TALENT RETENTION AND PERFORMANCE OF MANUFACTURING COMPANIES IN KENYA: A CASE STUDY OF MEDIVET PRODUCTS LIMITED

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT FOR THE AWARD OF THE DEGREE OF BACHELORS IN MANAGEMENT AND LEADERSHIP OF THE MANAGEMENT UNIVERSITY OF AFRICA

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DECLARATION

This report is my original work and has not been presented for a degree in any other University

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Dr. Peter Kithae

The Management University of Africa
DEDICATION

This is a dedication to my wife Elizabeth Mbinya for her continued support even as I decided to pursue this course. This dedication also goes to my lovely children Kirintu, Joseph, Mueni and Abigail for always being my source of inspiration. I am surely grateful to them all.
ACKNOWLEDGMENT

I wish to recognize and acknowledge the guidance and support of the Almighty God who has enabled me to reach this far. My acknowledgement also goes to the tireless support of my supervisor Dr. Peter Kithae who gave me support and guidance throughout my project. Not to forget the staff of The Management University of Africa for making my degree a success through their support.
ABSTRACT

The reason behind this study was the determination of the factors that affect talent and performance in manufacturing companies. The study used four variables which included; Recruitment Strategy, Employee Motivation, Employee Development and Working conditions. The study seeks to benefit Management of Medivet, other researchers and policy makers such as labor unions. The research uses descriptive research method and data was be gathered using questionnaires. The study involved using a target population of 200 individuals who were chosen from all walks of the management levels. From the target population, a sample 100 was obtained. 90 questionnaires were returned, properly filled and ready for scrutiny. Analysis of the results was presented through charts and other qualitative techniques. Recruitment strategy and retention of talent have a positive relation. The organization provides a proper analysis for jobs before the process of employee selection, while interviewing methods done by the organization was satisfactory. However, the organization does not prefer refered candidates. It provides an adequate pool for quality application and also provided clear objectives, requirements and specification to candidates in the process of recruitment. Employee motivation and retention are also seen to have a positive relation to each other. The salary and compensation in the organization was in line with what the market offered, though not in line with their qualifications. The assignments given to them were in line with their skills. However, the organization doesn’t seem to give its employees the opportunity to come up with new skills and apply new technologies, but they received support professional growth by their immediate superiors. Employee development also has a positive relation with retention of talent based on this study. The organization sponsors them for training for the purposes of enhancing their careers but the policies regarding training and development in the organization were not well designed nor widely shared. The kind of training offered at the organization mainly focused on technical as well as managerial capabilities of the employees, though it does not offer equal training opportunities to all its workers, neither are the training programs periodically evaluated neither are they improved. Working conditions in the organization are seen to have a positive relationship based on this study as well. The working environment in their organization allowed employees to work well and effectively. There was a peaceful coexistence between employees in the organization. Equipment used in the organization were up-to-date and easy to work with according to majority of the respondents. Most employees also agreed of getting the help and support they need from their co-workers and, they also agreed that their work environment was in line with the health and safety standards provided by ILO. The organization should let the employees come up with new skills and technologies and the organization should always review its training and development.
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ACRONYMS AND ABBREVIATIONS

**HR:** Human Resource

**ILO:** International Labour Organization
### OPERATIONAL DEFINITION TERMS

**Employee motivation:** The level of enthusiasm an employee puts on their job as a result of knowing the consequences of doing so.

**Employee development:** An initiative by an employee and his employer to improve on skills and knowledge he upholds.

**Working conditions:** The immediate environment that employee interacts with as they do their job.

**Recruitment strategies:** The search for candidates who potentially hold the knowledge desired, the skills and experience so as to give the organization a chance to pick the most suitable people for job vacancies for the available position.
CHAPTER ONE

INTRODUCTION

1.0 Introduction

The below section builds a case on the subject to be discussed, then states the objectives, and questions concerning the research, justifications and finally the scope

1.1 Background

Business owners as well as Managers agree to the existence of a challenge incurred when trying to build and sustain strong talent. The term talent management came up to complement improvement in Human Resource Management in which it insisted on management of Human Resource or Talent. Other terms associated with talent management is competency-based management. In companies where there is excellence in the effectiveness of talent management, there is maintenance of internal consistency, complementary indulgence, and other factors that seek to attract, capture, develop and retain talents which are linked to the culture of the corporate. (Mochorwa & Mwangi, 2013).

With the current workforce that is more global, highly virtual, significantly diverse but less experienced, an organization requires to render the traditional human resource and finally give way to the unraveling of a new era of human resource management that is; talent management, which constitutes of parameters mentioned as follows: 1.keeping an eye on the workforce and the strategic decisions made concerning talents, 2.providing talent sources flexibly, 3. Leaning towards private remuneration of the customer, 4.enforcing leadership that is authoritative though not centralized. (Egerova, Eger, Sojka, & Ali, 2013).
Basically, talent management focuses on five major areas which are attracting and selection of employees, their engagement, development and retaining (Towers Perrin, 2003). Talent management process seeks to take charge of circumstances that each employee goes through at work. (Perrine, 2005). In order to maintain competition in this globalized economy, leaders of an organization must not use short term approaches which cause crisis in the economy. They must also achieve a long-lasting stability through their strategies of talent management. (Oladapo, 2014). The way an organization approaches talent management is defined and executed so that it can meet wider needs. An organization can get maximized benefits if it’s consistent in the management of talents and performance this can be seen if it collaborates HR with leaders in business In all the stages (Project Management Institute, 2014).

This project therefore, seeks to test inferences on the impact that employee motivation, working conditions, recruitment strategy and employee development on the retention of talent in manufacturing industries. On recruitment strategy, this research seeks to test whether the organization in question does a proper job analysis before the employee selection process, whether their interviewing techniques are satisfactory, whether it provides clear objectives, requirements and specifications for candidates during the recruitment process. On employee motivation, the study would want to test whether employees are satisfied with the salaries that are provided by the organization, whether their psychological needs are met in the organization and whether they are given opportunities to exercise their new skills in the organization. On employee development, the study seeks to find out whether the organization has good trading polices, whether the organization sponsors its employees for training and development programs and the main areas of fo-
cus for training and development. On working conditions, the study seeks to test whether the environment within the organization is ample enough to enhance performance of employees. Still on working conditions, matters such as employee relations, health and safety standards and quality of equipment will be tested.

