

**STRATEGIES USED BY THE KENYA BROADCASTING CORPORATION FOR  
EMPLOYEE RETENTION.**

**BY**

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**DECLARATION**

This research project is my own original work and has not been submitted previously in its entirety or in part at any other university or college for any academic award.

Signed .....Date.....

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D61/75642/2014

This research project has been submitted for examination with my approval as the formally appointed University Supervisor.

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## **DEDICATION**

It is with gratitude that I dedicate this project to my family for their unwavering support and belief in me.

## **ACKNOWLEDGEMENT**

I thank God for giving me the strength and patience to complete this project. I would like to take this opportunity to thank my family especially my mother Agnes Wiraka for their support and encouragement. My deep appreciation is extended to my supervisor Mr. Duncan .O

## ABSTRACT

This paper will presents findings from a survey that will be conducted in The Kenya Broadcasting Corporation K.B.C exploring the strategies K.B.C uses for employment retention. The research will make an important contribution to the literature on good employment retention strategies and practices that can be used to reduce the turnover rate and poaching of media personalities. We identify a need for employers to give greater attention to diversity and work life balance issues. Further, there is a need for strategies to increase the attractiveness of work in remote locations. Retention of employees is becoming a real challenge in today's operating environment as employers begin to realize the value of people that make up the organization. The Kenya Broadcasting Corporation is the state-run media organization of Kenya. The corporation started its life in 1928 when Kenya was a British colony. In 1964, when Kenya became an independent country, the corporation's name was changed to **Voice of Kenya**. In 1989, the Kenyan parliament reverted the corporation's name from Voice of Kenya to Kenya Broadcasting Corporation. The objective of the study is to unearth strategies used by Kenya Broadcasting Corporation on Employee Retention.

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## **CHAPTER ONE**

### **INTRODUCTION**

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

##### **1.1.1 Employee Retention**

According to studies by (Johnson 2000) employee retention is the capacity and ability to keep or hold on to the staff you wish to keep longer than organizations who are your competitors. Leign (2002) has defined retention as holding on to the employees that keep your business running. Today the retention of employees is a major concern for many businesses. It is very expensive to replace workforce, and often the employees who leave the organization take proprietary knowledge and information that is impossible and difficult to replace. The concept of Employee retention is not just concerned with retaining a certain number of staff it also entails the future of keeping those competitive employees .This in turn and ensures the sustainability of most of the effective manpower and key asset of the organization (Lawler, 2001). They must be the members of staff that a given organization cannot lose, this are employees who are indispensable , they are also the hardest to replace and are very most critical to the prosperity of an organization's business strategy. A growing number of organizations especially the media industries are figuring out how to win the war for talent. The recruitment and retention elements of the human resources management function are the fastest changing and the most visible in business today (Cook 1992). They realized that if people can stay for a long time in an organization, they become better at what they do, therefore building stronger relationships with their most valued customers hence this leads to long-term success of the organization in the market place. The service economy is an industry where premiums are placed on knowledge and direct services.

##### **1.1.2 Employee Retention Strategies**

According to Andrews, (1971), the corporate strategy of an organization outlines the nature of decisions being made in the organization. This in turn will influence the objectives and the purpose of the organization. Andrew's states that the goals of the organization help produce the main policies that will ensure that the company can achieve its goals. In addition to that the corporate strategy defines the range of business that the company can pursue; it also looks at the kind of human organization in the company and the impact on the economy. Corporate strategy has an impact on the nature of economic and non – economic contribution or impact the organization will make on its shareholders, employees, customers and the community. Organizations anticipate that the relative rise in the ageing population will ultimately lead to the global competition for the “finest” employees. This “competition” will be the most intense in the search for Chief Executive Officers (Harvey et al, 2001) , this therefore means that those organizations are have principles and policies that are forecasted and strategic are cautious about such problems and take necessary measures to address it.

According to Porter (1996) competitive strategy in an organization brings about difference or versatility .He elaborates that strategy is the process of intentionally selecting a different sequence of activities that will enable an organization deliver a unique mix of value.

Mintzberg defines strategy in four ways that is Strategy is a plan; it is how an organization intends to get from one point to another. It is also a pattern; the strategy of a company shows the actions of the organization for given duration of time. For example a company that markets products that are high end and expensive uses the high end approach as a strategy. Mintzberg also argues that strategy is a position; a company should be able to make decisions on how to offer particular products and services that are in line with the market dynamics. Finally he defines strategy as a perspective, this means that it determines the vision, goals and the direction of the organization. Survival and growth in the current market are employee retention strategies to some extent; they impact the success of the organization. The ability of an organization to retain a high calibre of employees is a key factor that distinguishes companies that break even and those that don't.

Due to the dynamic nature of organizations today employers must find ways and develop strategies that enable them find effective ways to do business through new forms of employment (Andreas, Daniel 2002). “Good to Great” author Jim Collins (2001) ,argues that for a company to experience increased growth it needs to have the ability to hire and retain the right employees. Skinner (1981) also contends that, the basic and most powerful strategic advantage an organization can have is creating a superior human resource. He believes that human resource management should therefore be the top priority of the organization and part of the organization strategy. According to Skinner (1981) , a large number of organizations have ensured that their workforce is competitive and have used this has led to moderate progress in the organization subsequently creating a competitive advantage.

### **1.1.3 Kenya Broadcasting Corporation**

According to a report by Kenya information communication technology (ICT) action network (KICT, 2010), The Kenya Broadcasting Corporation has lost up to 410 highly skilled, qualified and talented employees to the local and global competitors between the year 2005 and 2008. This has been attributed mainly to the low and delayed salaries amongst other reasons. The Kenya Broadcasting Corporation has dominated Kenya's electronic media scene for a long time. Formerly known as the Voice of Kenya, Kenya Broadcasting Corporation, was founded in 1927,it runs KBC Channel 1 a nation-wide television service, it has two radio channels broadcasting throughout the country, in English and Kiswahili, and has 16 regional ethnic language stations (Abuoga&Mutere 100).According to Mwaura (2012), KBC suffered a major blow when Royal Media services poached the entire staff of NOSIM FM, a Maasai radio station on February 2012. A report by GOK (2010) and BCG (2007) indicate that the public sectors experiences difficulties in recruitment and retaining employees particularly where they compete with private firms for skilled and talented workers, that 87% of all authorities encountered difficulties in recruiting people with professional skills.

