enjoyable, there were no career progression opportunities and when their skills were being underutilized. Florentine (2019) noted that management mishaps, unprepared managers, no room to grow, lack of use of new technology, lack of constructive feedback, rigid work policies, lack of strong company culture, lack of work life balance and lack of employee engagement were some of the reasons behind people leaving their jobs.

Effect of employee engagement drivers on employee retention

Disengaged employees often have the least incentive to stay. Increasing their compensation packages is not always a good idea, especially if they do not see a bright future ahead of them that includes meaningful employment and a clear route to career advancement (Wigston, 2018). She noted that according to SHRM/Glob force survey conducted in 2016 employee recognition survey, the top three workforce challenges for HR professionals were retention, engagement, and recruitment. Moreover, she wrote that rather than dealing with the symptoms turnover and recruitment issues getting to the root of the problem lead to long-term solutions. Focusing on engagement could help reduce turnover, which also alleviated recruitment issues because there were fewer empty positions to fill.

Lawton (2017-2019) shared that one of the biggest challenges for the modern organization was how to increase employee engagement and retention. These two factors heavily influenced recruitment and induction costs. Beheshti (2019) added that for too long, companies had viewed employee engagement as the sole responsibility of HR and have not thought about it as a business strategy. Unhealthy and disengaged employees, on the other hand, have a detrimental influence on production, creativity, and the bottom line.

Kreissl (2017) published that turnover can be extremely costly for organizations while looking at the aspects of recruitment, on boarding, training, lost productivity, and organizational knowledge. This applied both in relation to the levers to those who had to step up their efforts to cover for the people who left. He added that not all turnovers were bad. For example, highly disengaged employees or those that had no upward career growth prospects would benefit the organization by leaving. The author however added employee engagement would reduce turnover.

From their various employee engagement surveys Gallup (2016) noted that management strategies tied directly to increase productivity, profitability and employee retention.

Marie Stopes Kenya

The study was conducted at Marie Stopes Kenya, Nairobi. The NGO is international with its headquarters in the U.K and with other branches around the world. The company opened its doors in 1985 and has since become the country's largest specialized sexual and reproductive health organization. They provide a wide range of high quality, affordable and client-centered services and information to women, men and young people throughout Kenya. Marie Stopes Kenya has a global footprint and most importantly, has an office in Kenya. Given its global footprint, it is therefore evident that it has a sizable work force that can bring forth the information the researcher seeks. The organization is also donor funded in order to maintain sustainability in the various countries. The team in Kenya operates: 23 centers, which serve as the foundation of the programme.

In terms of Human Resource Management Practices (HRMP), Kenya is guided by several laws. It was therefore evident that Kenya as a country is cognizant of the need to monitor and give minimum guidelines towards Human Resource (HR) practices via the various laws it has established. The study targeted Marie Stopes Kenya – an international Non-Governmental Organisation (NGO) that operates in Nairobi, Kenya and therefore had to comply with the guidelines or set laws within the country.

Statement of the problem

When turnover is significant, costs associated with recruiting, training, and onboarding new workers rise. In addition, productivity decreases, morale is affected,

and other employees experience increased workloads when other employees exit (Florentine, 2019). Internally, organisations may use a variety of surveys to gauge employee morale, but engagement remains essentially low no matter how it is assessed (Morgan 2018). Additionally, Morgan (2018) stated that according to Gallup, worldwide employee engagement was at an unimaginably low, 13 %. Perhaps what's more shocking was that this number had barely budged in years! Engagement had become a key focus area for organizations around the world, and the growth in the industry had never been stronger. Kreissl (2017) stated that the problem was that engagement scores were down globally in recent years.

Work Institute (2018) estimated that 42 million, or one in four, employees left their jobs in 2018, and that nearly 77 %, or three-fourths, of that turnover could be prevented by employers. Employers will pay \$600 billion in turnover costs in 2018 and can expect that number to increase to \$680 billion by 2020. In order to explain the need for employee engagement, some statistics showed that: “36 percent of the organizations surveyed saw employee engagement as another top challenge, one closely related to turnover.” (Globoforce, 2016, para. 2).

Locally, Brighter Monday partnered with Tifa, a research firm to produce a comprehensive report of the Kenyan job market landscape in 2017 (Brighter Monday, 2017). The survey warned that Kenyan HR managers needed to work harder on employee retention if they wished to avoid top talent being poached. Additionally, an article by (Kigo, 2017) retrieved from HR Management magazine, stated that as an employer, if you cannot keep your best employees engaged, you cannot keep them in the organization. Kigo added that this concept should be common sense, yet it is not.

At Marie Stopes Kenya, retention rates have been decreasing over the years, yet they had organizational employee engagement some employee engagement

drivers. Their recruitment costs are increasing including the costs incurred for training new staff. Donor funding is also not as forthcoming as it was and therefore Marie Stopes Kenya needs to find ways of retaining its work force for longer periods. Needles to point out, the need for employee engagement and retention was evident both globally and locally. Employee retention was a costly affair.

Purpose of the Study

The goal of this research was to ascertain how employee engagement factors affected staff retention at Marie Stopes Kenya.

Objectives of the Study

1. To determine the various drivers of employee engagement used at Marie Stopes Kenya.
2. To identify the measures of retention in the organization.
3. To evaluate the effect of employee engagement drivers on employee retention at Marie Stopes Kenya.

Research Questions

1. Which drivers of employee engagement does Marie Stopes Kenya use?
2. What measures of employee retention are there at Marie Stopes Kenya?
3. Do employee engagement drivers affect employee retention at Marie Stopes Kenya?

Justification for the Study

The reason why this study was being conducted was to understand the effect of employee engagement drivers on employee retention at Marie Stopes Kenya. NGOs were donor funded and mostly offered fixed term contracts. However, they had long-serving employees despite the fixed term contracts. So which employee

engagement practices seemed to influence the employees to stay despite the “uncertainty” of permanent employment?

Significance of the Study

This study would benefit various groups namely, HR practitioners, scholars, government policy makers, the management of Marie Stopes Kenya and its employees. Various practitioners in the human resource field would be able to gain additional information in regard to employee engagement drivers and employee retention. They would be able to evidence and borrow from the findings to adopt various drivers under employee engagement that could benefit their organizations and enhance retention.

This study would contribute to existing literature in the human resource field. It would also expand the volume of material available to students and researchers in human resource, therefore, adding to the corpus of knowledge and advancing human resource management practices.

The government would also be able to gain insight on some of the laws that affect the employer-employee relationship. From this thesis, they could review certain aspects of the law to enable employee engagement to become more real in organizations similar to the engagement seen since devolution.

Marie Stopes Kenya would be able to realize the gaps within their processes and close in on them. They would be able to hear the voice of their employees from a neutral party and therefore decide on strategic means of increasing their employee engagement and employee retention.

Assumptions of the Study

This research was conducted with the assumption that all the staff were inclined to take part in the study and that respondents would indicate honest feedback

when answering the questionnaire. It was also assumed that the information would be collected within the given timeframe and that the organisation would be willing to partake in the research. The results of the research were assumed to be close to reality as per the hypothesis with minimal deviations.

Scope of the Study

The research was conducted at Marie Stopes head office located in Nairobi, Kenya. It included all cadres of employees in the organisation so as to ensure all cadres are represented.

Limitations and Delimitations of the Study

One of the limitations of the study was whether the information provided by the respondents had integrity. This was mitigated by creating rapport with them. The researcher used the various human resource networks available to gain the trust and buy in from the respondents.

Another limitation was confidentiality of the information collected. This was covered by the fact that the questionnaire did not collect any information about the respondent's personal data in the background. The introduction letter from Daystar also came in handy to reassure the organization that the study was only for academic purposes.

Definition of Terms

Employee engagement: Hewitt (2004) defined engagement as the state of emotional and intellectual involvement that motivates employees to perform in the best way.

Employee retention: This is a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements (Mita, Aarti & Ravneeta, 2014).

Human Resource management: HRM is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006).

Leadership: Leadership is that process in which one person sets the purpose or direction for one or more other persons and gets them to move along together with him or her and with each other in that direction with competence and full commitment (Jaques & Clement, 1994).

Learning and development: According to Sloman (2005), learning can be described as a self-directed, work-based process leading to increased adaptive capacity. Gansberghe (2003) defined development as a long-term process designed to enhance potential and effectiveness. It is also defined as the growth or realization of a person's ability, through learning, often from planned study and experience.

Organizational Culture: Culture is the deeper level of basic assumptions and beliefs that are shared by members of an organization that operate unconsciously and define in a basic 'taken for granted' fashion an organization's view of its self and its environment (Schein, 2004).

Performance management: Armstrong and Baron (2004) defined performance management the process which contributes to the effective management of individuals and teams in order to achieve high levels of organizational performance.

Reward and recognition: Zigon (1998) defined reward as something that increases the frequency of an employee action while recognition has a constructive

response and a judgment made about a person's contribution, reflecting not just work performance but also personal dedication and engagement on a regular or ad hoc basis, and expressed formally or informally, individually, or collectively, privately or publicly, and monetarily or non-monetarily (Brun & Dugas, 2008).

Summary

The study's two variables have been introduced in this chapter: employee engagement drivers and employee retention. It has uncovered the layman's way of looking at employee engagement drivers and their effect on employee retention. The chapter has also highlighted on the dangers of not monitoring employee retention and how costly this can be. Further, it has touched on Marie Stopes Kenya where the research was conducted. The statement of the problem has been clearly shown and evidence of the same illustrated. The purpose, objectives, and research questions have been tackled. Also, the study justification, assumptions and scope have been elaborated and the was explained. The limitations and the delimitations of the research have also been described in detail. Last but not the least, the technical terms have been defined.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter embarks on discussing information from other researchers who have contributed to knowledge in the area of employee engagement drivers and employee retention. The chapter also provides literature on the existing knowledge, theories, and models that have contributed to the understanding of employee engagement drivers and retention.

Theoretical Framework

A number of theories and models have been developed to cover the area of employee engagement drivers and employee retention. Some theories have been reviewed to back up the various drivers of employee engagements and their effect on employee retention.

Kahn's Theory on Employee Engagement

Kahn, an organizational behavior professor at Boston University's Questrom School of Business, did his research in a summer camp and an architecture company. This study yielded the definition of employee engagement as an employee's ability to harness their "full self" at work. Kahn also established the three psychological conditions that enhance employee engagement: Meaningfulness: Does an employee find their work meaningful enough (to the organization and to society) to warrant them engaging their full self? Safety: Does the employee feel safe bringing their full self to work without risk of negative consequences? Availability: Does the employee feel mentally and physically able to harness their full self at this particular moment? (Rheem, 2018).

Kahn's study brought forth findings that sought to separate normal day to day work from engagement. "A diligent employee, who is able to harness their full self, will display loyalty and ownership. For example, an engaged employee will tackle tasks without being asked because they want to, and because they believe that their extra effort will benefit their organization." (Young, 2018, para. 3). Additionally, Kahn noted that engagement was not static. This was because the employee's experience at work at different intervals could cause fluctuations in engagement. Kahn further described work disengagement as employees' cognitive and emotional withdrawal from their job and the organization. This definition described employees who were performing at normal levels and not utilizing their skills to exhibit their full potential.

According to Young (2018), it is critical for organizations to make sure that employees understand the value that their jobs provide. When employees are shown genuine appreciation for their contribution, their motivation increases and so does their commitment to their roles. This links to the researcher's performance management, reward and recognition drivers. Employees need recognition for their hard work and the contribution they make to the overall advantage of the organization. Regular feedback helps them to identify and close gaps in their work.

Additionally, Young (2018) wrote that Kahn's safety concept is seen in an employee's freedom of opinions. Last but not the least, Young concluded that Kahn's availability concept encompassed many aspects of the workplace. The work environment itself also affected engagement. This is in sync with the researcher's driver on learning and development. Employees need to understand how to complete the tasks and should receive the necessary training so as to fulfill this. The management needs to offer continuous support as well as encourage positive peer

relationships that enable the employees to reach their full potential. This speaks to the leadership driver. The management needs to be supportive of all drivers and ensure they use open communication to address any staff issues.

The Zinger Model of Employee Engagement

David Zinger, a Canadian based management consultant, conducted extensive studies on employee engagement, which led to him introducing the Zinger Model on employee engagement. The different qualities of employee involvement, dedication, and engagement were given new life by this paradigm (Management study guide, 2019). The model is shown on figure 2.1.