1.1.1 Profile of Medivet Products Limited

Medivet products is a limited liability company registered in Kenya and licensed to manufacture, package and distribute pharmaceuticals (Medicines). It is a middle-sized enterprise. The industry manufactures and packages medicines, repackages formulated drugs and distributes them. Manufacturing entails processing bulk drugs into dosage forms using predominantly imported active ingredients. The industry manufactures and packages medicines, repackages formulated drugs and distributes them. Manufacturing entails processing bulk drugs into dosage forms using predominantly imported active ingredients.

Located in the outskirts of Nairobi city in Ruiru Township, Medivet was founded in 1995 and is 100% locally owned. The plant is now a medium size enterprise with a turnover per month of about KSH150M and a workforce of approximately 200 people. The company is organized into seven departments including warehousing, production, quality control, quality assurance, plant maintenance/engineering, sales and marketing, and Human Resources department. To provide direction for the firm’s activities and strategic objectives, Medivet’s mission and vision statements are as follows: Its Mission includes;

To Maximize customer value by consistently by providing highest quality possible of generic medicines at affordable cost. Maximizing employee satisfaction through balanced motivation, safe and ambient work environment. Committing to corporate social respon-
sibilities. Its Vision includes: To be among the top 5 leading providers of highest quality affordable generic medicines in the east and central African region

1.2 Statement of the Problem

Business can be affected by poor management of talents. When an employee is not trained, they may cause a slowdown in the completion of tasks or other risks in a manufacturing industry. Temporary employment may encourage employees to view their job as a career instead of a means to an end. Poor engagement by employees is attached to problems encountered with employees at the retention levels. This may hugely cost your business especially in recruiting a new member of staff considering that training on the usage of machinery is needed (Withers, 2014). Whereas talent management is an important unit in any workplace, it needs to be put together with the organization’s operation which is HR and the top leadership positions. There is a need that HR takes control and establishes the processes of talent management. They also need a closer association with business. They can do this by working with the managerial positions in order to come up with business plans that associate talents advisory checks on how to achieve goals with the available talents. (Wellins, Smith, & Erker, 2014) Medivet Company has been experiencing a high rate of talent turnover, where the best of the best of their employees resign going to so-called better companies, hence interfering with the performance of the organization. This study seeks to understand the reason as to why the organization could be losing their competitor benefit to other organization, so as to be able to retain those that are still around and those that may come by in the future.
1.3 Objectives.

1.3.1 General objectives of the study

The key objective for conducting this research was establishing the factors that affect Talent Retention and Performance in Manufacturing Industries.

1.3.2 Specific Objectives

They include;

i. To establish the effect of Recruitment Strategies on retention and performance of talent in manufacturing companies in Kenya.

ii. To assess the effect of Employee Motivation on retention and performance of talent in manufacturing companies in Kenya.

iii. To establish the effect of Employee Development on retention and performance of talent in manufacturing companies in Kenya.

iv. To establish the effect of Working Conditions on retention and performance of talent in manufacturing companies in Kenya.

1.4 Research question

They entail;

i. In what ways does Recruitment Strategies affect retention and performance of talent in manufacturing companies in Kenya?

ii. How does Employee Motivation affect retention and performance of talent in manufacturing companies in Kenya?

iii. What is the effect of Employee Development on retention and performance of talent in manufacturing companies in Kenya?
iv. What is the effect of Working Conditions on retention and performance of talent in manufacturing companies in Kenya?

1.5 Justification of the study
Managing talents poorly will definitely have an effect on business. The management of Medivet will use the findings to facilitate better training of their workforce and in return yield better results in the organization, maintain their staff as well as having a well-motivated workforce.

Other researchers can as well benefit from this research in development of their conceptual framework. This report serves as a reference which stimulates interest in academicians. This in turn encourages the conduction of more researches on the same issue.

Policy makers such as unions can as well benefit from this research. Trade unions need information so that they may make a negotiation about better terms of employment

1.6 Scope of the Study
Medivet Product Limited which is located in Ruiru Kiambu County is the subject of this study. The study dealt with four variables which included; Recruitment Strategies, Employee Motivation, Employee Development and Working Conditions. The organization has 200 employees from different management levels. The research was conducted within four months as from June 2017 to September 2017.
1.7 Chapter Summary

The above section built a case on talent management and its significance to an organization. A profile about the organization was outlined. The section further talks about the statement of the problem and gives the objectives that were to be accomplished by the findings. The research questions were addressed and finally the justification and the scope were given.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This topic talks about theoretical literature review of the above study, an empirical literature review of the variables with relation to the research topic, an account for the study and existing gaps that are to be filled, a conceptual framework then finally operationalization of variables.

2.1 Theoretical Literature Review

2.1.1 Bersin and Associates Talent Management Framework

Bersin (2010) and his counterparts came up with model known as high impact talent management model that aimed at developing and integrating an organizational process that attracted, managed, developed, motivated and retained the most important workforce in an organizational setting. This concept gave a very useful framework on talent management which included; acquisition of talent, performance management, succession planning, and finally, development of management and leadership (Ford, Harding & Stoyanova, 2010) as cited by (Muni, 2012). On acquisition of talent, they included; employee sourcing, recruitment and staffing assessment employer brand recruitment selection. On performance management, they included; setting of goals and goal setting coaching, evaluation of managers, 360-degree assessment. Competency assessment, self-evaluation as well as development planning. On succession planning, they included; calibration meetings, review of talent, career planning and mitigation of talent plans. On leadership development, they included; formatting of programs, stretching of assignments, executive education, coaching, mentoring, rotation of jobs and finally assessment.
evaluation (Muni, 2012). All these are conjoined together with strategy for businesses, critical strategy of talent, target metrics and measurement, process governance and system strategy, underpinned by competency management. They main idea was to separate talent management from other HR functions making it something unique adopting a system wide approach that should engage the leaders of an organization. The four elements he stated were to fit together in an integrated approach even as the system evolves from time to time. The rules set on performance management should be in line with the culture of the organization, where-as competency management should understand the competency of the management. On management of leadership, the could involve getting to understand the stages to which the organization may have gone through (Ford, Harding & Stoyanova, 2010) as cited by (Muni, 2012).