## 1.2 Research Problem

In today's operating environment as employers start to realize the value and significance of people that constitute the organization retention of employees has ultimately become a real challenge. The challenges in the employment relationship have caused certain implications that affect the attraction, motivation and retention of talented employees and talent shortage this has to some extent resulted to the fierce competition (Flippo, 2001).Fitz-enz, (1997) states that long term success of an organization depends largely on its ability to effectively manage and utilize its human resources which are considered as the most crucial. High rate of turnover has been caused by ineffective management of employees this in turn has a significant economic impact on organizations or companies especially since knowledge will be lost with the employees' departure. Studies have been done in relation to employee retention; Pegg (2009), studied the impact of benefits on talent retention, motivation and productivity levels and how organizations are choosing to inform their people about the type of benefits on offer. Mulwa (2010), Strategies for retaining employment and minimizing turnover by, Yazinski (2013).

According to the Communication Commission of Kenya (CCK, 2010) report, changes in government, politics, the economy and society have opened up big markets with huge potential for growth and expansion in the Kenyan broadcasting industry. Even with this rich history, extensive infrastructure throughout the country and Government connections as a parastatal in the Ministry of Information and Broadcasting as the National Broadcaster, KBC has hence faced come strong competition from the new commercial stations or entrants in both the radio and the Television broadcasting units which have been launched since the Government deregulated and liberalized the electronic media industry in 1989. Due to the loss of revenue the financial position of the Corporation has declined drastically, audiences and employees have become more modern and efficient private competitors have capitalized on this. The financial support from the Government has been inadequate making the current financial position of the Corporation unsustainable.

This study was therefore seeking to fill this research gap by answering one research question: What are the factors influencing employee retention in the Kenya Broadcasting Corporation, there is need to explore employee retention in individual organizations and different sectors i.e the media industry where KBC falls under. Therefore this will allow the researcher to find out past and current methods that the corporation has used in employee retention. Studies done on Kenya Broadcasting Corporation include Implementation of change at The Kenya Broadcasting Corporation by Wabomba Isabella N (2010) and Challenges affecting implementation of talent management in state corporation a case study of K.B.C shows that K.B.C has various areas that can be researched on in regards to human resource management therefore the researcher sought to pick out employee retention which is current HR practice.

### **1.3 Objectives of the study**

To determine employment retention strategies used by Kenya Broadcasting Corporation.

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

K.B.C management will benefit from this research, as the results of the study will identify factors to consider in employee retention in media sector in Kenya. They will be able to know what is to be considered most in employee retention practises and how to merge them with the strategy of the company.

Other researchers will benefit from this work for them to get some vital information about the strategies that companies especially those in the media industry like The Kenya Broadcasting Corporation can use for employee retention. This study will also unearth various theories that can be applied in Employee Retention and how Employee retention strategies can be incorporation in the organization strategies.

This study will be helpful to Policy makers in the Kenya Broadcasting Corporation in making policies that will encourage employee retention in the corporation. This will help inform them when designing regulatory framework and measures on how to monitor employee retention. The study findings will also be important in helping other researchers find out which employee retention strategies are most popular and effective for organizations like K.B.C.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.0 Introduction**

This chapter discusses the information from other researchers who have carried out research in the field of retention strategies. The specific areas covered here are strategies that the K.B.C has used to for employee retention .The chapter is basically concerned with discussing literature by other scholars on the employment retention strategies.

#### **2.1 Theoretical Foundation**

Among the important goals of every organization is retaining employees. This ensures a reduction in wastage in terms of the time, effort and also the funds the company spends on employing and training of new employees and also integrating the new workforce into the company. Moynihan & Pandey (2007) have referred to employee turnover as an organization's loss of memory. Cardy & Lengnick-Hall (2011) further states that efforts to maximize employee retention are consistent with a concern and needs of the employees and a desire to make the organizational environment as "sticky" as possible in order to retain the employees. In this study job embeddedness theory and Herzberg's Intrinsic factor of job satisfaction theory will be discussed on how it relates to employee retention.

## **2.2 Employee Retention**

Employee retention is defined as the policies and the practices that a business uses to prevent or stop its most valuable staff from seeking other jobs. Organizations are tasked with the responsibility of creating an environment that ensures that employees stay in the organization for the longest time possible. Employee retention is more important to the employer than hiring or employing highly skilled or qualified staff. This is so since many employers have underestimated the costs and expenses associated with turnover of staff in general (Ahlrichs, 2000). Issues like position checks, security, the provision worker costs job transfers and training of new employees and costs that arise during induction are related to turnover of employees, (Kotzé and Roodt, 2005). There are also other hidden expenses that can come up for example lack of knowledge or information about the organization , reduced morale amongst the employees and clients negative perception of the corporations image. This may in turn affect the performance of the company in the market.

Employee turnover has varied effects to an organization, therefore the impact cannot be assumed to be equal. The performance level of employees is not a determinant factor as to where the nature of employee retention in the organization is positive or negative, (Steel, Griffeth and Hom, 2002). Lazear (1998) found out that current promotion is negatively related to turnover. The rate of current promotions significantly contributes to the perception the employees have on the firms-specific human capital value. This thus means that the employees are more fitting to the current firm than to others. Due to such circumstances promotion of employees would ultimately reduce turnover (Lazear, 1986) . Factors that remain critical to the retention of employees are individual-based and firm-based factors and market factors.

The organization culture of the business directly impacts the level of employee retention. According to Joan and Harris (1999) organizational culture is of more importance the job itself. During the recruiting and selection of new employees it is key to ensure that there is an organizational fit of the candidates seeking the job and the job itself. Employees are more likely to leave the company for misfit with the organization culture. This therefore means that the organizational culture of a company is very significant and should be clearly defined in the strategy of the company.

Subsequently this means that by ensuring the maintenance of a healthy psychological contract should be part of the strategy the organization intends to use so as to retain employees. Rousseau (1995) argues that, in order for retention strategies to be effective in any organization, it is key for the employer to manage the employee's expectations. The psychological contracts main focus is on the employee's personal analysis and evaluation of inducements and how they affect their intentions to stay. Development and nurturing worker commitment is a strategy employed by organizations in retaining their valued human capital. Efforts to minimize and greatly reduce turnover, to some extent can be viewed as motivated to reduce or to avoid a cost. Using these frameworks largely conceptualizes the intersections between managers' perceptions of human nature and their approaches to motivating others in organizational settings (Russ, 2011). As a result, key constructs or propositions underlying the frameworks are the leadership styles used by the managers to retain employees (Kessler, 2013).