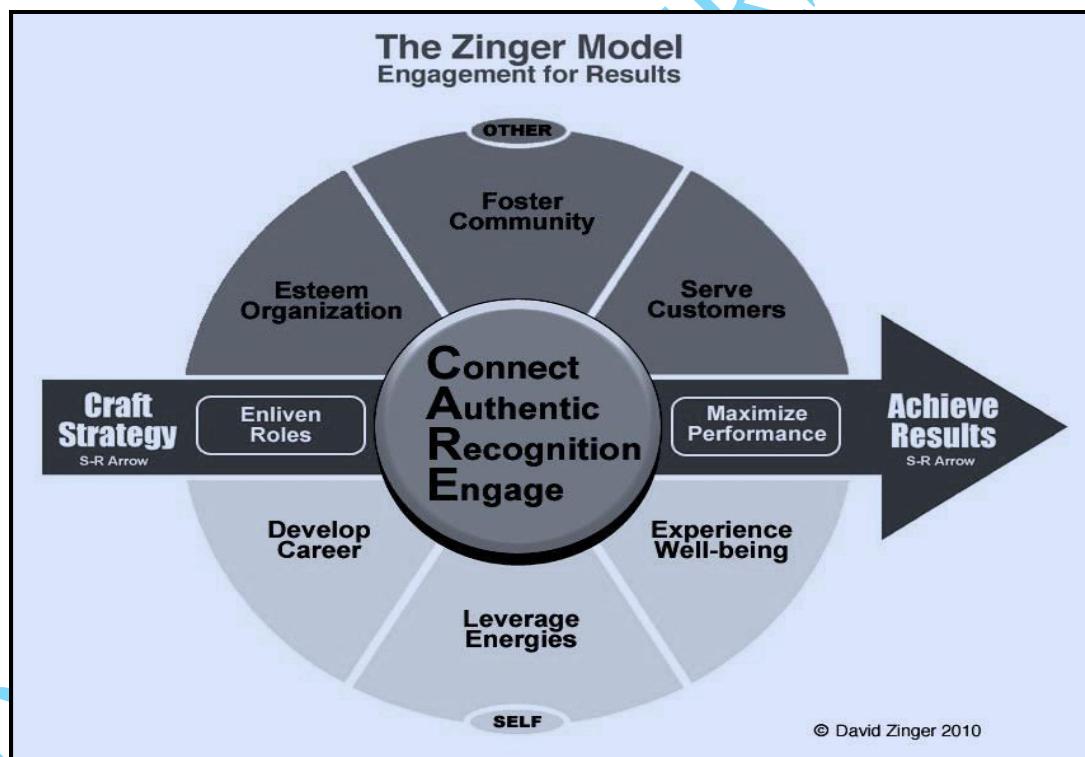


Figure 2.1: Zinger Model
Source: Zinger (2019)

Choudhury and Mohanty (2018) noted that this model identified 12 different factors that influenced employee engagement. The suggested drivers were achieving results by proper planning and execution, crafting strategies considering both organization and employee requirements. Other drivers included enlivening of roles

by removing the boredom factor from the work, excelling at work by rewarding the hard work which created self-esteem among employees.

Choudhury and Mohanty (2018) added that employee engagement is driven by obtaining or staying connected with the business as well as the employees, being honest by responding sincerely while dealing with employee concerns and doing justice. Additionally, employee engagement might be favourably influenced by recognition, developing completely engaged workers with a clear mentality that people are their greatest assets, and servicing customers by building a culture and tradition. Similarly, employee engagement might be boosted through personal development, such as upgrading skills in accordance with job needs, and achieving satisfaction with contented and happy employees.

This model supports the employee engagement drivers selected by the researcher for this study. The model links to the independent variables in that the symbol for recognition is similar to the researcher's driver on recognition. Recognition creates a feeling of appreciation to the employees and helps them to understand their individual contribution to the organisation better. Another symbol in the model is that of excelling in performance. This is similar to the researcher's driver on performance management. Performance managements needs to be a regular and continuous process. This helps in identifying gaps over a period of time which can be corrected through an organisation's performance management process. Developing career speaks to the driver on learning and development. Organisations need to invest in the employees' careers and also enhance their skills while at the workplace. Authentic leadership relates to the leadership driver where the leaders need to be authentic in their actions and endeavours to support employee engagement to the fullest.

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The Integrated System for Retaining Employees

Through a five-phased approach, the employee retention relationship modifies the organization's culture and improves its competitive edge. Through surveys and focus groups, Employee Retention Connection (ERC) examines the organization's motivation and retention culture, as well as the inspiring and demotivating aspects of the culture. ERC focuses on developing tasks and work assignments that need a high level of participation, as well as educating supervisors and managers in proven motivational leadership approaches (Kaur, 2017).

The integrated system for retaining employees is shown in Figure 2.2.



Figure 2.2: Integrated System for Retaining Employees
Source: Employee Retention Connection (2003)

The employee retention connection transforms the organisation through the following Five-phased approach:

Phase 1: Starts by analyzing your organization's motivation and retention culture through surveys and focus groups.

Phase 2: Next, ERC designs high-involvement job and work assignments that include: wide variety of tasks and skills, opportunities to learn, authority to make decisions, feedback on results resources and support to be successful.

Phase 3: Training supervisors and managers in proven methods of motivational leadership: inspiring a shared vision and direction, developing the capabilities of others, promoting organizational change, recognizing, and appreciating employee contributions, serving as a role model.

Phase 4: Delivering a plan for employee career paths and skill building: designing career paths, not necessarily up the organizational chart, identifying core competencies for different career paths, planning training and other opportunities to build competencies, mentoring for employee direction

Phase 5: Building a tailored reward and recognition system to fit your organization's culture: identifying activities, attitudes and contributions to be recognized and rewarded, matching reward and recognition options to performance contributions, establishing specific motivational approaches for retaining employees.

General Literature Review

This section is important as it highlights the common knowledge and issues around employee engagement drivers and employee retention as contained from various literatures.

Employee engagement

Bhalla (2018) wrote that there had been an increase on the number of researches being conducted on employee engagement. This may have been influenced by the fact that organizations were shifting their focus on initiating an engaged

workforce. He added that there was a considerable change in workforce demographics and increasing demand for responsive services leading to employee engagement being essential to retaining committed, productive employees.

According to Sun and Bunchapattanasakda (2019) the two authors retailed that an important issue in management theory practice, was employee engagement. They added that positive psychologists, human resource academics, and management practitioners have found it to be a popular study topic in recent years.

When employees were disinterested in their work and detached to the company in some way or another, the whole team would face the negative consequences of these effects (Jessen, 2019). “Organizations with engaged employees outperform those with low employee engagement by 202%” (Costa, 2016, para. 5).

In his conclusion, Folkman (2017) noted that as organizations increased the employee engagement drivers, their customer satisfaction improved thus leading to increased profits. Furthermore, he stated that good leadership has a significant impact on staff engagement and retention, as well as organizational profitability. Barik and Kochhar (2017), in their literature review on antecedents and consequences of employee engagement, identified some common key driving factors of employee engagement which were reward system, job enrichment, effective leadership, scope of advancement and self-development, employment security and self-managed team, and decision-making authority.

Cooper-Thomas, Xu, and Saks (2018) researched on the differential value of resources in predicting employee engagement and they were able to demonstrate that if love, status, services, information, goods, money were provided by the organization that employees would be engaged.

Drivers of Employee Engagement

Performance Management

J. Lee Whittington, a management professor at the University of Dallas, believes that, having a well thought out performance management program directly impacts high employee engagement (Bigony, 2018). On the other hand, Ginac (2018) concurred that individuals and teams might be more engaged when performance management systems were implemented. Spellman (2017) noted that according to Deloitte's Global Human Capital Trends report published in 2017, 90% of organizations that altered their performance management procedures saw direct increases in employee engagement, with 83% reporting the quality of manager-employee discussions had improved.

White (2016) noted that employees were persuaded by performance management to focus on the broader organizational goals, improving the chances of the firm achieving its goal in a timely and effective manner. However, it is critical to note that for performance management to be successful as a driver of employee engagement, the process needs to be changed (Ginac, 2018). She advocated for a performance management system that provides immediate feedback and acknowledgement when merited. She added that instead of waiting for an annual evaluation, the approach should enable for immediate remedial action to be implemented throughout the period. The process should also include a plan for staff career development.

Reward and recognition

Ott, Tolentino, and Michailova (2017) noted that organizations expressed their desire to retain people through competitive remuneration and monetary reward schemes, which were two significant drivers. Wright (2018) reported that recognition

also had a positive influence on engagement. He added that when an employee's hard work is acknowledged and recognized by the organization, then the employee creates a strong emotional commitment to it. This is because acknowledgment may make employees feel appreciated, which can lead to more frequent employee interactions.

King (2018) wrote that reward and recognition was a more powerful incentive than compensation-based incentives. This is because when a staff is recognized, the impact on their morale is more deep-rooted leading to employee work engagement and job satisfaction. He went on to say that companies that used recognition and career development programs to boost employee engagement had greater productivity, revenue, customer retention, and staff retention than those that did not. Price (2009-2019) wrote that a reward system that incorporates personal touches like writing a personal thank you note or posting an internal announcement on a company's intranet strikes a personal note with employees, making them feel valued. In turn, the employee's engagement and internal contentment with the company is increased. She added that the reasons why employers should increase reward and recognition in the organization were; to increase productivity, have higher engagement levels and enhance staff motivation to develop their skills. She concluded that for organizations that wanted to increase employee engagement and decrease employee turnover, then reward and recognition would be a solution.

Learning and Development

On a separate research paper by Ott, Tolentino, and Michailova (2017) on effective talent retention approaches, the authors noted that when employees were given little or no opportunities for development, became increasingly likely to leave. Bigony (2018) stated that organizations, such as Gallup and Culture Amp would be a great starting point for organizations to learn that learning and development was the

most important factor in millennials' engagement. Nelson (2018) indicated the following:

For my book “1,001 Ways to Engage Employees,” I did a regression analysis of three million employee surveys and found that the second-most significant driver of employee engagement is career development – that is, learning, development and advancement opportunities that are provided to employees on a systematic basis. (para. 1)

According to Root (2019), learning and development (L&D)-focused firms can take significant steps toward increasing employee engagement and corporate growth. He added that this not only created capable, confident employees, but it was also a crucial motivator of engagement. Root continued to add that according to the LinkedIn 2018 Workplace Learning Report, 94% of employees said they would stay at a company longer if it invested in their professional development. As a result, L&D helped to increase employee retention.

Organizations that invested in their workforce by providing learning and development opportunities would benefit from employee engagement. Learning is an engaging instrument in and of itself (Greany, 2019). Additionally, learning and development was also a significant element in improving employee retention and engagement. Employees who stayed were 24% more likely to say they had access to the training and development that they required. When employees had the opportunity to learn new skills and improve on old ones, they were more likely to be engaged (Croswell, 2018). According to a study by Udemy, learning and development is a key driver in boosting employee engagement and retention (Macorva, 2019). Its research discovered that a lack of learning and development opportunities was the leading cause of employee disengagement at work. Furthermore, 80% of employees polled

claimed that having more opportunities to learn and improve would help them feel more engaged at work. Juo (2017) stated that organizations that had strong learning and development polices, and strategies would be appealing to millennials (and the majority of other employees), encouraging growth, and training people for the future. Juo added that organizations that use the learning and development route would reap the benefits of higher engagement and increased retention.

Leadership

Genuine leadership, clear communication, and employee involvement all have a direct and significant impact on employees' trust in their organizations' (Jiang & Men 2017). A research was conducted to experimentally explore the aspects of leadership behavior in meeting subordinate demands. The conclusion was that various leadership styles contributed to employee engagement (Mariappanadar, 2018).

"An employee's connection with their leadership not only drives engagement, we have also found it to be a driver of employee retention." (Croswell, 2018, para. 17). Macorva (2018) added that leaders greatly influence employee behaviour as employees will copy their behavior. It is important to keep in mind that a leader's actions may either encourage or discourage others. Leaders may either give guidance, acknowledgment, and support to their followers or they can cause fear, worry, and tension. They can also be a major factor in whether employees stay or exit the organization.

Dávila and Piña-Ramírez (2019) alluded that leadership is perceived differently in different companies. Leadership was viewed as an important driver of engagement that went beyond designation since not all managers were leaders and not all leaders were managers. Clapon (2016) reported that in its 2016 employee

engagement trends research, Quantum Workplace named management/leadership as one of the most important engagement factors.

Employee retention

One would ask why was employee retention important? Sharp (n.d) a blogger noted that employee retention had a significant impact on a company's growth and success. Furthermore, the relationship between an employee and his employer was a delicate balancing act of give and take. Employees may feel underappreciated and overlooked if they were not given enough involvement and support. He concluded that the solution to boosting employee retention lied in engagement!

According to a report on the Kenyan job market landscape done by Brighter Monday and Tifa, in the following 12 months, eight out of ten employees planned to quit their current employment. The desire to make more money was the primary motivator. Other factors were professional advancement, job stability, boredom, work environment quality, and work/life balance (Brighter Monday, 2017).

Mburugu (2019) noted some of the disadvantages of employees exiting an organization were: declining performance since the employee's departure would likely affect the whole team. This would then result in huge losses. There would also be an increase in costs related to hiring and training new employees. Employees who exited organizations left with all the experience they acquired. At times, new incumbents are less productive since they are in the process of learning the culture of the organisation, its policies and current employees, which leaves a negative impression. Additionally, high turnover rates left a negative impact on the reputation of an organization.

Lauby (2019) a HR consultant published on her blog about Turnover in 2019: Why employees leave (survey results). The report was a comparison between similar research she conducted in 2018 and 2019, whereby the findings showed that the turnover reasons ranked exactly the same as; (1) compensation and benefits, (2) opportunities for advancement, (3) Supportive management and (4) flexible work. The percentages changed as per below; Compensation and benefits increased 11 points (from 24% in 2018), Opportunities for advancement increased a point (from 21% in 2018), Supportive management decreased a point (from 20 % in 2018), Flexible work decreased 9 points (from 20% in 2018). Bigony (2018) wrote that when organisations have highly engaged employees, they are guaranteed to outperform those with disengaged employees on all accounts.

Effect of Employee Engagement Drivers on Employee Retention

An increase in employee engagement led to a rise in retention, according to a research on the influence of employee engagement on an employee's decision to stay at Rayoner Hospitality by Fernandes and Baul's (2018). Additionally, Matongolo, Kasekende and Mafabi (2018) stated that positive reward strategies and people centered approaches, emerged as significant predictors of talent retention.