2.1.2 Talent-Based Theory

According to Roberts (2008), as cited by(Nyaga, 2015) talent based theory states talent is the only resource that an organization has as a competitive advantage, hence an organization should draw all its attention on it and everything that is related to it. Talent is an in born thing that is found in an individual and the firm only acts as an integration center for talent whereby it only provides structure, co-ordination as well as co-operation to these particular talents. According to talent-based theory, talent has been demeaned in very many organizations, whereby, it is seen as a mediocre and not much expectations is put to it. There have been very many project creation and implementations in companies that are diverse and these companies have indicated that there has been so much inconsistence in the management of talent. This has raised room for suggestions on changing it from management of talent to development of talent, so as to create an ample environment to
identify, develop and explore the talent that is available. When an organization develops talent, it brings about better results for the organization hence enabling employees to get to self-actualize themselves. This process can be seen as a recipe for success in that employees get to give their all. Management styles are also included, which rejects haphazardness replacing it with enhancement of management and that of working conditions.(Nyaga, 2015).

2.1.3 Resource-Based View

Resources are the basic units for generation of a given value. This means that they can be manipulated positively to for unique features hence making an organization to achieve its competitive advantage. Teece et al., (1997) as cited by (Nyaga, 2015) indicated that firms with superior structures and systems generate profits because of the low costs or actually offer very good quality of products or services. This theory indicated that profits incurred by an organization mostly come from rents accruing to the owner instead of economic conditions of an industry. The conditions leading to profitability may include a good brand, great relations with customers as well as the distribution channel (Nyaga, 2015).

2.2 Empirical Literature Review

2.2.1 Recruitment Strategies and Retention

Ankarah-Kusi (2012) conducted a study to identify whether retention strategies had an effect on labour turnover on two organizations in Ghana. The independent objectives that were to be used in the study included; examination of the current employee retention and performance at the two firms, the causes of employee turnover and strategies, and later a recommendation on how to reduce the rate of employee turnover at the organizations. Questionnaires were randomly administered to the respondents and an analysis of the re-
results was done. Results indicated that indeed the two variables had a positive relationship. It was indicated that the two firms were not applying good retention strategies. The study further recommended that the two organizations should establish a recognition program for their works so as to be able to identify their contributions to the organization (Ankrah-Kusi, 2012).

Vispute (2013) wanted to know the effect if recruitment strategy on retention of employees in Insurance as well as banks located in India, focusing on the whether there was any relation between strategy, recruitment elements and the categories through which employees were retained. Questionnaires were given to 591 respondents and results from the analysis implied there was a positive relation between employee retention and recruitment strategy (Vispute, 2013).

A study done by Karemu, Kahara and Josse (2014) seek to know whether there was a phenomenon between strategic recruitment on employee retention, where-by they targeted managers at the head offices and those at different branches across the country as their respondents. Questionnaires were given to the respondents and an analysis was done. The summary of the findings showed a concrete relation between retention and recruitment strategy. The study indicated that each and every recruitment strategy had a very significant effect on the retention of good staff (Karemu, Kahara, & Josse, 2014).

Mbuga, Waiganjo and Njeru (2015) hypothesized the impact of recruitment strategy on retention of staff of commercial banks in Kenya, focusing on those that had an operating license from the central bank of Kenya. Questionnaires were used to collect data and an analysis was done. Summary of the findings showed that most companies used associations, psychometric tests, and websites as well as the use of the world wide web as a
mode of influencing recruitment of employees. From the study, there was a full assurance that recruitment strategies and retention of employees interrelated, recommending that management of banks in Kenya should apply their recruitment strategy so that they can retain their talent and also reduce on turnover costs (Mbugua, Waiganjo, & Njeru, 2015).

2.2.2 Employee Motivation and Retention

Mttoi (2013), conducted a research to find out whether employee motivation affected the retention of employee, where Tanzania Ports Authority was used. The study focussed on the following specific objectives; job security. Increase of salary. The role of accountability and finally the conditions of work at their designated stations. Questionnaires were administered to the respondents, an analysis was made and summary of the results was done, where it indicated that without a single doubt motivation and retention of employees had an absolute relationship. Also, there was an indication that job security, salary increament, accountability and working conditions strongly affected the retention of workers. The study recommended that HR department should enlighten their staff on Human Resource strategies and also look for motivators for the purposes of dealing with different types of personalities who have different motivational factors (Mttoi, 2013).

Faustina (2012), carried out a research to assess the importance of motivation on employee retention in Standard Chartered Bank Ghana. Questionnaires were used to collect data from respondents who were randomly selected, then ana analysis was done and the summary of the results indicated positivity between staff retention and their motivation. Most respondents in the study indicated that salary and other forms of employee benefits were their greatest motivators, which was seconded by, a good working
environment together with as well as th security of the job. Employee also acknowledged recognition, provisio of training candidity, promotion and good communication as the most appropriate HR strategies that would psych them up to stay at their work place. It was later recommended that employees should seek to identify employee rtention strategies so as to retain the talent that is available in their organization (Faustina, 2012) Katitia (2014) wanted to know the influence of motivation on retention of employees at various institutions in Kenya having compensation, training, career development as well as management impact as the specific objectives. Questionnaires were and after analysis, the results indicated a positive relationship between the all the variables with the overall objective. It was seen that organizations’ top-most concern is to attract, retain and engage the right employees. From the findings, it was concluded that training should be given more importance so as to build the confidence of employees at work (Katitia, 2014)
Liang (2013), conducted a study based on literature review to assess the importance of motivating employees so as to retain employees at Ericsson Company and dealing with client retention. The study’s mode of data collection was through face to face interviews to bring out a clear analysis between the variables provident showing that there was a strong relationship between employee motivation, work-life balance as well as culture in the organization. The study recommended that employers need to use all the available resources to retain their best employees even in tough economic times (Liang, 2013)

2.2.3 Employee Development and Retention

Umer Ahmed (2013), did an exploration wanting to identify the effect of training on retention of employees. From the results of the investigation, it was absolute that employee retention and employee training interrelated(Ahmed, 2013). Mengjuan Chan (2014) also
hypothesized the relationship between training and retention of employees and growth of human capital. From the literature, it was quite evident that training and employee development is very crucial to the performance of organizations, though many organizations do not invest as much on it (Chan, 2014).