### 2.2.1 Employee Retention Strategies

In a recent white paper (3 August 2009) EA Consulting Group explains that, one of the biggest issues that companies operating today have to deal with is the question, whether to invest more money and time on fine-tuning their recruitment strategy or if they should pay more attention retaining the talent they already have. It is very costly for organizations to recruit new staff and moreover it can be time consuming and stressful. The moment an organization has hired skilled employees it should ensure that they remain in the company (Main, 2008). The value of employees in any organization is reinforced through training, (Wingfield, 2009). (Maul, 2008) argues that employers by training their employees help them achieve their goals both personally and in the company as well. This also ensures that they have a solid understanding of their job requirements. It is key for organizations to ensure that they integrate mentoring programs with a goal oriented communication or feedback system. This in turn provides the organization the structured mechanism for developing strong relationships amongst its employees and through this solid foundation it creates an environment for growth (Wingfield, 2009).

A mentoring plan helps the company match and pair's people who are more skilled or experienced in a certain discipline with those people who are less experienced or skilled in the

related area. This is with the intent to develop specific competencies amongst the employees. Moreover such strategies allow for performance feedback to the employer, and helps design an individualized career development plan (Goldenson, 2007). Therefore it is key for organizations to have communication channels that allow for feedback in the organization. It should also allow for coaching of their employees so that their efforts may stay aligned or in order with the goals of the organization and enables it to meet its expectations. During the employee's first days or few weeks on the job, the employer should communicate more to the employee creating a feedback channel as well. Employers should therefore give informal and formal feedback to their staff throughout the year (Branham 2009).

Another effective way of retaining employees is by showing appreciation or gratitude via compensation, rewards and benefits. Offering employees incentives such as competitive salaries, profit sharing, bonus programs, pension and health plans, paid time off, and tuition reimbursement sends a powerful message to employees about their importance at the organization. Employers should make sure that the rewards given to the employees are meaningful since this will make an impact on the level of retention in the organization. Furthermore, if a company promises its employees a reward, it is the duty of the employer to ensure that they keep their promise (Gberevbie, 2008). It is also important to instill a positive culture amongst the employees. It is beneficial for an organization to establish various values to provide a basis for culture, for instance honesty, respect, excellence, respect, positive attitude and teamwork (IOMA, 2008). An organization that develops the right organizational culture will in turn have an added advantage when it comes to attracting competent staff and keeping good employees. Encouraging referrals and recruit in house is also of importance to the company. When current employee or staff offer referrals it helps reduce the confusion of job expectations. The current staff is able to realistically describe the job position and also the environment to the individual that they are referring to. Promoting employees is another effective strategy that can be used by organizations to reduce the effects of turnover. Current employees have already established an organization fit with the company and are therefore more likely to stay longer ,(Branham, 2009).

Another effective strategy of retaining employees in an organization is by providing them with opportunities for growth. Facilitating of workshops, or any other tools that can assist the

employees in the organization increase their understanding and knowledge of the job at hand enable them become more effective and efficient. This also enhances the goal setting efforts of the organization (Branham, 2005). In addition to that it is a key strategy for an organization to give its employees the relevant career challenges that will allow them not only understand their job but also expand their expertise in various fields (Levoy, 2007). According to Right Management, organizations that ensure that they invest in the career development of their staff and make them engaged in processes like decision making ultimately ensure that their employees become committed to the organization. Employees can only go an extra mile for an organization if they feel valued and wanted. They also become more liable for the outcome of their work and develop a sense of worth in their work places. Employees have a tendency to want to stay in an organization that believes in their work makes use of their skills and also when they receive recognition for their contributions (Levoy, 2007). When organizations value their employees this enables them foster trust and confidence amongst the staff and the senior management. The values of an organization enable it come up with strategies that build the relationship between employer and employee and builds trust between both parties (Stolz, 2008). Employee retention can only occur when the employees have trust in the senior management and believe that they are in competent hands.

Employers should use strategies like involving employees in decision making so as to arouse the confidence of their employees on them. Organization policies are strategies that employers should use to engage their employees through enacting goals that show and solidify the trust between employer and employee, for instance abolishing authoritarian styles of management (Branham, 2005). The success or failure of a business is represented by the quality of the human resource strategies in the organization. The human resource department should come up with strategies that allow the organization to attract qualified staff and retain them as well. The turbulent business environment and its dynamic nature may pose as a challenge this may present a difficulty in managing a versatile or diverse and changing legal climate and government regulation in the organization. It is the desire of any organization to ensure that as it grows it is able to retain the good employees and attract new skilled talent (Carrell, 1995). Talent management is can be perceived as an employee retention strategy. This entails the use of an integrated set of activities and strategies that will facilitate for the organization to attract, retain,

motivate and nature the talented staff it needs in the present and in the future as well. It is believed that talent management is only concerned with key people highfliers.

### **2.2.2 Recruitment and Selection Practices**

Organizations that desire employee retention should be strategic during the recruitment and selection process. Recruitment is the process where job openings are elaborated and defined and provides an opportunity for job seekers to apply for the advertised positions if they match their skills and qualifications, (Douglous and Goodale 1986). Research carried states that an organization with a superior recruitment strategy is able to retain its employees, (Hascall, Hopkins and Hollman 1995). Joan and Harris (1999), in their book finding and keeping talent observes that, in order for employee retention to be successful in an organization, it must start from the initial interview during the recruitment and selection process. This is so since it is during the initial interview that job seekers develop perceptions about the job their going to do. The panel conducting the interview should ensure that the expectations of the applicants are realistic.