Employee retention is important because: businesses require stability to flourish, turnover impacts earnings, talent management and idea retention are crucial, constantly training new staff is a waste of resources, and your competitors could immediately gain (Son, 2016).

Lalwani (2019), noted that all attempts to increase employee engagement, preserve mental and physical health in the workplace, and ensure ongoing learning through corporate eLearning programs have the same goal: to maximize employee retention, especially of valued, top-tier personnel. She also wondered why staff

retention was so difficult in 2019. Experts stated that the major causes included advances in technology, which enabled people to pursue unorthodox career routes, as well as increased awareness and simple access to information about new work opportunities.

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Empirical Literature Review

Interestingly, employee engagement is not the only factor that influences employee retention. This research grouped together a few drivers of employee engagement that impacted on retention. Further to this, scholars and researchers reviewed the variables and some of these drivers are discussed in the pages that follow.

Employee engagement

According to Byrne (2015), “when employees are in a state of engagement, they employ and combine varying levels of their emotional and cognitive selves as they transform their work tasks and specific activities into meaningful accomplishment” (p. 5). Kim and Scott (2019) wrote a research paper on, change communication and the use of anonymous social media at work: Implications for employee engagement. Their research led to the conclusion that management communication influenced commitment and job satisfaction. They however cautioned that those were not the only factors that influenced turnover. The gap in the study was that further research was needed to show which other employee engagement drivers contributed to retention.

Jiang and Luo’s (2018) research on crafting employee trust: from authenticity, transparency to engagement recognised that other researchers suggested that many factors contributed to a higher level of trust between employees and their bosses, organisational communication, and employee engagement. The study focused on the way employee trust related to immediate supervisors, authentic leadership behaviours, transparent organizational communication, and employee engagement. The results tested positive and therefore their work contributed to the body of empirical literature.

However, other drivers of employee engagement needed to be tested to confirm whether they do contribute towards employee retention.

In order to better understand the influence that a great work environment and employee engagement may have on change management, Parent and Lovelace (2018) looked into employee engagement, positive corporate culture, and individual adaptability. Employees with high levels of work engagement were shown to be less adaptive to change, according to their findings. They went on to add that not all engagement is created equal, and that for someone who is highly involved at work, organizational change might be more difficult since the source of their participation may move. The authors proceeded to conclude that since change will always be present in all types of organizations, it is critical to maintain both theoretical and empirical research in this field.

A research paper by Khodakarami, Dirani, and Rezaei (2018) showed that the different attributes of work engagement were measurable. Human factors and project difficulties affecting employee engagement in a project-based organization (PBO) were studied by Matthews, Stanley, and Davidson (2018). Their conclusion was that some of the factors that greatly impacted employee engagement positively were initiatives with well-defined goals and objectives, as well as a problem-solving emphasis that presented new difficulties, learning opportunities, and the attainment of specific outcomes, autonomy, receiving recognition for work successes, collaborative relationships and learning opportunities.

Sun and Bunchapattanasakda (2019) recognised that according to previous research, the influencing factors of employee engagement can be divided into three categories: organizational factors (leadership, superior support, job resources, fairness), job factors (work environment, job participation, job enrichment), and

individual factors (work environment, job participation, job enrichment, extraversion, resilience, self-consciousness). Jiang and Men (2017) drew the conclusion that work life balance, open and clear organizational communication and bona -fide leadership were drivers of employee engagement.

Osborne and Hammoud (2017) did researched on effective employee engagement in the workplace. Their research yielded three drivers of employee engagement that influenced turnover. These included employee empowerment, creating positive relationships between leadership and their employees, and using rewards and recognition initiatives. Furthermore, the data indicated that good employee engagement initiatives were crucial to corporate success. These strategy's leaders needed to improve their listening skills, be fair, have and display respect, establish trust, and comprehend their employees' issues. This paper did not give specifics on the types of reward and recognitions that seemed to work best, nor did they specify on the leadership style that was most suitable.

However, Izidor (2016) concluded that there are two sorts of incentives that businesses may consider giving in his research on managing reward strategy to increase employee performance, retention, and productivity in organizations. These could be non- financial or financial rewards. He added that the main concern of reward management was its effect on leveraging on employee performance, increase retention and amplify productivity. The research further revealed the type of reward offered by the organisation had an undeniable effect on job satisfaction. This therefore propped employees 'performance, lead to increased retention and the organisation was able to achieve its goals.

According to Mahmood, Akhtar, Talat, Shuai, and Hyatt (2019), remuneration strategies impacted positively on job satisfaction and employee commitment.

However, their study left room for a similar investigation to be conducted locally. In a research paper by Barik and Kochhar (2017) on antecedents and consequences of employee engagement, the authors noted that employee satisfaction, increased productivity and decreased employee turnover was as a result of employee engagement. They added that employee engagement was a current emerging issue since were working hard towards achieving talent retention. The research further unearthed that employee engagement was beneficial to both the organisation and its employees. This research was not conclusively reliable because the authors did not perform a validity and reliability test.

Chandani, Mehta, Mall, and Khokhar (2016) conducted research on employee engagement and their findings revealed that employee engagement led to decreased turnover and increased innovative work-related behaviour. They added that organizations needed to inculcate a sense of collaboration, exuberant emotions about their daily activities and a sense of family with the staff. They emphasised on having the freedom for employee to voice their opinions and they should be listened to. Bona-fide leadership would also contribute towards an open culture. Their research suggested that organizations needed to use appropriate training programmes so as to equip line managers with the skills required to build a supportive environment in order to empower their subordinates. This study would have been more useful if they had focused on quantifiable variable because emotions and a sense of community are difficult to measure.

Mbogo (2015) in his study on the factors that influence employee turnover in microfinance institutions in Embu County, discovered that the type of training offered to employees greatly influenced the turnover rates. This is because of the training was poorly executed, then it would lead to the staff being demotivated and opting to leave

as he would deem his work to be more complex. He advised in order for organizations to enjoy low turnover rates, then they would need to invest in productive training and development programmes. It is conceivable that the study's findings are attributable to the fact that it was done in only one Kenyan county, leaving out the remainder, which may have shown different results..

Dhanpat, Manakana, Mbacaza, Mokone, and Mtongana's (2019) researched into retention factors and job security of nurses in Gauteng public hospitals in South Africa. They concluded that employees joined the organization with the purpose of developing their knowledge and abilities. As a result, learning opportunities had an impact on staff retention. Similarly, Singh and Sharma (2015) concluded that for organizations to experience the benefits of low turnover, they would have to adopt talent management strategies, internal growth strategies, develop leadership skills and enhanced succession planning. In contrast to earlier findings, however, no evidence of engagement or retention was detected. The second study, however, was more inclined towards development which leads to professional growth for the employee.

A research paper by Mendis (2017) presented evidence that stronger monetary and non-cash incentives lead to a lower likelihood of employee turnover. In his recommendation, he added that "not only increasing pay is enough to reduce turnover intention of employees, but also employees' perception of whether they are being paid fairly for their work do matter" (Mendis, 2017, p. 78). This study contradicts Herzberg's theory that explains that money is not the only motivating factor for employee.

Osborne and Hammoud (2017) also conducted a research whose findings supported the fact that leadership had a great impact on increased employee engagement. The research was able to show that employees who enjoyed their work

also had a strong connection with their line manager. They added that with high individual performance, the organisation's performance also increased and so did employee engagement. Across our borders, a research was conducted by Mwita, Mwakasangula, and Tefurukwa (2018) in Tanzania specifically in the banking industry. They were able to conclude that employee retention was influenced by leadership in Tanzania commercial banks. Additionally, they noted that organisations should increase their focus towards empowering positive leadership as much as they would on compensation, career growth and the working environment. The two studies corroborate in terms of identifying leadership as a driving force behind employee engagement and retention.

Oh and Oh (2017) examined the effect of authentic leadership on employee turnover intentions. They investigated the impact of organizational size in influencing this mediation, as well as the role of workers' degrees of emotional commitment in mediating the connection between genuine leadership and turnover intentions. As hypothesised, they discovered evidence that if leaders displayed authentic leadership, turnover rates were influenced. As a result, it is reasonable to conclude from their findings that true leadership is best suited for keeping employees in small firms. Similarly, Jiang and Luo (2018) conducted a research on crafting employee trust: from authenticity, transparency to engagement. Authentic leadership and clear corporate communication were shown to have a significant influence on employee engagement, according to the study. The two studies corroborate in their research objectives and findings and therefore will contribute to the researcher's ideas for the research.

Favour (2016) conducted a study on the influence of leadership styles on staff retention in the Nigerian banking sector, with the goal of determining which

leadership style best supported employee retention.. The conclusion was that employee retention was influenced by the leadership style. The findings further showed that transactional leadership style had a great impact on employee retention than other leadership styles.

Kundu and Lata (2017) did a research on effects of Supportive Work Environment (SWE) on employee retention: Mediating role of organizational engagement. Using multiple regression analysis on a sample of 211 respondents from 67 organizations, the current study provided a strong indication that SWE (perceived climate, supervisory relationship, peer group interaction and perceived organizational support) positively contributed to employee retention. In a different study, Popli and Rizvi (2017), found that when it came to the link between service orientation, employee engagement, and perceived leadership style, transformational leadership style had a direct and significant ability to create an atmosphere for better employee engagement and, therefore, higher service orientation.. The research would have been more relevant if a wider range of leadership styles had been explored and clearly explained in detail.

Muthike (2017) researched on the impact of employee engagement on organization performance: a case of Pact, Nairobi. The research showed that employee engagement strategies had a positive effect on performance at Pact. Further to this, Pact offered a more inclusive work environment where staff were part of strategy formulation for the organization. The organization also had clearly defined positions with responsibilities that were related to the organization's ultimate objective. The data reported here appears to support the assumption that employee engagement influences organisational performance.

Yalabik, Rayton, and Rapti (2017) researched on aspects of job happiness and engagement at work and the research revealed that employee engagement was heavily driven by job satisfaction. The authors' research was more geared towards employees who take up more responsibilities in order to be absorbed into the roles. They were not very clear on whether job satisfaction was researched as a general variable that applied to all staff despite them looking forward to being absorbed into new roles.

Cooper-Thomas, Xu, and Saks (2018) sought to apply and test a theory specifying which resources are most important for employee engagement. Specifically, this looked at six resources; (love, status, services, information, goods, money) provided by the organization that employee would exchange for engagement. Focusing on the two primary resources that predict engagement, they found that employees who believe their firm invests in increasing their knowledge and abilities, referred to as learning and development, reported higher levels of engagement. The issue is that they have used drivers of employee engagement and used simpler terms to derive them. They do not demonstrate why they needed to refer to them as the six resources. The research gap is that the paper did not show what the six resources lead to in the long run for the organization. Was it retention, increased profits or other factors?

Elrehail, et.al. (2019) conducted a research to explore the impact of human resource (HR) management practices on achieving competitive advantage through studying the mediating role of employee satisfaction in the context of five-star hotels in Northern Cyprus. The human resource management practices reviewed were human resource planning; analysis and work design; performance management; hiring, selection and placement; compensation and rewards; training and development. Surprisingly, most of the mentioned practices were drivers of employee

engagement. The researcher sought to show that these were drivers and not merely human resource practices within the organization.

Employee Retention

Dechawatanapaisal (2018) shared that companies needed to ensure that they retained their best trained staff within the organization for a longer period in order maximize on their time and contribution towards the achievement of its goals. This would be their return on investment. Organizations-save for NGO's, exist to make profit. This is the most common way of measuring whether its performance has increased or not. Kundu and Gahlawat (2016) concluded that development, employee empowerment and organizational culture were some of the key retention practices that increased organizational performance. Anthony-McMann, Ellinger, Astakhova, and Halbesleben (2017) noted that various researches on employee engagement suggested that job satisfaction, performance management and customer satisfaction were related to employee retention.

Ndinya, Nzulwa, and Kwena (2017) researched on factors affecting employee retention in NGOs in Nairobi County, Kenya. From the findings, rewards influenced staff retention in Kenyan NGOs to a very large amount (41%), 31% to a great extent, 19% to a moderate level, 7% to a minor extent, and 2% not at all, according to the majority (41%). In 2017, they set out to determine the impact of leadership on staff retention in Kenyan non-governmental organizations. According to the data, the majority (43%) said leadership had a significant impact on staff retention, with 30% saying it had a very significant impact, 15% saying it had a moderate impact, 8% saying it had a minor impact, and 4% saying it had no impact at all. The two studies pointed out towards strategies for employee retention. The approaches addressed various factors leading to employee retention. The statistical data was reliable for both

researches. However, they should have combined the studies and preformed one study for ease of comparability for other researchers.

Sutanto and Kurniawan (2016) in a research paper on the impact of recruitment, employee retention and labor relations to employee performance on batik industry in Solo city, Indonesia concluded that if organizations adopted good recruitment processes, then they could be able to enjoy employee retention. When employees stayed longer in an organization, the cost of recruitment was reduced in the HR budget. Similarly, a research done by Chandrasekara and Perera (2016) found a positive correlation between employee retention the recruitment practices used by the organization. The studies reflected on how recruitment impacted on employee retention positively. Research on the subject was mostly restricted to recruitment but did not mention which recruitment methods were more effective or relevant to the organizations studied.