Wane (2016), did a research to establish whether career development and retention of employees interrelated. The study was done on international NGOs that were based in Nairobi, using questionnaires that were structured, administering them to HR managers for each and every organization. The finding was that there was a positive relationship between the two, concluding that career counseling was fundamental things to the policies made by HR (Wane, 2016). Anis, Ijaz-Ur-Rahman, Naair, & Safwan (2011) also conducted research on employee development and training on retention. Questionnaires were given to respondents and results stated concrete association between training and development and employee retention (Anis, Ijaz-Ur-Rahman, Naair, & Safwan, 2011).

Ldama & Bazza (2015), indicated that unqualified staff was one of the many reasons why organizations experienced a high staff turnover rate. This was deduced in a study that was carried out to establish whether training and development affected Nigeria. Open and closed ended questions were designed in a questionnaire and given to respondents from 197 banks. Analysis as done and the results showed that a small amount of training had a massive significance non staff retention at banks. Also, upon increase of fairness on training policies, employee retention strategy could as well be achieved. Generally, the study ended by stating that there was a positive relation between staff retention and training and development urging them to train their staff as a mode of motivation so as to retain them (Ldama & Bazza, 2015).
2.2.4 Working Conditions and Retention

A study was done by Kwenin (2013), to assess the relation between the environment in which employees work in, the opportunities they have to develop their career, and employee retention, where they targeted 1420 employees from Vodafone Limited that is situated in Ghana. The study used semi-structured questionnaires to collect data. The results from the analysis displayed an dogmatic relationship between employee retention, work environment, and development of career opportunities. The study further suggested that employees of Vodafone should be subjected to career enhancement, and establish a friendly work environment for employees to be more comfortable and feel compelled to stay around (Kwenin, 2013).

An empirical research was conducted by Bakotic and Babic (2013) on the importance of working conditions on job satisfaction. The study showed that workers in normal conditions were more satisfied with their jobs compared to those in hostile work environment. The study showed that working conditions was a very vital factor determining the satisfaction of employees in organizations. Once an employee is satisfied, the rate of turnover is minimized hence being able to the talent that there is (Bakotic & Babic, 2013).

Rumman, Jawabreh, Alhyasat, & Hamour (2013), conducted a research to establish the features and components of work ergonomics at five star hotels and rate of turnover as well as what causes it. From the study, there was a great influence of work ergonomics on the rate of turnover of those hotels, remuneration being the highest cause of unrest, followed by employee relations and health and safety measures then the equipment used while at work. This is a clear indication that there is concrete relation between working
environment and retention of employees (Rumman, Jawabreh, Alhyasat, & Hamour, 2013).

A study was done by Msengeti and Obwogi (2015) to find the effect of remuneration and working conditions on employees. The study findings indicated that employees preferred having a conducive working environment first as a basic necessity even before good remuneration, meaning that a good working environment was very important for retention of employees. Clearly, this indicates that there’s a positive relationship between working conditions and employee retention (Msengeti & Obwogi, 2015).

Markey, Ravenswood, & Webber from the University of the West of England conducted a research to assess the concept of quality working environment on employee turnover rate, a study that was carried out on different organizations in New Zealand. The study showed a positive relation between retention and working conditions indicating that different employees perceived good working conditions differently though. The study later recommended for organizations to implement policies to reduce the rate of turnover of employees (Markey, Ravenswood, & Webber).

2.3 Summary and Research gaps

It is quite evident that both working conditions, employee motivation, employee development and recruitment strategies affects the retention and performance of employees in an organization. With proper human resource strategy on the above variables, an employer is able to retain the best of the best talent in their organization. A good working environment for example which entails treating employees well, adequate tools and machinery, good relations and peaceful co-existence would make an employee want to be associated with the organization even despite having low remuneration. Motivating employ-
ees on the other hand is also very vital as well. A well-motivated employee becomes very productive hence meeting the objectives of an organization. When employees are allowed to develop themselves through seminars, training and the likes, they become sharper in skills and get more confident in their various designated duties. Also, an employee that is enlightened has the sense of achievement and would like to associate with the one who developed them hence retaining at their place of work. Good recruitment strategies will retain employees that are not only fit for the job but also psyched up for it. There is a huge gap regarding this topic. A lot has not been done regarding talent management being compared to other variables. This may be because it is a new topic and not so many organizations have this issue in their to-do-list.
2.4 Conceptual framework

Below is the conceptual framework that was used in this study

Figure 2.1 Figure showing the conceptual framework

2.5 Operationalization of Variables

2.5.1 Recruitment strategy

The Australian HR Institute describes recruitment as the search for candidates who potentially hold the knowledge desired, the skills and experience so as to give the organization a chance to pick the most suitable people for the job vacancies for the available position. (www.ahri.com.au). A good recruitment strategy helps an employer in making use of the available destination and resources to come up with a way which enables them to sway
relevant candidates into their organization. Recruiting the right staff ensures minimal staff turnover.

2.5.2 Employee Development

On an overview, the Management Study Guide defined employee development as an initiative by an employee and his employer to improve on the skills and knowledge he upholds. At this point in time in life where change is the only constant factor, upgrading the knowledge of individuals is very essential to an organization. It is quite clear that human capital is very important in the progression of an organization. Employers are now aware of the importance of retaining employees that are well talented. This in turn helps in preserving the knowledge in the organization (Chen, 2014).

2.5.3 Employee Motivation

Employee motivation is the employee’s attitude and how they are enthusiastic about their job as a result of knowing the consequences that may follow after doing so. There are two main categories of motivators. Mainly intrinsic and extrinsic motivators. Intrinsic are those that those that come from the inside while extrinsic motivators are those that come from the outside.

2.5.4 Working Conditions

According to the business dictionary, working conditions are the immediate environment that an employee interacts with as they do their job (businessdictionary.com). An employee that is subjected to conducive working conditions may not consider moving from one workplace to another.
2.6 Chapter Summary

This section made a review on the theories that gave an explanation about the dependent and independent variables. Theories which were reviewed were later criticized in order to see if they are relevant to the variables. The section also dug into the conceptualization of the set of variables by giving an analysis of the relationship between them together with the theory. To add on, an empirical review about studies done earlier was done and therefore resulted into a criticism. From here, the gap in the research was established
CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The above topic provides proceedings used during the research. They include; the design of the research, the population targeted, sample and sampling design, research instruments, the pilot study, procedures for collecting data, analysis of data gathered, presentation of data and ethical consideration.