Leigh (2002), stresses that it is important employers should be sincere about the job during the recruitment process. They should be clear about things like benefits , salaries the nature of the job , duties that the employee will be performing and opportunities for advancement in the organization. Wanous (1980), suggests that, by the employer giving the job applicant a balanced and realistic view of both the positive and negative features as well it does not affect the rate of acceptance of the job. According to Kickul (2001), Employee turnover is caused by unclear and unrealistic expectations by the employee and when real employment conditions do not match those expected by the new employee's they tend to underperform or leave. Douglas and Goodale (1986), underscore the importance of orientation in employee retention. They argue that the initial assignment and the first year with the company will have a potent effect on the new employee's later performance and the decision to remain with the company. Hunsaker, Cameron and Schultz summarize the role played by recruitment in retention by saying that 'if you hire fast, you suffer slow'

### **2.2.3 Organizational Culture**

There are various factors that Organizational Culture encompasses they are the perceived images and expectations towards the organizations, the relationships amongst the employees, the

attitudes towards the customers and the ways accepted by the organization in relation to performing of tasks in the job (Donald and Catt1989). It has been observed that, the staff who do not commit to the organization culture of a company more likely to leave the firm in due time. Joan and Harris (1999) emphasize the significance of an organizational culture in the retention of employees in the company and argue that, recruiting and retaining new employee's the culture of the organizational of importance to the employee than the job itself. It is relevant to note that during recruiting, the organization culture must be a perfect match for the employee and it must also be presented to the employee the way it is. Working environment is defined as the circumstances, economic , influences, stresses, cultural, political, natural, political, and competitive, demographic, technological and regulatory factors known as the environmental factors that have an effect the survival, growth of an organization and operations as well. Research has shown that environment has a direct and visible impact and effect on the company's non-financial and financial performance Boudreau and Ramstad (2007).

When the organization culture does not match the expectations of the employees there is an organization misfit this may ultimately lead to high turnover rates. She further emphasizes that, the first step in employee retention is ensure that the organizations core values are well elaborated, defined and integrated into the vision, goals and strategy of the company and should be communicated frequently. Sheridan (1992) observed in his research that there is a direct relation between the organizational culture and the performance of the employees. This to some extent brought about voluntary turnover. Results gathered from numerous by studies Kreitner and Kinicki (1997), state that the intention of employees to quit a particular job has a lot to do with the merging of the individual's values and that of the company. A strong culture moreover creates an alignment with the goals, the employee motivation and also controls that are aimed at improving the organizational performance. It is generally felt that by improving the work environment there is an increase in productivity (McDonnell, 2011). Any form of quantitative proof to support this statement is sparse and controversial. There are however interacting factors that affect the productivity of an organization, these factors include privacy, social relationships, communication in the organization, office system organization, management and environmental matters. It is very expensive to employ people who work than to maintain them and operate the building, therefore spending money on cultivating and nurturing the work environment is seen to be the most cost effective way of improving productivity in an organization. The findings also

indicate that a working environment that is highly results in greater job satisfaction amongst the employees (Scullion, 2010).

#### **2.2.4 Psychological Contract**

Organizations should embrace the creation of human resource portfolios in their organizations. This will make employee retention strategies effective in the organization it is also important for the organizations to manage the expectations of their employees and make sure that their perceptions are in line with the values of the company. The main emphasis of psychological contract is to focus on the employee's personal interpretations of the organization .Their evaluations of the inducements also show how long the employees intend to stay in the company (Rousseau 1995, Turnley and Fieldman 1998). This in turn implies that, for employee retention practices to be successful they should be in line with what the employees value and more so what they take into account mostly especially when deciding whether to stay or leave the company. Kinicki (1997) states that, new employment contract has eroded the psychological contract to some extent. This is so where the employer expects the employees to be loyal to the organization, hard working and obedient and in return, the employee would expect an increase in salaries, promotions and the proverbial gold watch after the retirement from the company.

#### **2.2.5 Career Development and Succession Planning Strategies**

The labour market today is competitive; therefore organizations need to ensure that they can retain a high calibre of employees. The major challenge is the develop strategies that enable them manage their talent effectively and facilitate a low rate of turnover in the organization. Creation of career and development of employees is an important strategy but they should be creative and competitive and most importantly should be in line with the goals of the organization,(Morgan 1992). Woodruffe, (1999) argues that for organizations to strengthen the bond between employer and employees should develop the employees first. Employees are developed through opportunities like training and mentoring, job promotions this develops the skills of the employees and makes them marketable in the labour market. According to Parkinson (1990) , when management development is part of the corporate plan of the organization and included in the appraisal process it becomes a successful retention strategy. Management development enables the organization identify the development needs within individuals. Career development

strategies include aspects like providing employees mentoring and coaching opportunities to prepare them for greater positions in the organization. Allen, Share & Griffeth (2003) in their study observed that the perceptions of employees in regards to growth opportunities available in the organization reduce the rate of turnover. Kochanski and Ledford (2001), in their survey found that when there are career development opportunities it led to more significant predictors of employee retention compared to any other forms of rewards.

Factors like training and good relationship between supervisors and employees also had a significant impact on employee retention. Cook (1992), illustrates why it is important for an organization to have dual career ladders, as they create room for promotions. Employees might exit the organization due to lack of growth especially for high performance, technical and scientific staff. Employers should also ensure that jobs are equal in terms of salaries and prestige for it to allow employee retention. It is the duty of the employer to develop strategies that will allow responsible career planning. Strategies like direct communication and information channels, rewards have a positive influence on the employee's personal career decisions. In relation to dual career ladders, Cook (1992) argues that organization should pay attention to both management and technical performance for the succession planning strategies to be effective.

An organization's career management is a risk management process as well (Jeffrey, 2008). Consequently, through examining the relative contribution that the organization support for career development makes to employees career satisfaction it can assist the business to determine whether to make investments that support employee career development and in so doing derive adequate benefits which will allow the organizations to better its design for career development strategies to achieve needed outcomes. The major challenge is for the organization to stay attuned to the aspirations of employee's and match these aspirations to the human resources needs of the business (Cook 1992). Miner and Crane (1994) state that by observing that, although evidence on the efficiency of the career development activities in the organization are far from extensive, there is therefore a reason to believe that the retention of staff is mainly influenced by the growth of career opportunities.

### **2.2.6 Reward Systems**

Rewards systems are commonly used by organizations to retain staff (Farris, 2000). Extrinsic monetary rewards include financial rewards that organizations pay their employees for the

services they delivered. Examples of these rewards are: base pay, cash recognition, incentives, flexible pay, stock options/initial price offering (IPO) and hot skills. An example of a primary incentive used to lure or attract competent staff is Premium Money. However, experts have agreed that money can be a long-term solution for hiring, more so for keeping qualified and skilled employees (Leinfuss 1998). According to Hagginbotham (1997) employees are more inclined to stay in an organization if the salaries are good and fair. This makes them have the intention to stay in the organization. It is also important to ensure that the salaries are competitive, elevated salaries or financial rewards are not necessarily a primary factor that determines whether employees stay in an organization or not.