Cloutier, Felusiak, Hill, and Jones (2015) added that having to replace employees due to staff exits was expensive for organization and this could hurt the company's bottom line. The costs included recruitment and selection, induction, and training. Another cost was the skills gained during employment that were often lost when the employee left. Another research was conducted by García, Miranda, Gallo, and Calderon (2019) on employee involvement and job satisfaction, the empirical results showed that, there was a relationship between employee participation and job happiness for millennial workers. Additionally, when millennial workers were involved in choices about the company's overall direction, their job satisfaction was better than when they were involved in particular decisions about teamwork or major duties at work. The research however only touched on millennials and, therefore, leaves room for the researcher to explore this for other generations within the

organization. The two studies were correlated as they tried to explore the drivers of employee retention. The data was interpreted with caution because García, Miranda, Gallo, and Calderon (2019) only explored millennial workers and left out the other generations who also contributed to organizational performance.

Huang, Chen, Liu, and Zhou (2017) researched on job satisfaction and turnover intention in China. The researchers observed that cognitive job satisfaction had a higher negative impact on turnover than affective job satisfaction, and that both effects were influenced by mobility variables. When work alternative was low and policy support was high, cognitive job satisfaction was more effective, but when job alternative was strong and policy support was low, affective job satisfaction led to reduced turnover. This research looked at job satisfaction in a different angle compared to other researchers.

Luz, De Paula, and De Oliveira's (2018) research on organizational commitment, work satisfaction, and their probable impacts on intent to turnover yielded that when job satisfaction, employee commitment, and career advancement possibilities were present, there was a low turnover rate. By performing multiple regression analysis, they noted that employee commitment, job satisfaction and contentment in salaries impacted on employee turnover. The validity of the research is questionable as the authors did not perform a reliability test to verify the questionnaires used.

McPhail, Patiar, Herington, Creed, and Davidson (2015) researched on development and initial validation of a hospitality employees' job satisfaction index evidence from Australia and their findings were that, only the dimension of control and variation had a favorable influence on employees' desire to stay in their current job out of the three dimensions of job satisfaction, possibly because it is regulated by

the immediate happenings in their work environment. Employees' long-term dedication was motivated not just by their current employment but also by their desire for professional advancement; as a result, they could look forward to a well-defined career path.

In a similar research, López, Moriones, and Kintana (2016) researched on disentangling the relationship between high-involvement-work systems (HIWS) and job satisfaction. HIWS were linked to greater levels of employee happiness at work, according to their results. They also verified that employee effort, pay, and an intriguing work all had a role in the favorable effect. Specifically, they found that HIWS has a positive influence on those mediating factors, and that whereas employee voluntary effort, involuntary mental effort, pay, and fascinating work all improve job satisfaction, involuntary physical effort reduces it. The two studies only focused on job satisfaction. However, alongside job satisfaction other important contributors were missed out. The studies generalized the findings and therefore left more questions than answers.

Mohammed (2015) wrote that for organizations to improve employee engagement, talent management would have to be given great consideration thus leading to improved organizational performance. He added despite the efforts by some organizations to retain their employees, some turnovers are unavoidable. This research missed out on the fact that talent management was also as a result of learning, training and development.

Rani and Srivastava (2015) performed a research in which they highlighted an organization's culture and its influence on employee retention. Their findings were that employee retention was higher in firms that put people first. They added that there was no universal "best culture." Consistency in culture is important as it may

affect the overall strategy and also impacts on employee values. They cautioned that in order to achieve “person-organization fit”, the recruitment practices used within the organization would need to be reviewed. It might also require efforts to change the organizations’ culture. Similarly, Begum (2016) wrote that employee retention was also impacted by culture.

Fahim (2018) did a research study on public employee retention and effective human resource management. The study indicated that the implementation of best SHRM practices led to employee retention, based on the findings, Fahim demonstrated that for organizations to benefit from employee retention and to remain competitive, they would need to implement SHRM practices. They also added that one of the most core aspects in any organization was employee retention. In addition, Fahim maintained that to keep important staff in government organizations, they must first develop a mutual understanding of the employer's (government) and employee's (civil servant) expectations, and then implement workplace motivating policies and circumstances that fulfill their needs and reward their efforts (intrinsic and extrinsic rewards). The SRHM practices reviewed were recruitment and selection, training and career development, performance appraisal, compensation and benefits. This study is not straight forward because the SHRM practices mentioned are indeed the drivers of employee engagement. The author failed to clearly show the difference. The gap in the study was that the author has used employee engagement drivers to explain a SHRM paper. Therefore, the researcher sought to show that the practices mentioned were employee engagement drivers.

Skelton, Nattress, and Dwyer (2018) researched on job satisfaction and its effect on employee turnover. Their findings indicated that the two factors had a favorable connection. The research flaw was that they only looked at two factors,

despite the fact that there are several other elements that impact employee retention and engagement, according to studies. The study attempted to fill this need by demonstrating the other drivers of employee engagement that lead to employee retention.

Subramaniam, Choo, and Johari (2019) investigated what motivates people to stay in their jobs in the Malaysia's industrial industry. Their findings were that employee retention was positively impacted on by reward and recognition and performance management. The gap in their study is that the research only focused on the manufacturing sector. The research sought to find out if the same applied to the NGO sector.

Conceptual Framework

The researchers' utilization of a range of sources to describe a situation is demonstrated through a conceptual framework (Regoniel, 2015). According to VanBaren (2017), in a conceptual framework, the writer's thoughts are used as a guide and map for the proposal. In a proposal of this nature, a personal perspective is crucial and required in order to build a solution to the suggested problem. This includes a description of the study's assumptions and concepts, as well as their significance.

Organizational culture refers to how things are done in the organization on a day-to-day basis. It is influenced by many factors and therefore changing it was difficult. Culture change was not a 1-2-3 step process, it took time, and a lot of changes must be done for it to be altered. This therefore became an intervening variable in this research as it affected the drivers of employee engagement, which had a ripple effect on employee retention. The evidence from these studies suggested that culture influenced employee retention.

The purpose of this study was to ascertain how employee engagement variables affect employee retention. This is guided by the conceptual framework as shown in Figure 2.3.

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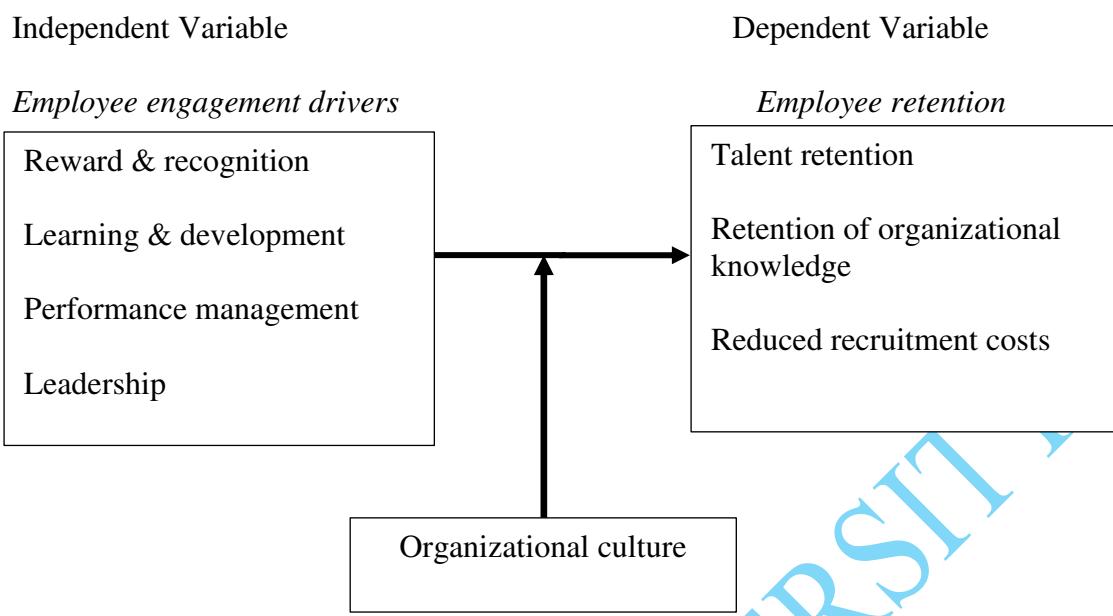


Figure 2.3: Conceptual Framework

Source: Author (2021)

Discussion

The independent variables included reward and recognition; learning and development; performance management; and leadership. These influenced the dependent variables which particularly touched on the benefits that the organization would get from adopting the various drivers of employee engagement. The benefits to the organization would be talent retention, retention of organizational knowledge, and reduced recruitment costs.

Employee engagement

As per the IES diagnostic tool, various drivers of employee engagement were shown. Various scholars also came up with different drivers and by clustering some of the common drivers, the researcher came up with the four drivers as shown on the conceptual framework. These drivers were measurable and covered both emotional and psychosocial needs of the employee.

Employee Retention

Employee retention was the dependent variable. The conceptual framework above showed the benefits that the organization would get from retaining its employees. Various scholars pointed out on the same in their various researches as seen in the empirical literature.

Intervening variable

Intervening variables are those factors that affect both the dependent and independent variables. They are at times difficult to control and therefore may hinder the implementation of the research findings. For this study, culture was the intervening variable.

Summary

This chapter has looked at employee engagement in detail. It has given the required evidence for this research and what other scholars had done before. To re-emphasize, employee retention was a big issue that needed to be addressed by organisations. This research adds to the various researches done and paves way for further recommendations in the same area.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter discusses in detail how the researcher collected the data required for the study. It also includes population, sampling design, data collection methods, data analysis, and data presentation techniques that were used in the study.

Research Design

It is defined as a plan that directs data gathering in order to meet the research objectives, that is, to generate new information based on existing data (Regoniel, 2017). This research used quantitative research design. However, quantitative research design was broad and it was further broken down.

The researcher used descriptive research design. The reason for selecting that particular type of quantitative research design was that the researcher attempted to gather quantifiable information that was used to statistically analyze this particular subject. The study also involved the collection of quantitative data and therefore this particular research was more suitable.

This research also used correlational research design. The justification for this was that the study sought to show the statistical relationship between employee engagement drivers and employee retention. The goal of correlational research was to find variables that appeared to interact with one another, so that when one variable changes, the researcher can predict how the other variable will change (Bhat, n.d.).

Population

David (2019) defined population as the larger group of people to whom you want to apply the findings of your research. There were 238 employees at Marie

Stopes Kenya at the time of this research.. This included all staff at all cadres from all branches. Table 3.1 shows how the departments are subdivided.

Table 3.1: Current Population of Staff at Marie Stopes Kenya

Department	Count
Executive Office (Country Director's office)	2
Gates Project	9
Programmes	106
Centres	70
Communication & Marketing	18
Research Monitoring and Evaluation	2
Audit	2
Finance	9
Procurement and Logistics	9
Human Resources	9
Support staff	2
Total	238

Target Population

The target population is the group of people to whom research findings should be applied (Vonk, 2017). The target population used was 238 because it was a manageable number to the researcher. The questionnaire was online and, therefore, reaching the entire population was not difficult. The researcher used census as the population was of a reasonable size.

Sample Size

Sample size refers to the number of samples measured or observations made (Zamboni, 2018). The population for the study consisted of directors, deputy directors, mid-level management staff, and low-level staff. However, sampling was not necessary in this research since the researcher was using census as the main sampling method.

Sampling Techniques

The phrase "census" refers to a quantitative research technique that involves counting the whole population (Surbhi, 2016). The researcher used census since the population was a reasonable number and manageable. A census frequently yielded enough respondents to give the survey results a high level of statistical confidence. The other justification for using a census was that each and every member of the unit would have a say on the research results by participating. A census was more reliable and accurate compared to other sampling methods. Using a census also eliminated bias that could occur by using other sampling techniques.

Data Collection Instruments

The researcher used an online questionnaire for data collection. The questions asked to the respondents were both open and closed ended. The questionnaire was also digitalized in order to save time on data collection. Digitalization of the questionnaire also enabled the researcher to have verifiable data and to also be ethical in the data collection process.

Types of Data

The researcher used quantitative data as the questionnaires used yielded numerical data derived from a Likert scale. Primary data was used since the information collected was firsthand and had not been collected before in the entire population.

Data Collection Procedures

The process of obtaining data from all accessible sources in order to solve the research problem, test the hypothesis, and evaluate the outcomes is known as data collection (Research Methodology, 2019). Research approval was sought from NACOSTI in order to comply with research rules and regulations. The researcher

mainly relied on primary data that was collected from the entire population using an online questionnaire. Since the population was spread out within Kenya, the researcher designed an online questionnaire that contained open and closed ended questions.

An online questionnaire helped to save time required to collect the data and also with the use of technology, the whole population had access to the questionnaire using their smart phones. The population's lowest level of education was at tertiary level hence even the support staff were able to fill the questionnaire online with ease. It contained questions based on the objectives set in chapter one of this study. The questionnaire was also divided into sections so that each of the drivers identified in the conceptual framework was captured and responded to. The questionnaire aims towards collecting quantitative data only.

The researcher had a meeting with Marie Stopes Kenya's Human Resource Director to explain the objectives of the research and how the online questionnaire worked. The link was shared, and timelines were agreed upon. The HR director assisted in the distribution of the link to all staff. After the researcher designed the questionnaire, it was uploaded online using Google forms. The website yielded a link that the researcher shared with the population. Once the respondent clicked on the link, they were able to go through the questionnaire and answer the questions. On completing the survey, the questionnaire automatically saved the responses on Google where the researcher was able to analyse them.