3.1 Research Design

Research design process of organizing how a research will be carried out, from the gathering of data, to its analysis to presentation of the findings (Kothari & Garg, 2014). Descriptive research design was used. This design of research is concerned with the description of characteristics that an individual or an entire group holds. There was the usage of a case study where it entails thorough research and proper description of a particular phenomenon. It may also contain manipulating variables (Kenya Institute of Management, 2009).

3.2 Target population

According to Mugenda & Mugenda (2013), Target population is an entire set of elements cases object which has similar characteristics that researchers desire to generalize the results of the study. Population is the targeted group, that is, the groups about which the researcher is interested in getting the information from and drawing conclusions. In this study, the target population was the staff of Medivet Products Limited which had a total of 200 staff, as illustrated in the table below.


Table 3.1: Table showing the Research target population

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Middle level</td>
<td>22</td>
<td>11</td>
</tr>
<tr>
<td>Support staff</td>
<td>170</td>
<td>85</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.3 Sample and sampling design

Kothari (2006), suggests that a sample must be obtained in situation whereby it is impossible to use the entire population for your study. Sampling is the selection of cases from the entire population. The sample selected will be a representation of the entire group. It also refers to the techniques used and the procedure followed in the selection of the items to be part of the sample. Sampling procedures are the definite plans of selecting a representation from the population needed to be studied. They inform the size of the population in consideration. Stratified random sampling technique was applied in this study. Under this research, the population has several sub-divisions which individually showcase homogeneity as compared to the entire group. Since a small sample size may bring about errors in research, Kerlinger suggested a 10% research sample may be the size that is commendable for a research (Kerlinger, 1983). A sample size of 50% was used in this study. This amounted to 100 employees from the top and middle management as well as support staff as show in the following figure.

Table 3.2 Table showing the Sample Size of the population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target population</th>
<th>Sample size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top management</td>
<td>8</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Middle management</td>
<td>22</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Support staff</td>
<td>170</td>
<td>85</td>
<td>85</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
3.4 Instruments

In this research, primary data was used. Primary data is the first-hand information that a researcher gathers on the interested variables to be used in the study. Data collection involves the use of questionnaires which are self-administered by the respondents. This ensures that the information provided is confidential to the interest of the respondent. Questionnaires used in this study contained structured questions as well as unstructured questions.

3.5 Pilot study

General applications of a pilot study is to search for the problems encountered and the barriers to recruitment of participants; engaging in the research as a qualitative researcher; establishing if the protocol used in observation is acceptable and the determination of the research methodology (Janghorban, Roudsari, & Taghipour, 2016). There will be conduction of a pilot study before the actual study to determine the following;

3.5.1 Validity

Mugenda and Mugenda (2003), refers validity to how exact and significant data is, with respect to the outcome of the research. Validity is obtained if the data collected accounts for what it was intended to measure. To improve the validity five questionnaires were given during the pilot study. (Kothari, 2004).

3.5.2 Reliability

Wallen (2000), states that reliability indicates the extent to which a measure is free from random error. Random error occurs when effectiveness of measured variable is influenced by other factors besides conceptual factors of interest besides the main variable. The pilot test tested the ability of the questions to measure the desired concept, the degree
of accuracy of the measuring tools, and the researcher’s interpretation of data. This exercise helped refine the tools more for accuracy.

3.6 Data collection Procedure

Questionnaires were administered to randomly selected respondents who had been consented prior to the process. There was no information validation or any probing process because all the respondents are potential respondents. An interview guide consisted of two main sections. Section A included characteristics pertaining demography of the participants. Such characteristics included education level, and administration experience. Section B, C, D and E that addressed the main research question.

3.7 Data analysis and presentation

Data analysis is the procedure involving the organization of information collected during the research into an easier way of communicating the data. (Baily, 1984). Editing, coding and tabulation will be conducted. A quantitative technique is the method that was used for data analysis. Here, the data that was measured in standard form was expressed numerically. The provision of results was done in explanatory notes or in measures that do not have a standard scale. Presentation of data was through pie-charts, use of tables and by the use of graphs.

3.8 Ethical consideration

Wallen (2000) defines ethics in as the ability of a researcher to report exactly what happened. It involves the maintenance of honesty in the conduction and reporting of scientific research and credits given as well as the efforts put into it. Treating the participants of the research in an ethical way matters to the individuals as well as to behavioral sciences at large as it upholds continuation of the process of research.
3.8.1 Informed consent

Participants were informed and their consent sought for use for the reason behind the study. The informed consent included; expected duration of research, and right of participants to decline or withdraw during the process.

3.8.2 Voluntary participation

Participants was needed to verbally declare their consent in order to take part in the study. This was to determine if their participation was free and fair. An explanation was given to the participants by the researcher assuring them that their response was for the purpose of study. They also be explained to that their contribution to the research was led to the achievement of meaningful data.

3.8.3 Anonymity and confidentiality

The researcher was supposed to keep the identity of the respondent in secrecy in order to respect the interest of the respondent. The method of submission of the questionnaires was also be anonymous. The report given by the respondents should also be held as confidential and the respondents should be assured that their identities were not linked to the data provided

3.9 Chapter Summary

This section discussed the methods that were used in the study, it has critically talked about the research design, the target population, design of the sample, techniques used in data collection, validly and reliability test and the application package for data analysis.
CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

Analysis and presentation of data will be done in this chapter. The limitations that were encountered while doing the study will also be discussed.

4.1 Presentation of research findings

4.1.1 Response rate

Out of the 100 questionnaires that were distributed to the respondents, 90 of them came out properly filled and desirable for the analysis of data. Only 10 questionnaires were either not received back or not correctly filled therefore they were rejected. This was 90% of the total number of questionnaires, which is very much desirable according to Mugenda and Mugenda (2003), who pointed out that 50% and above of the total sample size is desirable and it ensures minimum errors. The information is illustrated in Table 4.1 and Figure 4.1.