Amamo (2005), in her survey of factors associated with employee retention in FM radio presenters in Kenya site compensation as the factor most associated with employee retention. Kochaski and Ledford (2001) indicate that the initial or actual amount of pay is not as of significance as the feeling about a pay rise and the process used to administer it. Financial rewards have been an issue of debate while looking at employee retention strategies. The key question is what amount are the organization willing to give its employees and what impact will it have. The social aspect of the employee's life comes into perspective, it is believed that the level of disposable income has an impact on the position and power the employee has in the society and the company. Organizations should try and fulfil the employees financial and material needs. There is a direct relation between the financial rewards of an employee and the decision as to if they will stay in the organization or not,(Pfeffer 1998, Woodruffe 1999). Therefore financial rewards are still used as a retention strategy since they affect the level of motivation of employee which in turn affects employee retention, (Cappelli, 2001, Mitchel Holtom and lee 2001; Woodruffe, 1999). As opposed to remuneration benchmarking has increased completion for skilled staff since employers have to come up with other employee retention strategies other than high salaries,(Cappelli 2001).

### **2.2.7 Intrinsic factors of job satisfaction theory.**

The Intrinsic job satisfaction theory was developed by Herzberg (HBR) a psychologist. This theory states that the employees in a company less likely to be motivated to stay in their jobs by extrinsic incentives. Extrinsic incentives include promotions, high pay and perks. Herzbergs theory argues that employees are instead likely to be motivated intrinsic rewards for instance an

interesting job , challenging work environment and opportunities for greater responsibility in the job.

The theory argues that the empowering of the workforce through factors like more responsibility, and ensuring direct channel of communication where information is conveyed directly from the management to the employees. Also he believes that while assigning new and challenging tasks and responsibilities employees get the opportunity to become diverse through performing various tasks and become experts in the various departments and fields in the job. Herzberg's intrinsic job factor theory is based on the factors that motivate employees in the work environment. He further unearthed two major aspects of job satisfaction, these aspects are based on the motivators themselves since these are the elements that ensure job satisfaction. He listed the examples of motivators in an organization setting and they include recognition in the nature of the work place, opportunities for career progression and recognition by the management. According to the findings of his theory hygiene factors like organization policy, the interpersonal and supervision relationships in the organization, salaries and remuneration and the work environment contribute to job satisfaction. Finally he states that the absence of the factors named above negatively affect job satisfaction and consequently employee retention in the organization.

### **2.2.8 Job Embeddedness model**

The Job Embeddedness model was introduced by Mitchell and his colleagues; the model is based on the Field theory that was established by Kurt Lewin. The model was introduced in 2001 and encompasses the psychological concept of embedded figures as illustrated by Kurt Lewin's in the field theory. According to the Field theory by Kurt Lewin's interactions amongst humans are greatly affected by the proximity and distal connection in their life space. The embedded figures according to psychologists are defined as figures that appear to attach to the backgrounds and are very difficult to detach from. (Besich 2005). Mitchell et al. (2001, 1104) explains the logic behind the word embeddedness since it means a web or a net where an individual can get tangled or stuck in. This model can be applied in an organizational setting by simply allowing the staff to be directly and firmly connected to the organization's culture. If this is so it implies that it will be hard for the employees to leave the organization and increases their loyalty to their employer. According to Mitchell et al. (2001) embeddedness constructs has three dimensions.

The organizational fit is the first dimension highlighted by this theory, this dimension constitutes the individual values and goals that the employer or organization intends to achieve. It also shows the ways and the methods the abilities and talents of employees help support their match or compatibility with the organization. This theory therefore argues that compatibility is important and it will ensure that there is a greater organizational fit between the employees and the organization. Employers should ensure that they incorporate organizational culture during the recruitment and the retention processes. When the rate of organizational fit is high it ultimately reduces the rate of turnover in the organization. The second aspect is that of organizational links, this entails the measure to which employees can relate and bond with other people and in so doing engage in company activities. The job Embeddedness model argues that such links are considered to be the strands of the web. According to the theory employees are more likely to be embedded in the organization if the links are stronger,(Mitchell et al., 2001). Finally organization sacrifice is the last dimension of the model. This dimension looks at the tangible and the intangible benefits that employees have to consider while making the decision whether to leave or stay in an organization. Examples of tangible benefits include bonuses, pension packages while the intangible benefits are factors concerned with seniority and mainly the opportunities for employees to work the greatest colleagues who are highly skilled. This dimension moreover looks at how the perception of employees comes to place and the financial loss and its relation with the departure of an employee in the organization. The benefits of such benefits differ with the employees and it depends on various factors for instance their current financial situation, life goal, etc. (Besich 2005

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter covers the research design, target population, description of the instruments that were used for the data collection and data analysis procedure that were applied by the researcher.

#### **3.2 Research Design**

This was a case study of the Kenya Broadcasting Corporation. The Case study method gave in depth information on the strategies used by the Kenya Broadcasting Corporation on employee retention. K.B.C comprises of fifteen departments that is Television, Radio department ,Corporate Affairs , Advertising , Information technology , Procurement , Finance , Marketing , Advertising , Security , Human resource , Legal Affairs , Signet , Technical , Transport and Environment.

#### **3.3 Data Collection**

This study relied on primary data. The data was collected through an interview guide .The study targeted the 16 heads of department.

#### **3.4 Data Analysis**

The data collected was analyzed and findings presented using simple descriptive tables comprising of frequencies and percentages, pie charts and bar graphs.

## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents analysis and findings of the Study as set out in the research methodology. The results were presented the strategies used by the Kenya Broadcasting Corporation for employee retention. The study targeted the sixteen heads of department at the Kenya Broadcasting Corporation out of which all managers responded to the interview contributing to a response rate of 100 percent. This response rate was sufficient and representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting: 60% is good while a response of 70% and over is excellent.