Validity and Reliability of Research Instruments

In qualitative research, validity refers to the "suitability" of the tools, processes, and data (Leung, 2015). He continued to add that validity assisted in determining whether the research questions were valid for the desired outcome,

whether the methodology chosen was appropriate for answering the research question, whether the design was appropriate for the methodology, whether the sampling and data analysis were appropriate, and whether the results and conclusions were appropriate for the sample and context. Leung went on to add that in quantitative research, dependability is defined as the capacity to duplicate procedures and outcomes accurately. As a result, consistency is the key to qualitative research reliability. In order to meet both validity and reliability of the research, an expert is used to guide on the research method and give input on the questionnaire.

The researcher was able to discover the confusing and superfluous items on the questionnaire thanks to reliability. To ensure reliability, the test-retest approach was applied. This method required administering the questionnaires to a group of people who shared the same characteristics as the actual sample. The test was performed every week for a total of four times. To calculate the coefficient of reliability, the scores from each test were correlated using Spearman's rank correlation coefficient. Akoglu (2018) wrote that the letter r was used to denote the connection (or correlation) between the two variables, which was quantified by a value ranging from -1 to +1. Additionally, there was no connection if the correlation was zero, and if the correlation was one, there was a complete or perfect correlation. The direction of the correlation was indicated by the sign of the r . The variables were inversely related if the r was negative. The correlation's strength grew from 0 to +1 and from 0 to -1. "Cronbach alpha is a convenient test used to estimate the reliability, or internal consistency, of a composite score" (Statistical solutions, 2019, para. 1). This was used to show that the data collected was reliable. The range that was suited for this research was between 0.6 to 1.0.

Pretesting

A sample size of 10% of the target population was used to carry out the questionnaire pre-test. This sample was drawn from another different NGO, Save the Children. This was because the organisation had a similar population to MSK and also has its Kenya headquarters based in Nairobi therefore it was convenient to reach them. The sample size for the pre-testing exercise was determined using simple random sampling. Pretesting enabled the researcher to identify the estimated response rate, response time and captured and reviewed any ambiguous, unclear or irrelevant questions. By identifying these issues early, the researcher was able to refine the questionnaire to address the concerns before the full data survey was conducted.

The respondents were requested for feedback on how to improve the questionnaire before proceeding to the actual data collection exercise. Part of the pre-testing was to test if the questionnaire was easy to fill digitally as the researcher wanted to collect data within a short duration. This helped the researcher to decide on the practicability of having it digitalized versus using the traditional mode of issuing hard copy questionnaires to the respondents.

Data Analysis Plan

The researcher first proceeded to do data cleaning which will entailed through checking of completeness of the questionnaires and checking for any inconsistency in the way the questions were answered by the respondents. In order to give the research more credibility, keenness on data inaccuracy was observed as the researcher wanted to avoid a conclusion that seemed false from the norm or from what was obvious.

Once the data clean-up process was complete, the next step was to analyse the data. Data analysis helped to convert the raw data into information that was used to form relationships and conclusions. It also enabled the data collected to be presented to the audience in a more simplified and sensible manner. Emphasis was put on

merging data and filtration. Merging the data helped the researcher to tabulate similar data and combined it into one in order to avoid repetition of information. The data was also filtered so as to remove any unwanted information. Finally, the data presented was prepared in summarized forms of charts and graphs.

Ethical Considerations

The researcher made certain that all respondents had the option of participating or not participating in the study. It was the right of each participant to be protected by the researcher and therefore confidentiality was observed throughout the process.

Information received for purposes of this research was used for academic purposes and the researcher observed the principles of privacy and confidentiality of the participants' feedback as well as protected the organizations information. The researcher ensured that the information contained in this research was only accessed by authorized parties. The researcher also committed to presenting the research findings in an honest and objective manner.

Summary

The chapter has described the research methodology that was used to carry out the study. It defined the research design, then the population, sample size and sampling techniques. This was followed by a description of the method used to conduct the research and justification of the chosen method. There were further discussions on data collection methods and instruments that were used in order to ensure reliability of the research procedures that were clearly described indicating that a pilot test was conducted. The following chapter concentrates on the study results and findings.

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter shows the data presentation based on the responses collected using the questionnaire. It further shows how the data is analyzed for ease of understanding for the various audiences and consumers of this information. Finally, the chapter discusses the findings.

Response Rate

The study targeted the entire population at Marie Stopes Kenya of 238 staff. A total of 130 responses were received from the online questionnaire. The response rate was 54.6%. According to Mugenda and Mugenda (2003) a 50% to 60% response rate is considered sufficient, 61% to 70% is good, and above 70% is excellent. The response rate for this research was between 50% to 60%. Therefore, it was adequate for data analysis.

Analysis and Interpretation

Demographic Information

Gender

Under the demographics section of the questionnaire, the researcher sought to find out the gender distribution at Marie Stopes Kenya. Figure 4.1 presents the results of the analysis.

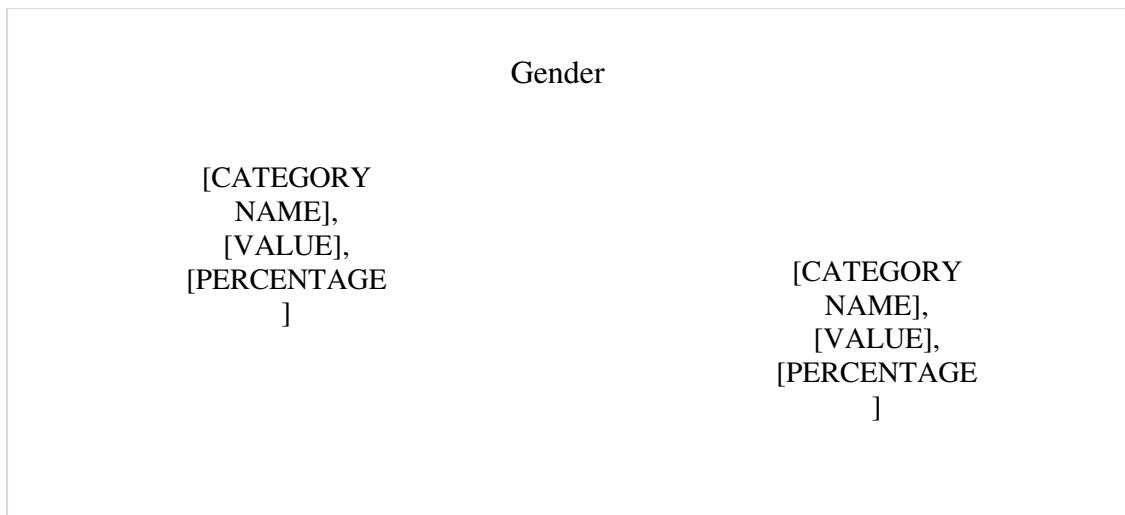


Figure 4.1: Gender Analysis

The survey found that a total of 44% were male while 56% were female. From the findings, we can infer that majority of the employees at MSK are female.

Age

The research sought to find out the age distribution at Marie Stopes Kenya. Figure 4.2 presents the results of the analysis.

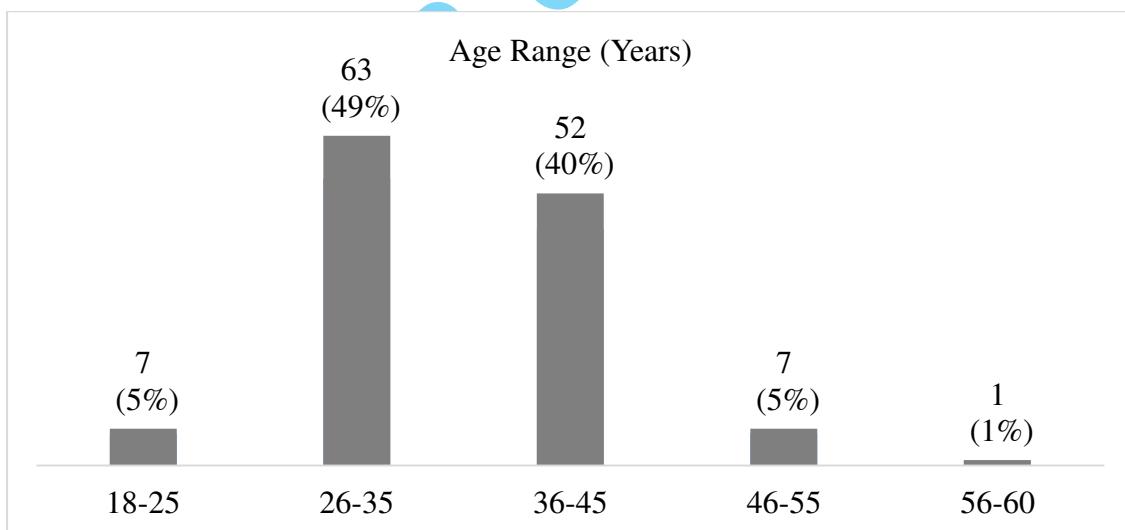


Figure 4.2: Age Analysis

From Figure 4.2, 5% were between the age of 18-25 while 49% were between 26-35. Those between 36-45 were 40%. 5% were between 46-55 years and 1% were between 56-60. Last but not least, none of the respondents were above 60 years. This

therefore implies that the majority of staff at MSK were between the age of 26 to 35 years.

Employment Status

The research sought to find out the employment status of the staff at MSK given the different types of contracts held. Figure 4.3 presents the results of the analysis.

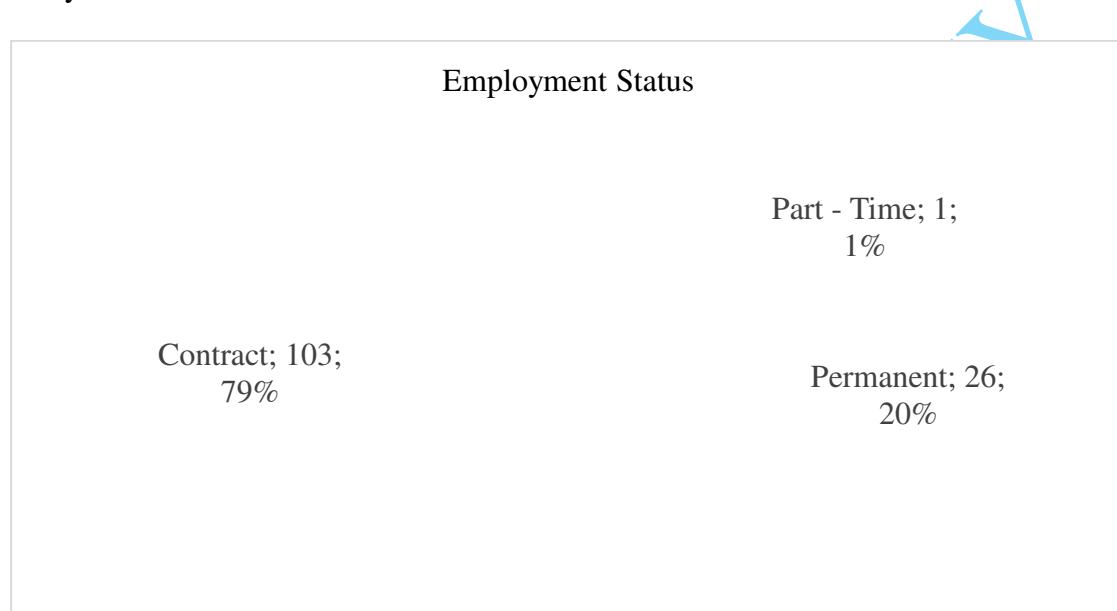


Figure 4.3: Employment Status

As per Figure 4.3, 20% had permanent contracts, 79% had fixed term contracts and 1% had part time contracts. This therefore implies that majority of the staff at MSK had fixed term contracts.

Department

The research sought to find the distribution of staff per department. Figure 4.4 below gives a visual of the results of the analysis.

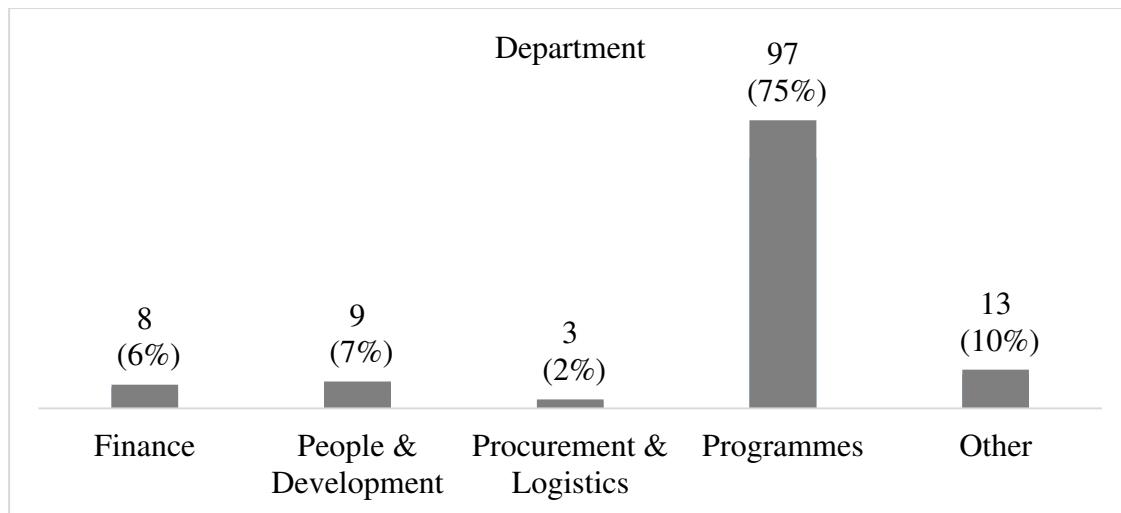


Figure 4.4: Department

Figure 4.4 shows that 6% were from the finance department, 7% were from the people and development department, 2% were from procurement and logistics department while 75% were from programmes. Other departments were at 10%. From this, the researcher concluded that the majority of the respondents were from the programmes department.