Table 4.1: Table showing the response rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>No response</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>
4.1.2 Descriptive findings

This section gives an analysis of the demographic characteristics of the respondents such as gender, tenure of service at the organization, highest level of education, level of management, type of work they do and finally the highest level of education. This information is broken down below;

4.1.2.1 Gender of respondents

Respondents were asked to indicate their sexes. Out of the 90 respondents, 35 which was 38.9% of the total respondents indicated that they were females while 55 which was 61.1% of the total respondents indicated to be male. This information is analyzed in Table 4.2 and Figure 4.2.
Table 4.2: Table showing the gender of respondent

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>35</td>
<td>38.9</td>
</tr>
<tr>
<td>Male</td>
<td>55</td>
<td>61.1</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.2: Figure showing the gender of respondents

4.1.2.2 Number of years worked in the organization

Respondents were to indicate their tenure of service at the organization. Out of the ninety respondents, 15 of them (16.7%) indicated to have worked in the organization between 0-5 years. 30 of the respondents (33.3) indicated to have worked between 6-10 years in the organization. 40 respondents (44.4%) indicated to have worked between 11-15 years
while only 5 respondents (5.6%) indicated to work for the organization between 16-20 years. This information is quantitatively presented in Table 4.3 and Figure 4.3;

Table 4.3: Table showing number of years worked by respondents

<table>
<thead>
<tr>
<th>Number of years</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 years</td>
<td>15</td>
<td>16.7</td>
</tr>
<tr>
<td>6-10 years</td>
<td>30</td>
<td>33.3</td>
</tr>
<tr>
<td>11-15 years</td>
<td>40</td>
<td>44.4</td>
</tr>
<tr>
<td>16-20 years</td>
<td>5</td>
<td>5.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.3: Figure showing number of years worked by respondents

4.1.2.3 Level in management

Respondents were to indicate their rank at their organization. Four respondents (4.4%) indicated that they were from top management, 6 respondents (6.7%) recorded that they were from middle level management while 80 respondents (88.9%) indicated that they were subordinates. The information is illustrated in Table 4.4 and Figure 4.4;
Table 4.4: Table showing the management level of respondents

<table>
<thead>
<tr>
<th>Management level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top</td>
<td>4</td>
<td>4.4</td>
</tr>
<tr>
<td>Middle-level</td>
<td>6</td>
<td>6.7</td>
</tr>
<tr>
<td>Support</td>
<td>80</td>
<td>88.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Figure 4.4: Figure showing the management level of respondents

4.1.2.4 Nature of work

Bearing in mind that this was a manufacturing industry, respondents were asked to indicate their nature of work they do at the organization. They were to indicate whether they do the technical or administrative work. Out of the 90 respondents, 75 indicated that they work in a technical department while 15 of them indicated that they were in the administrative. This information is recorded in Figure 4.5 and Table 4.5:
### Table 4.5: Table showing the nature of work of respondents

<table>
<thead>
<tr>
<th>Nature of work</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>75</td>
<td>83.3</td>
</tr>
<tr>
<td>Administrative</td>
<td>15</td>
<td>16.7</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

### Figure 4.5: Figure showing the nature of work of respondents

#### 4.1.2.5 Level of education

The respondents were to indicate the highest level of education that they have ever attained. There was no respondent that indicated that their highest level of education was primary level. 4 respondents (4.4%) indicated that their highest level of education was secondary level, 20 of the respondents (22.2%) indicated that their highest level of education was diploma level, 50 of them (55.6%) indicated that their highest level of education was undergraduate while 16 respondents (16.7%) indicated that their highest level of education was that of post graduate as illustrated in Table 4.6 and Figure 4.6;
### Table 4.6: Table showing the highest level of education of employees

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>4</td>
<td>4.4</td>
</tr>
<tr>
<td>Diploma</td>
<td>20</td>
<td>22.2</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>50</td>
<td>55.6</td>
</tr>
<tr>
<td>Post-graduate</td>
<td>16</td>
<td>17.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### Figure 4.6: Figure showing the highest level of education for employees

![Bar chart showing level of education](chart.png)

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post graduate</td>
<td>17.8</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>55.6</td>
</tr>
<tr>
<td>Diploma</td>
<td>22.2</td>
</tr>
<tr>
<td>Secondary</td>
<td>4.4</td>
</tr>
<tr>
<td>Primary</td>
<td>0</td>
</tr>
</tbody>
</table>

### 4.1.3 Recruitment strategy

Under this section, questions on recruitment strategy were used to test hypothesis

#### 4.1.3.1 Effect of recruitment strategy on retention

Respondents were asked whether recruitment strategy had an effect on the retention of talent in the organization. Out of the 90 respondents, 75(83.3%) of them indicated a yes meaning that it indeed affected the retention of talent while 15(16.7%) respondents no
meaning that they did not see it as a factor that could affect the retention of talent. This information is indicated in Table 4.7 and Figure 4.7;

**Table 4.7: Table showing response on the effect of recruitment strategy on talent retention**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>75</td>
<td>83.3</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>16.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>90</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Figure 4.7: Figure showing response on the effect of recruitment strategy on talent retention**
4.1.3.2 Causes of talent retention

Several statements on recruitment strategy were administered to the respondents. They were required to indicate their extent of agreement on each where-by they were to indicate whether they strongly disagree (SD), disagree (D), whether they were neutral (N) or, whether they agreed (A) or strongly agreed (SA). Respondents were asked to indicate their extent of agreement on whether the organization does a proper job analysis before the process of employee selection. None of them strongly disagreed, none of them disagreed, 5(5.6%) were neutral, 45(50%) of them agreed while 40(44.4%) strongly agreed. They were also asked to indicate their extent of agreement on whether the methods of interviewing potential candidates was satisfactory. 4(4.4%) strongly disagreed, 6(6.7%) disagreed, 10(11.1%) were neutral about it, 55(61.1%) agreed while 15(16.7%) strongly agreed to it. They were to indicate their extent of agreement on whether the organization prefers candidates that have been referred to them. 12(13.3%) strongly disagreed, 78(86.7%) disagreed, no one was neutral, nor did they agree nor strongly agree to this statement. They were to indicate whether they agree on the fact that organization provides an adequate pool for quality application. 15(16.7%) strongly disagreed, 6(6.7%) disagreed, none was neutral, 68(975.6%) agreed while neither of them strongly disagreed. Finally, on recruitment strategy, respondents were asked to indicate their extent of agreement on whether the organization they work for provides clear objectives, requirements and candidates specification in the recruitment process. None of them strongly disagreed, 22(24.4%) disagreed, 50(55.6%) agreed while 10(11.1%) strongly agreed to this statement. Table 4.8 gives the analysis of these statements.
Table 4.8: Table showing respondents view on recruitment strategies effects on talent retention