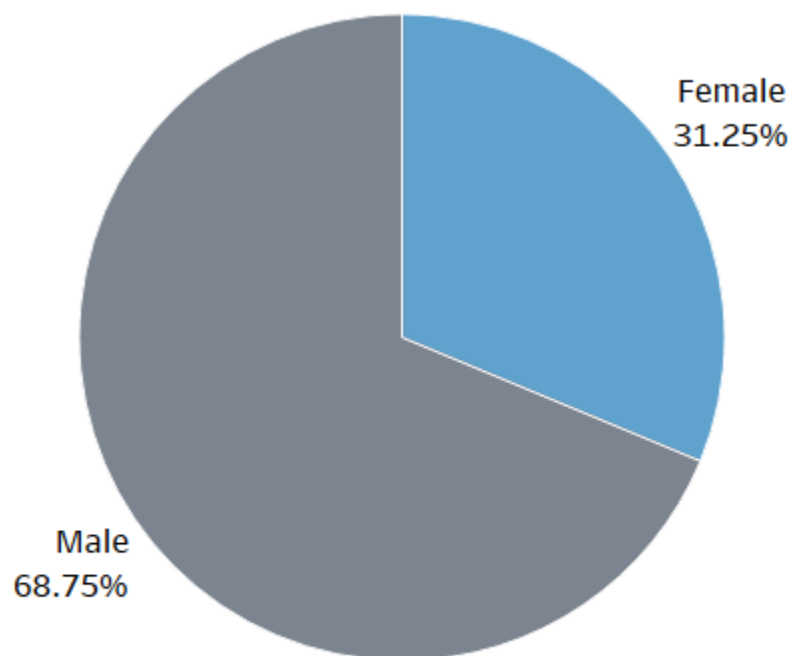
#### **4.2 Demographic characteristics of respondents**

Since the study involved two categories of the respondents, their demographic characteristics were presented in graphs for the purpose of comparison. Each demographic characteristic was represented alone. The characteristics analyzed were gender, number of years of service and level of education of respondents.

#### 4.2. 1 Gender of respondents.

In this section the study sought to explore the aspect of gender of the respondents in order to compare the most respondents in the research. The distribution of the responses is as shown in Chart 4.1

**Chart 4.1 Gender of respondents.**



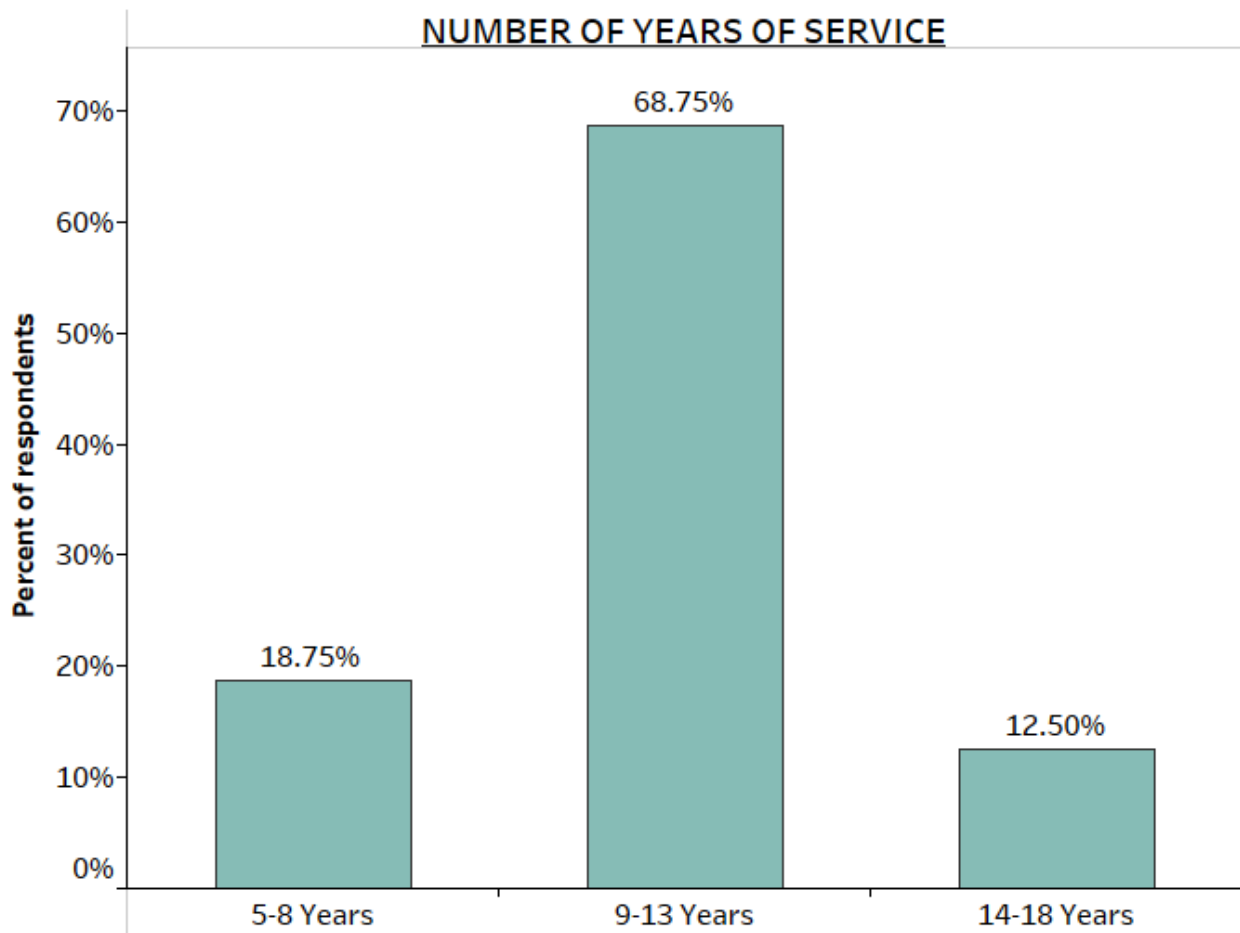
Source: Research data,( 2016)

The result of Chart 4.1 shows that majority of respondents were Males, this constituted of 68.75% of the total respondents. Female respondents constituted 31.25% of respondents. This means that more men are head of departments at the Kenya Broadcasting Corporation.

#### 4.2.2 Number of years of service

The study sought to study the number of years respondents served their employer. The study realized results as shown in Chart 4.2

Chart 4.2 Number of years of service.