Years of service

The research sought to find out the years of service from the different respondents. The analyses' findings are shown in Figure 4.5.

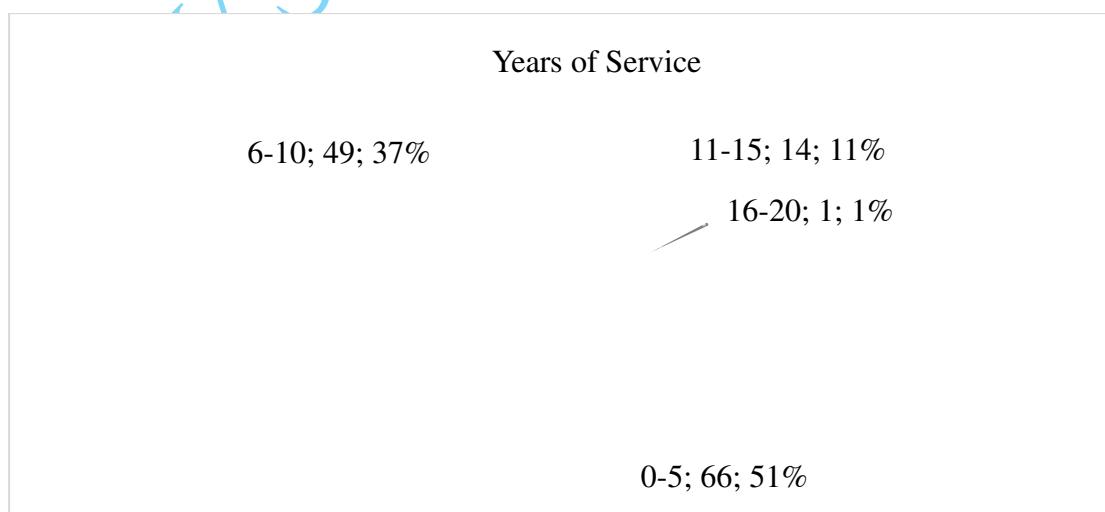


Figure 4.5: Years of Service

From Figure 4.5, 51% had worked for 0 to 5 years, 37% 6 to 10 years, 11% 11 to 15 years, 1% 16-20 years. None had worked for more than 21 years. From this, the researcher concluded that the majority of the respondents were had worked for 0 to 5 years in the organization.

Drivers of Employee Engagement

The research also sought to determine the drivers of employee engagement from the employee's perspective. Figure 4.6 illustrates a summary of the analysis.

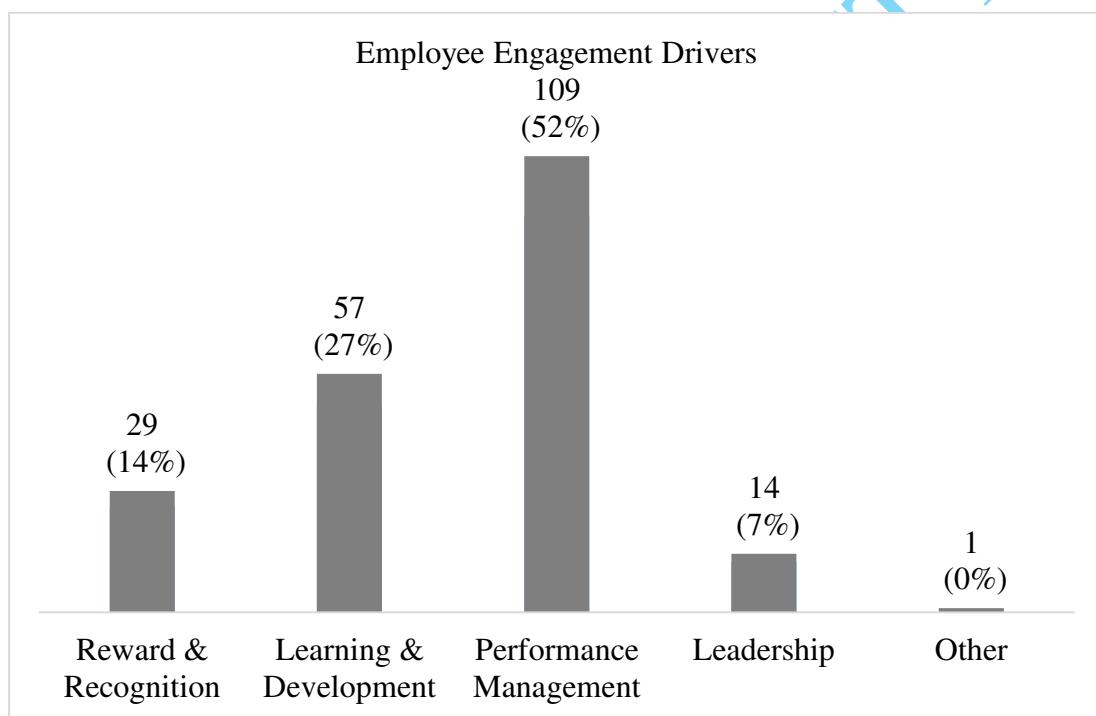


Figure 4.6: Drivers of Employee Engagement

Performance management ranked the highest at 52% while learning and development ranked second at 27%. Reward and recognition was at 14% and leadership took 7%. Only 1% took the slot for others. We can therefore conclude that performance management is the most used driver of employee engagement at MSK. The findings were in line with those of different scholars. Graham (2018) identified communication, reward and recognition, learning and development, simplifying processes and hiring diversity as some the drivers of employee engagement. Clapon

(2018) also identified encouraging and providing learning opportunities, creative on boarding experiences, involving employees in business planning and creating a knowledge sharing system as employee engagement drivers. Bell (2019) identified employee welfare, employee empowerment, career opportunities, brand alignment, leadership listening, relationships, trust, rewards and recognition as the most effective drivers of employee engagement.

Reward and recognition

The research also went deeper to break down the drivers of employee engagement for further analysis. Table 4.1 shows the break down.

Table 4.1: Reward and Recognition

Statement		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
My supervisor gives me praise and recognition when I do a good job	F	6	56	49	18	1	130
	P	4.62	43.08	37.69	13.85	0.77	100
Employees understand how and when they can be recognized	F	3	56	46	22	3	130
	P	2.31	43.08	35.38	16.92	2.31	100
Line managers embrace the need for staff recognition and actively participate in the process	F	5	45	51	25	4	130
	P	3.85	34.62	39.23	19.23	3.08	100
The current remuneration package is competitive and in line with the market rates	F	3	35	35	41	16	130
	P	2.31	26.92	26.92	31.54	12.31	100
My benefits are comparable to those offered by other organizations	F	5	34	33	40	18	130
	P	3.85	26.15	25.38	30.77	13.85	100
I am compensated fairly for the work I do	F	3	35	31	37	24	130
	P	2.31	26.92	23.85	28.46	18.46	100

As shown in Table 4.1, 4.62% of the respondents strongly agreed that their supervisor gave them praise and recognition when they did a good job. 43.08%

agreed, 37.69% were neutral, 13.85% disagreed, while 0.77% strongly disagreed. This therefore implies that the managers at MSK give praise and recognition to their staff hence leading to employee engagement.

When asked whether employees understood how and when they can be recognized, 2.31% strongly agreed, 43.08% agreed, 35.38% were neutral, 16.92% disagreed, and 2.31% strongly disagreed. From this we can conclude that most of the respondents agree with this statement highly and therefore it drives employee engagement in the organization.

Additionally, 3.85% strongly agreed, 34.62% agreed, 39.23% were neutral, 19.23% and 3.08% to the statement that line managers embrace the need for staff recognition and actively participate in the process. Evidently, the majority were neutral on this and therefore this could mean that this could be either way.

The respondents were also asked whether their current remuneration package was competitive and in line with the market rates, 2.31% strongly agreed, 26.92% agreed, 26.92% were neutral, 31.54% disagreed, and 12.31% disagreed. From this the researcher confirmed that the respondents were 50-50 on this.

In terms of the respondents salaried being comparable to those offered by other organizations, 3.85% strongly agreed, 26.15% agreed, 25.38% were neutral, 30.77% disagreed, and 13.85% strongly disagreed. Therefore, the majority of the respondents did not agree with the statement.

When asked if they were compensated fairly for the work they did, 2.31% strongly agreed, 26.92% agreed, 23.85% were neutral, 28.46% disagreed, and 18.46%. This therefore showed that the majority disagreed with this statement.

Looking at reward and recognition in totality, Baskar (2013) stated that the better the rewards and recognition, the higher the levels of motivation and

satisfaction, and possibly therefore, the greater the levels of performance and productivity. The results from the survey are in agreement with the integrated system for retaining employees by Employee retention connection (2003). Phase 5 of the system explained that Employee Retention Connection builds a tailored reward and recognition system to fit your organization's culture: identifying activities, attitudes and contributions to be recognized and rewarded, matching reward and recognition options to performance contributions, establishing specific motivational approaches for retaining employees.

The findings were also in line with Osborne and Hammoud's (2017) research on effective employee engagement in the workplace as they concluded that reward and recognition was one of the key drivers of engagement that lead to employee retention.

Learning and Development

The research also looked at learning and development as a standalone driver of employee engagement. Table 4.2 summarizes the analysis.

Table 4.2: Learning and Development

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
						F P
I have access to the learning and development opportunities that I need to do my job well	6	88	23	10	3	130
My manager has shown a genuine interest in my career aspirations	5	70	37	14	4	100 130
My manager assists me to identify my training and development needs	5	69	37	16	3	100 130
I am aware of available learning and development activities	6	86	25	11	2	100 130
The organization supports my learning and development needs financially	3	14	27	34	52	100 130
	P	2.31	10.77	20.77	26.15	40 100

From the responses, 4.62% strongly agreed, 67.69% agreed, 17.69% were neutral, 7.69% disagreed, and 2.31% strongly disagreed to having access to the learning and development opportunities that they needed to do their job well. The conclusion to this is that MSK does equip its staff with the required skills in order for staff to perform their duties as required of them.

When asked if the respondent felt that their line manger had shown a genuine interest in their career aspirations, 3.85% strongly agreed, 53.85% agreed, 28.46% were neutral, 10.77% disagreed, and 3.08% strongly disagreed. Staff therefore

did feel that their line managers were genuine is seeing them grow in their desired careers.

Additionally, 3.85% of the respondents strongly agreed that their line manager assisted them to identify their training and development needs while 53.08% agreed to the statement. 28.46% remained neutral, 12.31% disagreed, and 2.31% strongly disagreed. Majority felt strongly about this statement.

When asked if they were aware of the available learning and development activities, 4.62% strongly agreed, 66.15% agreed, 19.23% remained neutral, 8.46% disagreed, and 1.54% strongly disagreed. This was taken as a positive driver as majority agreed to the statement.

The respondents were asked whether the organization supported their learning and development needs financially, 2.31% strongly agreed, 10.77% agreed, 20.77% were neutral, 26.15% disagreed, and 40% strongly disagreed. The outcome showed that 52 respondents strongly disagreed to this hence this is a need from staff.

In a research on seven ways that learning and development can foster employee engagement recorded that, learning opportunities were among the largest drivers of employee engagement and strong workplace culture – they were part of the entire employee value proposition, not merely a way to build skills (Greany 2015).

The study also agreed with Cooper-Thomas, Xu, and Saks (2018) who applied and tested a theory specifying the resources that are most important for employee engagement. Specifically, this looked at six resources (love, status, services, information, goods, money) provided by the organization that employee will exchange for engagement. Their conclusion was that organizations' that invested in learning and development as a driver of employee engagement would benefit from low turnover rates. This was because employees who perceived that their

organizations invested in developing their knowledge and skills, represented as learning and development, reported higher engagement.

Matthews, Stanley, and Davidson (2018), researched on human factors and project challenges influencing employee engagement in a project-based organisation (PBO). The conclusion from the research was that projects with clear goals and objectives, a problem-solving focus which provided new challenges and autonomy, would increase the employees level of engagement. Additionally, projects that offered the employees the opportunity to learn and the achievement of clear outcomes positively influenced employee engagement. Employees who received recognition for work successfully completed and those who created collaborative relationships and were offered learning opportunities also demonstrated high engagement levels.

Performance management

Performance management was also looked into in more detail as an employee engagement driver. Table 4.3 illustrates the responses.