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization does a proper job analysis before the process of employee selection begins</td>
<td>0</td>
<td>0</td>
<td>5(5.6%)</td>
<td>45(50%)</td>
<td>40(44.4%)</td>
</tr>
<tr>
<td>The methods of interviewing potential candidates is satisfactory</td>
<td>4(4.4%)</td>
<td>6(6.7%)</td>
<td>10(11.1%)</td>
<td>55(61.1%)</td>
<td>15(16.7%)</td>
</tr>
<tr>
<td>My organization prefers candidates that have been referred to them</td>
<td>12(13.3%)</td>
<td>78(86.7%)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>My organization provides an adequate pool for quality application</td>
<td>15(16.7%)</td>
<td>6(6.7%)</td>
<td>0</td>
<td>68(75.6%)</td>
<td>0</td>
</tr>
<tr>
<td>The organization I work for provides clear objectives, requirements and candidates specification in the recruitment process</td>
<td>0</td>
<td>8(8.9%)</td>
<td>22(24.4%)</td>
<td>50(55.6%)</td>
<td>10(11.1%)</td>
</tr>
</tbody>
</table>

4.1.4 Employee motivation

Under this section, respondents were administered with questions regarding the motivation of employees

4.1.4.1 Effect of employee motivation on talent retention

Respondents were asked to indicate whether employee motivation had any effect on the retention of talent at the organization. Out of the total number of respondents, 90(100%) respondents indicated that it surely did while none of them disagreed to it as illustrated in the Table 4.9 and Figure 4.8;
Table 4.9: Table showing the response on whether employee motivation affects retention of talent

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>90</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.8: Figure showing the response on the effect of employee motivation on talent retention

4.1.4.2 Causes of talent retention

Several statements on employee motivation were administered to the respondents. They were required to indicate their extent of agreement on each where-by they were to indicate whether they strongly disagree (SD), disagree (D), whether they were neutral (N) or whether they agreed (A) or strongly agreed (SA). Respondents were asked their extent of agreement on whether salary compensation in the organization was in line with what is
offered in the market. 2(2.2%) strongly disagreed, 17(18.9%) disagreed, 10(11.1%) were neutral about it, 51(56.7%) agreed to it while 11(12.2%) strongly agreed to it. They were also asked to indicate whether the salary they receive was in line with their qualifications. 20(22.2%) strongly disagreed, 25(27.8%) disagreed, 10(11.1%) were neutral, 18(20%) agreed while 22(24.4%) strongly agreed to it. They were also asked to indicate their extent of agreement on whether the assignments given to them were in line with their skills. 5(5.6%) strongly disagreed, 30(33.3%) disagreed, 10(11.1%) neutral about it, 20(22.2%) agreed to it while 25(27.8%) strongly agreed to it. They were to also indicate whether the organization provides them with the opportunity to come up with new skills and apply new technologies. 30(33.3%) strongly disagreed, 30(33.3%) disagreed, none was neutral, 12(13.3%) agreed while 18(20%) strongly agreed to it. They were finally to indicate whether they felt supported in their professional growth by their immediate superiors. 5(5.6%) strongly disagreed, 12(13.3%) disagreed, 27(30%) were neutral, 30(33.3%) agreed while 16(17.8%) strongly agreed to it. Table 4.10 gives an analysis of these statements.
Table 4.10: Table showing respondents view on employee motivation strategies on talent retention

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary compensation in my organization is in line with what is offered in the market</td>
<td>2(2.2%)</td>
<td>17(18.9%)</td>
<td>10(11.1%)</td>
<td>51(56.7%)</td>
<td>11(12.2%)</td>
</tr>
<tr>
<td>The salary I receive is in line with my qualifications</td>
<td>20(22.2%)</td>
<td>25(27.8%)</td>
<td>10(11.1%)</td>
<td>18(20%)</td>
<td>22(24.4%)</td>
</tr>
<tr>
<td>The assignments given to me are in line with my skills</td>
<td>5(5.6%)</td>
<td>30(33.3%)</td>
<td>10(11.1%)</td>
<td>20(22.2%)</td>
<td>25(27.8%)</td>
</tr>
<tr>
<td>My organization provides me with the opportunity to come up with new skills and apply new technologies</td>
<td>30(33.3%)</td>
<td>30(33.3%)</td>
<td>0</td>
<td>12(13.3%)</td>
<td>18(20%)</td>
</tr>
<tr>
<td>I feel supported in my professional growth by my immediate superiors</td>
<td>5(5.6%)</td>
<td>12(13.3%)</td>
<td>27(30%)</td>
<td>30(33.3%)</td>
<td>16(17.8%)</td>
</tr>
</tbody>
</table>

4.1.5 Employee development

Questions regarding the development of employees were administered

4.1.5.1 Effect of employee development on talent retention

Respondents were asked to indicate their view on whether they felt that employee development affects the retention of talent in organizations. Out of the 90 respondents, 65(72.2%) respondents agreed that it actually did whereas 25(27.8%) respondents indicated that it did not. The information is indicated in the Table 4.11 and Figure 4.9;
Table 4.11: Table showing response on the effect of employee development on talent retention

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>65</td>
<td>72.2</td>
</tr>
<tr>
<td>No</td>
<td>25</td>
<td>27.8</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.9: Figure showing response on the effect of employee development on talent retention

4.1.5.2 Causes of talent retention

Several statements on employee development were administered to the respondents. They were required to indicate their extent of agreement on each where-by they were to indicate whether they strongly disagree (SD), disagree (D), whether they were neutral (N) or whether they agreed (A) or strongly agreed (SA). They were asked to indicate their level of agreement on whether the organization sponsors them for training so as to enhance
their careers. 10(11.1%) strongly disagreed, 13(14.4%) disagreed, none was neutral, 50(55.6%) agreed while 17(18.9%) strongly agreed to it. They were asked whether training and development policies in the organization were well designed and widely shared. 30(33.3%) strongly disagreed, 15(16.7%) disagreed, none of them was neutral, 40(44.4%) agreed while 5(5.6%) strongly agreed to it. They were asked whether the training and development offered by the organization mainly focused on technical and managerial capabilities of the employee. None of them strongly disagreed, neither of them disagreed, no one was neutral, 60(66.7%) agreed while 30(33.3%) strongly agreed. They were also asked to indicate whether the organization offers equal training opportunities to all its workers. 55(55.6%) strongly disagreed, 35(38.9%) of them disagreed, none was neutral, 10(11.1%) of them agreed while none strongly agreed to it. They were also asked whether training and development in the organization were periodically evaluated. 45(50%) strongly disagreed, 35(38.9%) disagreed, no one was neutral, 10(11.1%) agreed while no one strongly agreed to it. Table 4.12 gives an analysis of these statements.
Table 4.12: Table showing respondents view on employee development strategies effect on talent retention