Source : Research data , (2016)

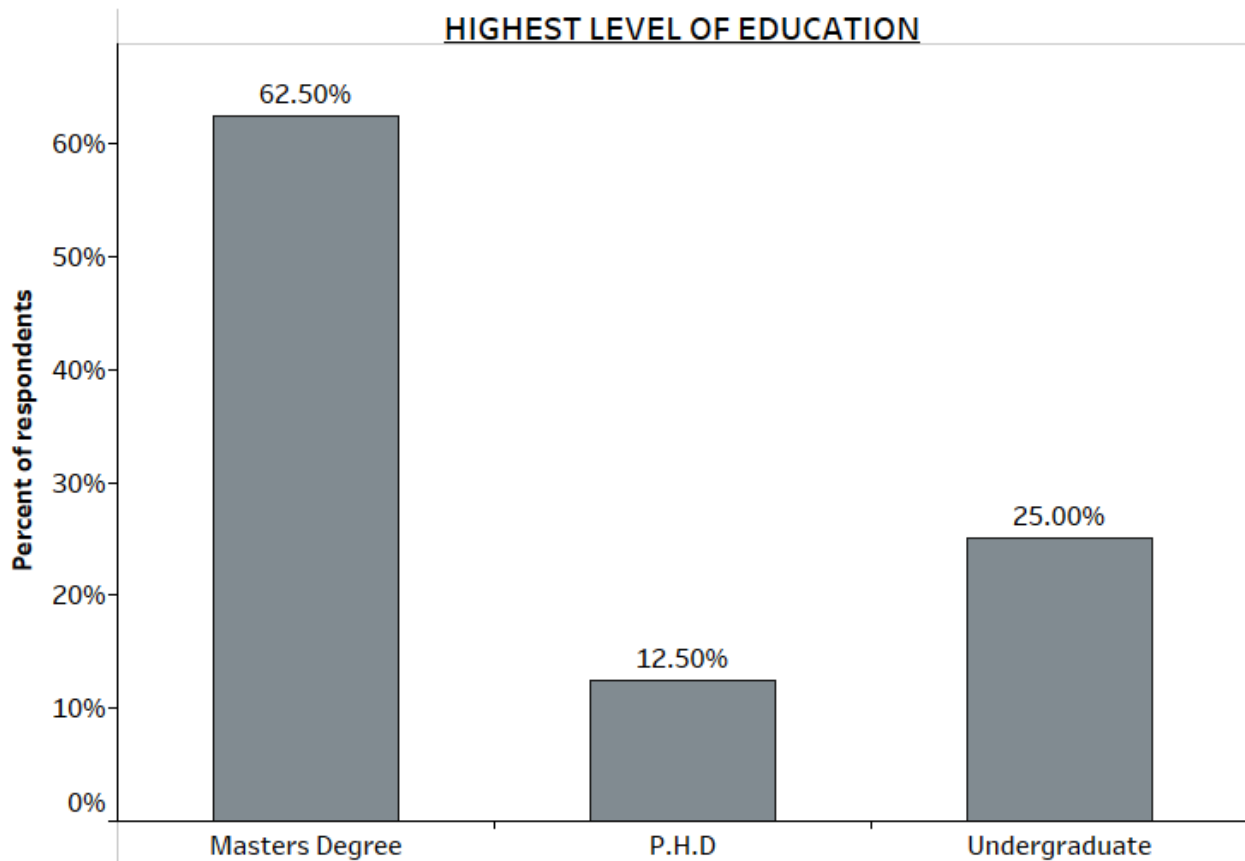
The results of Chart 4.2 shows that majority of respondents had worked for Kenya Broadcasting Corporation for between 9 to 13 years, this constituted of 68.75% of respondents. 12.50% of respondents had worked for between 14 to 18 years. Therefore this shows that the retention rate

at the Kenya broadcasting corporation is high since most of the heads of departments have been on the corporation for more than nine years.

#### 4.2.3 Highest level of Education.

The study sought to find out what was the highest level of education attained by the respondents. The study realised results as shown in Chart 4.3

**Chart 4.3 Highest level of Education.**



Source : Research data,( 2016)

The results of Chart 4.3 shows, that majority of respondents had Master's degree as their highest level of education, this constituted of 62.50% of respondents. 12.50% of respondents had P.H.D as their highest level of education. Thus this means that a good number of employees at the Kenya broadcasting corporation have high academic qualifications and are skilled.

### 4.3 Research Objectives.

The study aimed at arriving at four objectives whose findings are as discussed below.

#### 4.3.1 The most effective employee retention strategy for various departments.

The study sought to find the most effective employee retention strategy used in respective departments within Kenya Broadcasting Corporation. The study realized results as shown in Table 4.1

**Table 4.1**The most effective employee retention strategy for various departments.

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Strategy	Frequency	Percent
Career Development & Succession planning	6	37.5
Training and Mentoring programs	5	31.3
Compensation	3	18.8
Organization culture	2	12.5
<b>Total</b>	<b>16</b>	<b>100</b>

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Source : Research data,(2016)

The results of Table 4.1 shows that most of respondents found Career Development and Succession planning to be the most effective employee retention strategy, this constituted of

37.50% of respondents. This was followed by 31.3% of respondents who felt that training and mentoring programs was the most effective strategy to retain employees.

#### 4.3.2 Strategy favoured by majority of employees.

The study sought to find the most favoured strategy by employees within Kenya Broadcasting Corporation departments. The study realised results as shown in Table 4.2

**Table 4.2 Strategy favoured by majority of employees.**

Strategy	Frequency	Percent
Training and Mentoring programs	11	68.8
Compensations	1	6.3
Rewards	1	6.3
Organizations culture	3	18.8
<b>Total</b>	<b>16</b>	<b>100</b>

Source : Research data ,(2016)

The results of Table 4.2 shows that majority of employees preferred training and mentoring programs, as stated by 68.8% of respondents. 18.8% of respondents answered in favour of

employee's preference of organizations culture. Consequently most employees stay at the Kenya Broadcasting Corporation since they get opportunities in training and mentorship.

#### **4.3.3 Rate of employee retention.**

The study sought to find the rate of employee retention in Kenya Broadcasting Corporation. The realized results are as shown in Table 4.3

**Table 4.3Rate of employee retention.**

Rating	Frequency	Percent
Above average	1	6.3
Average	10	62.5
Below average	5	31.3
<b>Total</b>	<b>16</b>	<b>100</b>

Source: Research data,( 2016)

The results of Table 4.3 shows, that 62.5% of respondents found the employee retention rate at Kenya Broadcasting Corporation to be average. This was followed by 31.3% of respondents who found employee retention rate to be below average. However 6.3% of respondent stated that employee retention rate was above average.