Table 4.3: Performance Management

Statement		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
	F	10	83	29	8	0	130
I receive useful and constructive feedback from my manager	F	10	83	29	8	0	130
	P	7.69	63.85	22.31	6.15	0	100
I have an opportunity to participate in the goal setting process	F	10	83	28	5	4	130
	P	7.69	63.85	21.54	3.85	3.08	100
Employee performance evaluations are fair and appropriate	F	7	55	40	21	7	130
	P	5.38	42.31	30.77	16.15	5.38	100
Poor performance is effectively addressed throughout this organization	F	5	46	45	23	11	130
	P	3.85	35.38	34.62	17.69	8.46	100
I have clear measures for each of my objectives	F	10	90	26	1	3	130
	P	7.69	69.23	20	0.77	2.31	100

Respondents were asked if they received useful and constructive feedback from their line manager. From the data analyzed, 7.69% strongly agreed, 63.85% agreed, 22.31% were neutral, 6.15% disagreed and none of the respondents strongly disagreed to the statement. From this we can infer that line managers do give their reportees the required feedback.

The performance management process entails staff having an opportunity to participate in the goal setting process. When asked if this was the case, 7.69% strongly agreed, 63.85% agreed, 21.54% were neutral, 3.85% disagreed, and 3.08% strongly disagreed. Majority were therefore in agreement with this statement.

Performance management also entails a review process depending on the organizations policy. When asked if the performance evaluation were fair and

appropriate, 5.38% strongly agreed, 42.31% agreed, 30.77% were neutral, 16.15% disagreed, 5.38% strongly disagreed. This was also a driver that majority of the staff agreed to.

When asked if poor performance was effectively addressed throughout the organization, 3.85% strongly agreed, 35.38% agreed, 34.62% was neutral, 17.69% disagreed, and 8.46% strongly disagreed. Most respondents also agreed to this statement.

Objective setting was also measured under this driver. Respondents were asked if they had clear measures for each of their objectives. The responses received yielded that 7.69% strongly agreed, 69.23% agreed, 20% were neutral, 0.77% disagreed, and 2.31% strongly disagreed.

Bigony (2018) noted that leaders who were building organizations where both organizational performance and employee engagement thrived, needed to develop and maintain effective strategies for managing performance. Bigony added that the research showed that it was important to be highly intentional and take into account clear role expectations, well defined work goals, and a methodology for receiving and providing ongoing employee feedback.

Subramaniam, Choo, and Johari (2019) researched on what makes employees want to stay. The study was done in the Malaysian manufacturing sector. The findings revealed that performance management, reward, and recognition had a positive impact on employee retention.

Leadership

Another driver of employee engagement was leadership, and this was also included in the questionnaire. Table 4.4 illustrates the responses.

Table 4.4: Leadership

Statement		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
	F	6	29	36	50	9	130
Senior management communicates well with the rest of the organization	P	4.62	22.31	27.69	38.46	6.92	100
Our senior managers demonstrate strong leadership skills	F	5	25	37	50	13	130
I am very satisfied with my line manager	P	3.85	19.23	28.46	38.46	10	100
	F	5	38	71	13	3	130
Employee job satisfaction is a top priority of senior management	P	3.85	29.23	54.62	10	2.31	100
	F	4	18	40	44	24	130
Senior management is genuinely interested in employee opinions and ideas	P	3.08	13.85	30.77	33.85	18.46	100
	F	3	22	34	42	29	130
	P	2.31	16.92	26.15	32.31	22.31	100

When asked whether senior management communicated well with the rest of the organization, 4.62% strongly agreed, 22.31% agreed, 27.69% were neutral, 38.46% disagreed, and 6.92% strongly disagreed. The majority of the respondents disagreed with this. In terms of strong leadership skills, when asked if the senior managers demonstrated this, 3.85% strongly agreed, 19.23% agreed, 28.46% were neutral, 38.46% disagreed, and 10% strongly disagreed. Most of the respondents disagreed with this statement.

Respondents were asked if they were satisfied with their current line manager. The summary indicated that 3.85% strongly agreed, 29.23% agreed, 54.62% were neutral, 10% disagreed, and 2.31% strongly disagreed. There was a 50-50 outlook on

this by the respondents. Job satisfaction was also put into consideration and the respondents were asked if they felt that employee job satisfaction was a top priority for senior management 3.08% strongly agreed, 13.85% agreed 30.77% were neutral, 33.85% disagreed, and 18.46% strongly disagreed. The majority disagreed with this statement.

When asked if senior management was genuinely interested in employee opinions and ideas, 2.31% strongly agreed, 16.92% agreed, 26.15% were neutral, 32.31% disagreed, and 22.31% strongly disagreed. “Both leadership and communication effectively form a social fabric of an organization in which these two components are reciprocally embedded within the organization. Supportive leaders and clear communications positively enact social connectedness between managers and subordinates” (Othman, Hamzah, Abas and Zakuan, 2017, p. 113).

Mariappanadar (2018) conducted a study in order to empirically examine the dimensions of leadership behaviour in satisfying subordinate needs to enhance employee engagement. The research concluded that various leadership styles contributed to employee engagement. Barik and Kochhar (2017) in a literature review on antecedents and consequences of employee engagement, found some common key driving factors that have greatly impacted on employee engagement. The factors were: reward system, job enrichment, effective leadership, scope of advancement and self-development, employment security and self-managed team and decision-making authority.

The research findings showed that leadership was one of the drivers of employee engagement at Marie Stopes Kenya. Though the individual analysis of its components showed that a lot needed to be done to ensure this was a key factor as majority of the responses were not agreeable to the statements.

Employee Retention

The study also looked into employee retention as its second variable. Various statements were shared via the questionnaire. Table 4.5 shows a summary of the findings.

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Table 4.5: Employee Retention

Statement		Strongly	Agree	Neutral	Disagree	Strongly	Total
		Agree				Disagree	
I am very satisfied with my job	F	9	53	54	12	2	130
	P	6.92	40.77	41.54	9.23	1.54	100
I am proud to work for Marie Stopes Kenya	F	16	51	51	12	0	130
	P	12.31	39.23	39.23	9.23	0	100
I am highly committed to this organization	F	16	54	46	14	0	130
	P	12.31	41.54	35.38	10.77	0	100
I would recommend this organization to friends and family	F	14	57	45	11	3	130
	P	10.77	43.85	34.62	8.46	2.31	100
I feel personally driven to help this organization succeed and will go beyond what's expected of me to ensure that it does	F	17	55	44	12	2	130
	P	13.08	42.31	33.85	9.23	1.54	100
I am extremely proud to tell people that I work for this organization	F	17	50	46	15	2	130
	P	13.08	38.46	35.38	11.54	1.54	100
I am actively looking for a job outside this organization	F	17	34	52	22	5	130
	P	13.08	26.15	40	16.92	3.85	100
I have applied for another job outside this organization in the past six months	F	23	38	39	26	4	130
	P	17.69	29.23	30	20	3.08	100
If I were given the chance, I would reapply to my current job	F	13	41	60	9	7	130
	P	10	31.54	46.15	6.92	5.38	100
I believe the organization lives authentically by its organizational values	F	6	39	49	16	20	130
	P	4.62	30	37.69	12.31	15.38	100

		F	3	29	52	20	26	130
I rarely think about looking for a job at another company		P	2.31	22.31	40	15.38	20	100
I see myself still working at Marie Stopes Kenya in two years' time		F	11	37	47	17	18	130
		P	8.46	28.46	36.15	13.08	13.85	100
Marie Stopes Kenya motivates me to go beyond what I would in a similar role elsewhere		F	8	40	45	20	17	130
		P	6.15	30.77	34.62	15.38	13.08	100

From Table 4.5, 6.92% strongly agreed, 40.77% agreed, 41.54% were neutral, 9.23% disagreed, and 1.54% strongly disagreed when asked if they were satisfied with their job. The majority were neutral on this.

Additionally, 12.31% strongly agreed, 39.23% agreed, 39.23% were neutral, 9.23% disagreed, and none of the respondents disagreed when asked whether they were proud to work for Marie Stopes Kenya. There was a tie between those who agreed and those who were neutral about this statement.

Responses on whether the staff was highly committed to Marie Stopes Kenya were 12.31% strongly agreed, 41.54% agreed, 35.38% were neutral, 10.77% disagreed, and none of the respondents strongly disagreed. Most respondents agreed with this statement.

When asked if they would recommend the organization to friends and family, 10.77 strongly agreed, 43.85% agreed, 34.62% were neutral, 8.46% disagreed, and 2.31% strongly disagreed. Therefore, the majority would recommend the organization to friends and family.

Respondents were also asked if they felt personally driven to help the organization succeed and would go beyond what was expected of them to ensure that it did. From the data, 13.08% strongly agreed, 42.31% agreed, 33.85% were neutral, 9.23% disagreed, and 1.54%. The majority agreed to this statement.

The questionnaire also asked if the respondents were extremely proud to tell people that they worked for Marie Stopes Kenya. From the analysis, 13.08% strongly agreed, 38.46% agreed, 35.38% were neutral, 11.54% disagreed, and 1.54% strongly disagreed. The majority agreed to this.

The researcher also sought to find out if the employees were looking for jobs outside the organization. In summary, 13.08% strongly agreed, 26.15% agreed, 40% were neutral, 16.92% disagreed, and 3.85% strongly disagreed. The respondents were therefore neutral on this particular question. However, 17.69% strongly agreed to having applied for a job outside the organization in the past six months, 29.23% agreed, 30% remained neutral, 20% disagreed, and 3.08% strongly disagreed. The respondents were neutral on this.

The questionnaire asked respondents if they would reapply to their current job if given a chance. The responses showed that 10% strongly agreed, 31.54% agreed, 46.15% were neutral, 6.92% disagreed, and 5.38% strongly disagreed. The majority were therefore neutral on this.

The respondents were also asked whether they believed the organization lived authentically by its organizational values. From the feedback received, 4.62% strongly agreed, 30% agreed, 37.69% were neutral, 12.31% disagreed, and 15.38% strongly disagreed. From the analysis, staff remained neutral on this.

Further to this, the respondents were asked if they rarely thought about looking for a job at another company and the responses showed, 2.31% strongly

agreed, 22.31% agreed, 40% were neutral, 15.38% disagreed, and 20% strongly disagreed. The majority therefore showed they were neutral on this. However, 8.46% strongly agreed to seeing themselves working at Marie Stopes Kenya in the next 2 years while 28.46% agreed to this. Additionally, 36.15% were neutral, 13.08% disagreed, and 13.85% strongly disagreed. The majority agreed to this.

When asked if MSK motivated staff to go beyond what they would in a similar role elsewhere, the analysis showed, 6.15% strongly agreed, 30.77% agreed, 34.62% were neutral, 15.38% disagreed, and 13.08% strongly disagreed. This also had neutral as the majority of the responses. Human Capital Institute (2019) stated that employees rarely left organizations because of money. Rather, they left because they were looking for better opportunities or a better working environment. This agreed with Fernandes and Baul's (2018) study on the impact of employee engagement on an employee's intention to stay at Rayoner Hospitality. The findings revealed that the greater the employee's engagement in the company, the greater the intention to stay. Similarly, Singh and Sharma (2015) concluded that better talent management strategies and more efficient processes aimed at supporting personal growth, developing leadership skills and succession planning would increase employee retention.

Other Factors Influencing Employee Engagement and Retention

The study sought to also find out if there were other factors that promoted employee engagement and retention in the organization. The findings are shown in Table 4.6.

Table 4.6: Other Factors That Promote Employee Engagement and Retention

Statement	Strongly Agree	Agree		Neutral	Disagree	Strongly Disagree	Total
		F	P				
My work is challenging, stimulating, and rewarding	F 8		66	47	6	3	130
	P 6.15		50.77	36.15	4.62	2.31	100
The environment in this organization supports a balance between work and personal life	F 6		28	33	41	22	130
	P 4.62		21.54	25.38	31.54	16.92	100
My job does not cause unreasonable amounts of stress in my life	F 5		29	30	41	25	130
	P 3.85		22.31	23.08	31.54	19.23	100
The organization's policies for promotion and advancement are always fair	F 3		28	35	36	28	130
	P 2.31		21.54	26.92	27.69	21.54	100
My manager is always consistent when administering policies concerning employees	F 2		31	34	41	22	130
	P 1.54		23.85	26.15	31.54	16.92	100
People with different ideas are valued in this organization	F 3		29	40	38	20	130
	P 2.31		22.31	30.77	29.23	15.38	100

In this section, the respondents were asked if they found their work challenging, stimulating and rewarding. From the responses, 6.15% strongly agreed, 50.77% agreed, 36.15% were neutral, 4.62% disagreed, and 2.31% strongly disagreed.

The inference was that the majority agreed to this statement.

The respondents were also asked whether the environment in the organization supported a balance between work and personal life. It was evident that 4.62% strongly agreed, 21.54% agreed, 25.38% were neutral, 31.54% disagreed, and 16.92%

strongly disagreed. This therefore means that the majority disagreed with the statement.

Another question was on whether the respondents' job did not cause unreasonable amounts of stress in their life. The responses were 3.85% strongly agreed, 22.31% agreed, 23.08% were neutral, 31.54% disagreed, and 19.23% strongly disagreed. Based on the responses, we can conclude that the majority were not in agreement with the statement.

When asked whether the organization's policies for promotion and advancement were always fair, 2.31% strongly agreed, 21.54% agreed, 26.92% were neutral, 27.69% disagreed, and 21.54% strongly disagreed. The inference, therefore, is that the majority disagreed to the statement.

Respondents were also asked whether their manager was always consistent when administering policies concerning employees. The analysis on the responses was 1.54% strongly agreed, 23.85% agreed, 26.15% were neutral, 31.54% disagreed, and 16.92% strongly disagreed. The majority disagreed with this statement.

The researcher also wanted to find out if people with different ideas were valued in the organization. The analysis of the responses showed that, 2.31% strongly agreed, 22.31% agreed, 30.77% were neutral, 29.23% disagreed, and 15.38% strongly disagreed. The majority were neutral on this.

Fernandes and Baul (2018) conducted a study on impact of employee engagement on an employee's intention to stay at Rayoner Hospitality and the findings revealed that the greater the employee's engagement in the company, the greater the intention to stay. Similarly, Singh and Sharma (2015) concluded that better talent management strategies and more efficient processes aimed at supporting personal growth, developing leadership skills and succession planning would increase

employee retention. Fahim (2018) researched on strategic human resource management and public employee retention. From his research the findings indicated that the paper concluded that the employment of best SHRM practices contributed to the retention of employees. The study conclusions were in line with the research findings.

Summary of Key Findings

The research was mainly concentrated around employee engagement drivers and employee retention. The drivers of employment engagement that the research focused on were reward and recognition, learning and development, performance management and leadership. For employee retention the research focused on talent retention, organizational knowledge retention and reduced recruitment costs. The findings are summarized as follows.

1. Under reward and recognition, the findings are interesting in that if the driver is separated into two, that is reward and recognition, there seems to be consensus on recognition being a strong employee engagement driver. However, looking at remuneration majority disagreed to how rewards are managed at MSK.
2. Under learning and development, the findings on this driver indicate that it is a strong driver of employee engagement at MSK. However, more needed to be done in terms of offering financial support to individual learning and development needs.
3. Performance management was also part of the questions. This driver was clearly strong based on the data analysis of the responses received. Majority agreed to the questions under this driver making it one of the strongest employee engagement drivers currently being used at Marie Stopes Kenya.

4. As for leadership, this driver was clearly not strong at MSK and needed to be improved on. The responses received indicated that it was a weak driver of employee engagement at MSK and that the respondents felt like the leadership component needed to be worked on more.
5. Employee retention was the second driver for this research. Here the researcher sought to understand what made employees work for the duration they have at MSK. From the drivers of employee engagement, majority had stayed due to the fact that the organization had a strong performance management system and used reward and recognition as means of employee engagement. The other factor that drove retention was learning and development.
6. Other factors that promote employee engagement and retention were also measured in the organization via the questionnaire. The respondents agreed that challenging, stimulating and rewarding work was a driver of employee engagement. However, there was need for the management to look at the work environment since majority stated that it didn't support work-life balance, their jobs caused reasonable amounts of stress.

Summary

This chapter has shown the analysis and presentation of data collected. Tables and figures were used to give visual analysis of the data. The researcher went ahead to interpret the findings as per the objectives of the study. A summary of the key findings has also been provided.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter delves into the discussions, conclusions and the findings of the study guided by the objectives of the study. Further to this the chapter also makes recommendations based on the findings of the research.

Discussions of Key Findings

Drivers of Employee Engagement used at Marie Stopes Kenya

The researcher had sought to find out the various drivers of employee engagement used at MSK. In order to clearly elaborate the findings from the research, the results showed that in terms of ranking, 52% of the respondents selected performance management, 27% selected learning and development, 14% chose reward and recognition and 14% selected leadership. None selected other. Performance management had the majority of selection. This therefore meant that it was the biggest employee engagement driver at MSK. On the other hand, leadership ranked last and this inferred that it was the least driver of employee engagement at MSK.

Cooper-Thomas, Xu, and Saks (2018) in their study, concluded that focusing on key resources predicting engagement, employees who perceive their organization invests in developing their knowledge and skills, represented as learning and development, report higher engagement. This research also corresponds to this. Barik and Kochhar (2017), through their research on antecedents and consequences of employee engagement, found some common key driving factors that have greatly impacted on employee engagement. These are reward system, job enrichment,

effective leadership, scope of advancement and self-development, employment security and self-managed team and decision-making authority. These drivers show that the study was in line with the two authors.

Mariappanadar (2018) conducted a study in order to empirically examine the dimensions of leadership behaviour in satisfying subordinate needs to enhance employee engagement. They concluded that various leadership styles contributed to employee engagement. Marie Stopes Kenya therefore needed to improve on its leadership as an employee engagement driver in order to reap the benefits of employee retention even further.

Employee Retention at Marie Stopes Kenya

The researcher also sought to find out the measures of retention in the organisation. These were derived from the various questions used in the questionnaire. Looking at the years of service, 51% of the respondents had been in the organisation between 0-5 years, 37% had been at MSK for between 6 – 10 years. This therefore showed that the organisation had high retention. This therefore meant that they did retain talent via learning and development initiatives because from the responses, under learning and development, 4 out of 5 questions had majority of its respondents agreed to the statements. To further improve this, Marie Stopes Kenya would need to look for ways to financially support staff on learning and development needs. Employee commitment was another way of measuring retention in the organisation. This had 41.54% of the respondents agreeing on this. Additionally, 43.85% also agreed that they would recommend the organisation to their friends and family i.e referrals. The 38.46% of the respondents also acknowledged that they were proud to be identified as employee of MSK. The other questions had a neutral

response from majority of the respondents. This therefore meant that MSK needed to work more on various aspects so as to increase their retention rates.

Subramaniam, Choo, and Johari (2019) did a research on what makes employees want to stay. The focus was on the Malaysian manufacturing sector. The study established that performance management and reward and recognition had a positive impact on employee retention. This is in line with the findings of the current study.

Another study by Osborne and Hammoud (2017) on effective employee engagement in the workplace found that reward and recognition was one of the key drivers of engagement that lead to employee retention. Similarly, Mohammed (2015) reported that talent management enabled organizations to improve on employee engagement, commitment, retention, and value addition. This led to improved organizational performance. These studies are in line with the research findings.

Effect of Employee Engagement Drivers on Employee Retention at Marie Stopes Kenya

The employee engagement drivers that were used were reward and recognition, learning and development, performance management, and leadership. On the other hand, for employee retention, the research sought to find out if there was talent retention, retention of organizational knowledge, and reduced recruitment costs. The analysis showed that some drivers were highly used. These were performance management, learning and development, and reward and recognition. These somehow lead to some level of employee retention within the organization.

Respondents also suggested ways of improving employee engagement and retention, giving suggestions that MSK should embrace flexi working, open communication, culture change, more staff consultation and introduction of regular staff meetings in order to improve employee engagement. As for employee retention,

the respondents suggested that MSK should provide training and competitive packages and benefits, also offer job security and have talent management policies and practices.

Conclusion

From the research findings, MSK is strong at using two drivers of employee engagement: performance management and learning and development. Performance management was ranked as the strongest driver and therefore we can infer that the majority of the employees stayed due to this. However, if reward and recognition was to be split into two, it would show that the respondents considered recognition to be stronger than rewards. Therefore, the reward component would need to be looked at holistically in the organization.

Learning and development was found to be a strong driver of employee engagement at MSK. The management has invested well in ensuring the employees skills are kept up to date by giving them adequate regular trainings. More would need to be done in terms of supporting individual development needs financially.

Leadership was the weakest driver according to the study findings. This driver needs to be worked on internally by the organization and various measures need to be put in place. Different types of leadership styles can be tried and tested to see which suites the workforce at MSK.

Other factors that promote employee engagement leading to employee retention were having challenging, stimulating and rewarding work. However, there was a need for the management to look at the work environment since the majority stated that it did support work-life balance, their jobs caused reasonable amounts of stress.

Recommendations

In line with the objectives of the study, the drivers of employee engagement that were used at MSK were performance management, learning and development, and reward and recognition. However, from the study results, more attention needed to be focused on leadership as this was the driver that most respondents picked the least. The other objective focused on identifying the measure of retention in the organization. The researcher recommends that MSK needs to work more on its retention since majority of the respondents had only work for 0 to 5 years. This will enable them retain talent as they will not need to recruit new incumbents frequently and incur the cost of induction and training.

The organization should also consider having other non – cash benefits that will enhance employee engagement and retention. From the study results, employee engagement drivers had a positive impact on retention. Other employee engagement driver could be added to enhance retention. For instance, MSK could consider paying for staff's learning and development needs that were in line with career progression. This in turn could influence retention positively. Suggestions from staff on other ways of increasing employee engagement and retention should be looked into and considered by senior management. Some of the ways that staff suggested could increase employee engagement were, to invest in talent management, better communication, engaging employees in decision making and flexi working. The respondents added that policies should be applied equally and fairly, promote transparency from leadership, job security and minimization of grapevine are some of the ways that could be applied to enhance staff retention within the organization.

Recommendation for Further Research

The study was only done at MSK. It would be beneficial to have a similar study done in other organizations to see whether the results would be similar. Such a study would be beneficial in adding local knowledge on the subject matter.

Also, a study could be done at MSK focusing on other organizational drivers of employee engagement as this research only focused on four drivers.

Moreover, MSK's management could benefit by conducting its own independent research to find out other areas that may be causing low retention within the organization.

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APPENDICES

Appendix A. Questionnaire

Instructions: Kindly complete the following questionnaire using the instructions provided for each set of questions.

Confidentiality: The responses you provide will be strictly confidential. No references will be made to the individual(s) in the report on the study.

SECTION ONE: DEMOGRAPHIC VARIABLES – Please tick appropriately

1. Gender:

(a) Male [] (b) Female []

2. Age:

(a) 18 – 25 [] (b) 26 – 35 [] (c) 36 – 45 []

(d) 46 – 55 [] (e) 56 – 59 []

(f) 60 and above []

3. Employment status:

(a) Permanent [] (b) Contract []

(c) Probationary []

4. Department

(a) Finance [] (b) People & Development []

(c) Procurement & Logistics [] (d) Programmes []

(e) Other []

If other, please specify

.....

5. How many years have you worked in the organization?

(a) 0 – 5 [] (b) 6 – 10 [] (c) 11- 15[]

(d) 16- 20 [] (e) 21 and above []

SECTION TWO: TO DETERMINE THE DRIVERS OF EMPLOYEE ENGAGEMENT AT MARIE STOPES KENYA.

Please tick appropriately

1. Please tick the different ways employee engagement is demonstrated by the organization.

- (a) Reward & Recognition []
- (b) Learning & Development []
- (c) Performance Management []
- (d) Leadership []
- (e) Other [] please specify

2. Based on your own opinion, how well does the organization perform in delivering each of the following drivers of employee engagement:

Reward and recognition

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My supervisor gives me praise and recognition when I do a good job					
Employees understand how and when they can be recognized					
Line managers embrace the need for staff recognition and actively participate in the process					
The current remuneration package is competitive and in line with the market rates					
My benefits are comparable to those offered by other organizations					
I am compensated fairly for the work I do					

Learning and development

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have access to the learning and development opportunities that I need to do my job well					
My manager has shown a genuine interest in my career aspirations					
My manager assists me to identify my training and development needs					
I am aware of available learning and development activities					
The organization supports my learning and development needs financially					

Performance management

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I receive useful and constructive feedback from my manager					
I have an opportunity to participate in the goal setting process					
Employee performance evaluations are fair and appropriate					
Poor performance is effectively addressed throughout this organization					
I have clear measures for each of my objectives					

Leadership

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Senior management communicates well with the rest of the organization					
Our senior managers demonstrate strong leadership skills					
I am very satisfied with my line manager					
Employee job satisfaction is a top priority of senior management					

Senior management is genuinely interested in employee opinions and ideas					
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SECTION THREE: EMPLOYEE RETENTION

1. Employee retention is a key component in the H.R function. Please tick the statement that resonates best with you based on the question on the first column.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am very satisfied with my job					
I am proud to work for Marie Stopes Kenya					
I am highly committed to this organization					
I would recommend this organization to friends and family					
I feel personally driven to help this organization succeed and will go beyond what's expected of me to ensure that it does					
I am extremely proud to tell people that I work for this organization					
I am actively looking for a job outside this organization					
I have applied for another job outside this organization in the past six months					
If I were given the chance, I would reapply to my current job					
I believe the organization lives authentically by its organizational values					
I rarely think about looking for a job at another company					
I see myself still working at Marie Stopes Kenya in two years' time					
Marie Stopes Kenya motivates me to go beyond what I would in a similar role elsewhere					

SECTION FOUR: OTHER FACTORS TO CONSIDER THAT DRIVE EMPLOYEE ENGAGEMENT AND RETENTION

There could be other drivers in the organization that this research has not touched on.

Kindly tick the appropriate answer for the below questions

- Marie Stopes Kenya as an organization is open towards encouraging employee engagement within the organization. Please tick the answers to the below questions appropriately.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work is challenging, stimulating, and rewarding					
The environment in this organization supports a balance between work and personal life					
My job does not cause unreasonable amounts of stress in my life					
The organization's policies for promotion and advancement are always fair					
My manager is always consistent when administering policies concerning employees					
People with different ideas are valued in this organization					

SECTION FIVE: OTHER GENERAL QUESTIONS

- Do you think there is a relationship between employee engagement and retention?

Yes

No

Please specify

- Please specify ways in which you think employee engagement can be improved at

Marie Stopes Kenya.

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.....

3. Please suggest ways of increasing employee retention at Marie Stopes Kenya.

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Thank you for taking your time to fill this questionnaire.

DAYSTAR UNIVERSITY

Appendix B: Ethical Clearance



Appendix C. Research Permit

DA

Appendix D. Plagiarism Report

Roline Kimeu Thesis - 22nd October 2021

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