#### 4.3.4 Least effective employee retention strategies.

The study sought to find the least effective employee retention strategies at Kenya Broadcasting Corporation. The results realized are as show in Table 4.4

**Table 4.4 Least effective employee retention strategies.**

Strategy	Frequency	Percent
Recruitment process	11	68.8
Psychological contact	4	25
Other	1	6.3
<b>Total</b>	<b>16</b>	<b>100</b>

Source : Research data,(2016)

The results of Table 4.4 shows that majority of respondents felt that recruitment process was the least employee retention strategy, this constituted of 68.8% of respondents. While 25% of respondents felt that psychological contact was the least strategy for employee retention. 6.3% of responded stated that other strategies were least effective in employee retention.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1 Introduction

This chapter covers the summary of the findings of the study .It also captures the conclusions of the study as well as recommendation for policy and practice. Moreover this chapter looks at the limitation of the study and suggestions for further study.

#### 5.2 Summary of findings

The main objective of the study is to find out the strategies used by the Kenya broadcasting corporation for employee retention. The findings of the study indicate that the Kenya broadcasting corporation uses various strategies for employment retention. The study interviewed sixteen heads of department at the Kenya Broadcasting Corporation and identified the strategies used by the Kenya broadcasting corporation for employment retention.

The study identified the strategies that were most effective in employee retention in the respective departments. Majority of the departments constituting 31.3% cited training and mentoring, the study findings similar with the previous studies that established relationship training and development significantly influence employee retention. For instance, Mondy and Noe (2005) argue that training and development is the formal activities designed by an organization to help its employees acquire the necessary skills and knowledge to perform current or future jobs. 37.5% of department heads stated Career development and succession planning to be the most effective strategies that ensured that the rate of turnover at the corporation was minimal and hence increasing employee retention. Moreover 18.8% of respondents identified compensation to be another strategy that encouraged employee to remain at the corporation but they specified that is was only for the permanent staff, while 12.5% of respondents identified organizations culture to be an effective strategy as it helped employee express themselves whenever needed.

In order to understand the effectiveness of the above mentioned strategies the interview sought to know how the employees in the various departments responded to the various strategies. The study found out that 68.8% stated that, training and mentoring programs was well received by the employees since it gave them the hope that they would grow career wise and hold senior

positions once an opportunity arose. This in turn increased the rate of employment retention in the organization. Majority of respondents constituting 62.6% of departmental heads stated that employee retention at the Kenya Broadcasting Corporation was average however 31.3% felt that the rate of employee retention at the corporation was below average.

In the same regard the study identified the other strategies that were used and were not effective, it was established that 68.8% of departmental heads felt that recruitment and selection strategies did not guarantee employee retention since some times the processes were not transparent. Other factors like tribalism, corruption and nepotism affected the efficiency of recruitment and selection as a retention strategy. While 25% of respondents stated psychological contact to be least effective strategy for employee retention, this was majorly because most employees did not find it fit to seek counselling services from the organization and preferred to have their issues remain private. Some of these issues like alcoholism affected the performance of the employees and some have left their jobs since they are caught up in their social lives.

### **5.3 Conclusion**

According to the study conducted on the Kenya Broadcasting Corporation on strategies used by the Kenya Broadcasting Corporation on employee retention, Training and development activities like job training, coaching, mentoring and counseling are important activities for employees to get valuable support, knowledge, skills and abilities (Maths& Jackson, 2004). Therefore, training and development plays an important factor in career satisfaction of an employee in their career lives. Moreover training provides employees with specific skills or helps to correct deficiencies in their performances thus enhancing their retention.

The study concludes that career growth and succession planning has a direct impact on employee retention at the Corporation. The employees also attribute employee retention to career development factors such as institutional support for staff career growth, employee promotions by merit, clear definition of employee career path, Staff mentorship and coaching programs and succession planning practices. In line with the study findings, Arnold (1996) argued that career management and career self management lead to clarification of organizational plans and provide accompanying individual with opportunities to dispel anxiety and frustration in employees.

Today it becomes necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term basis making employee retention critical in both private and public sectors. The retention strategies adopted by the Kenya Broadcasting Corporation resulted in employee commitment reducing turnover. The results show that employee retention strategies have a positive impact on the employees revealing the commitment and attachment to the Corporation.

#### **5.4 Recommendations**

This study has several implications in the areas of employee retention strategies. From the findings salaries especially for the contractual employees needed to be reviewed so as to ensure that contractual employees do not seek other job opportunities. The benefits like allowances should also be cut across all job groups to create a balance between permanent and temporary employees. Organization policies in regards to working terms of the contractual and temporary employees also need to be reviewed.

The selection and recruitment processes should be reviewed in that they are transparent to allow the hiring of employees who are committed to the corporation as opposed to hiring people on a tribal basis or any other factor that is not indicated in the job analysis. The organization culture should also be less rigid and less bureaucratic to allow employees to freely interact with management and be part of decision making.

#### **5.5 Limitations of the Study**

The study considered retention strategies that have been put in place by the Kenya Broadcasting Corporation while other potentially relevant variable were not taken into account and this is perception of the heads of department that were interviewed concerning strategies used by the corporation .

#### **5.6 Suggestions for further studies**

The study suggests further research on the effect of strategies used by the Kenya Broadcasting Corporation on employees so as to generate more knowledge.

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**APPENDIX I  
INTERVIEW GUIDE**

**SECTION A: DEMOGRAPHIC CHARACTERITICS**

- 1. Gender**  
Male  Female
- 2. Department** .....
- 3. Number of years of service.**  
Less than 5 years   
5 -8 years   
9 -13 years   
14 -18 years   
Above 18 years
- 4. Highest level of Education**  
a) Higher Diploma   
b) Undergraduate   
c) Masters Degree   
d) P.H.D

**SECTION B:**

- 5. What strategies are most effective in employee retention in your respective department?**
- a) Career Development & Succession planning   
b) Training and Mentoring programs   
c) Compensations   
d) Rewards   
e) Organization Culture   
f) Other
- 6. Which of the above strategy did employees in your department respond in favor of?**
- a) Career Development & Succession planning   
b) Training and Mentoring programs   
c) Compensations   
d) Rewards   
e) Organization Culture

f) Other

**7. How would you rate employee retention in the Kenya Broadcasting Corporation?**

a) Very good

b) Good

c) Above average

d) Average

e) Below Average

f) Poor

**8. Which employment retention strategies are least effective?**

a) Recruitment process

b) Psychological contact

c) Organization Culture

d) Other

*Thank you for Your Cooperation*