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>As an employee, the organization sponsors me for training so as to enhance my career</td>
<td>10(11.1%)</td>
<td>13(14.4%)</td>
<td>0</td>
<td>50(55.6%)</td>
<td>17(18.9%)</td>
</tr>
<tr>
<td>The training and development policies in my organization are well designed and widely shared</td>
<td>30(33.3%)</td>
<td>15(16.7%)</td>
<td>0</td>
<td>40(44.4%)</td>
<td>5(5.6%)</td>
</tr>
<tr>
<td>The training and development offered by my organization mainly focuses on technical and managerial capabilities of the employee</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>60(66.7%)</td>
<td>30(33.3%)</td>
</tr>
<tr>
<td>The organization offers equal training opportunities to all its workers</td>
<td>55(61.1%)</td>
<td>10(11.1%)</td>
<td>0</td>
<td>15(16.7%)</td>
<td>10(11.1%)</td>
</tr>
<tr>
<td>Training and development programs in my organization are periodically evaluated and improved</td>
<td>45(50%)</td>
<td>35(38.9%)</td>
<td>0</td>
<td>10(11.1%)</td>
<td>0</td>
</tr>
</tbody>
</table>

4.1.6 Working conditions

Questions regarding the atmosphere around the employees are asked under this section

4.1.6.1 Effect of working conditions on talent retention

Respondents were asked to indicate their views on whether talent retention was affected by their working conditions. 85(94.4%) respondents agreed by indicating yes that it did while 5(5.6%) respondents did not seem to agree with this. This information is illustrated in the Figure 4.10 and Table 4.13 below.
Table 4.13: Table showing response on the effect of working conditions on talent retention

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>85</td>
<td>94.4</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>5.6</td>
</tr>
<tr>
<td>Total</td>
<td>90</td>
<td>100</td>
</tr>
</tbody>
</table>

Figure 4.10: Figure showing response on effects of working conditions on talent retention

4.1.6.2 Effects of talents retention

Several statements on working conditions were administered to the respondents. They were required to indicate their extent of agreement on each where-by they were to indicate whether they strongly disagree (SD), disagree (D), whether they were neutral (N) or whether they agreed(A) or strongly agreed (SA). Respondents were to indicate their level of agreement on whether their working environment allowed them to work well and effectively. 5(5.6%) strongly disagreed, 10(11.1%) disagreed, none of them was neutral,
65(72.2%) agreed, while 10(11.1%) strongly agreed. They were also asked whether there was a peaceful coexistence between employees in the organization. 10(11.1%) strongly disagreed, 10(11.1%) disagreed, none of them was neutral, 45(50%) of them agreed while 25(27.8%) strongly agreed. They were also asked to indicate their extent of agreement on whether the equipment being used in the organization were up-to-date and very easy to work with. 15(16.7%) strongly disagreed, 15(16.7%) disagreed, 5(5.6%) were neutral about it, 50(55.6%) agreed while 5(5.6%) strongly agreed to it. They were also asked to indicate their level of agreement on whether they normally get all the help and support from their co-workers. 5(5.6%) strongly disagreed, 4(4.4%) disagreed, 5(5.6%) were neutral about it, 65(72.2%) agreed to it while 11(12.2%) strongly agreed to it. Finally, on statements regarding the environment, they were asked whether their work environment was in line with the ILO standards. 10(11.1%) strongly disagreed, 20(22.2%) disagreed, no one was neutral about it, 65(72.2%) agreed to it while 11(12.2%) strongly agreed to it. Table 4.14 gives an analysis of these statements.
Table 4.14: Table showing respondents view on working condition effect on talent retention

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>The working environment in my organization allows me to work well and effectively</td>
<td>5(5.6%)</td>
<td>10(11.1%)</td>
<td>0</td>
<td>65(72.2%)</td>
<td>10(11.1%)</td>
</tr>
<tr>
<td>There is a peaceful coexistence between employees in my organization</td>
<td>10(11.1%)</td>
<td>10(11.1%)</td>
<td>0</td>
<td>45(50%)</td>
<td>25(27.8%)</td>
</tr>
<tr>
<td>The equipment being used in my organization are up-to-date and very easy to work with</td>
<td>15(16.7%)</td>
<td>15(16.7%)</td>
<td>5(5.6%)</td>
<td>50(55.6%)</td>
<td>5(5.6%)</td>
</tr>
<tr>
<td>I normally get all the help I need as well as support from my co-workers</td>
<td>5(5.6%)</td>
<td>4(4.4%)</td>
<td>5(5.6%)</td>
<td>65(72.2%)</td>
<td>11(12.2%)</td>
</tr>
<tr>
<td>My work environment is in line with ILO health and safety standards</td>
<td>10(11.1%)</td>
<td>20(22.2%)</td>
<td>0</td>
<td>45(50%)</td>
<td>15(16.7%)</td>
</tr>
</tbody>
</table>

4.2 Limitations of the study

4.2.1 Lack of cooperation

While carrying out the actual research, lack of cooperation was faced was encountered from respondents especially those that were in the factory itself. However, with instructions from their supervisor, they were asked to fill in the questionnaires during their break which was a sigh of relief.
4.3 Chapter summary

This chapter gave a detailed summary of the findings from the research findings that were administered in the questionnaire regarding the variables in the study which were; recruitment strategy, employee motivation, employee development and working conditions. The results were presented in the form of graphs, tables and charts as well as detailed explanations. The limitations encountered during the study were also discussed.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section gives a detailed summary of the findings of the results, conclusion, recommendations based on the study. Suggestions for other researches will also be given

5.1 Summary of the findings

The purpose of this study was to establish whether recruitment strategies, employee motivation, employee development and working conditions had an effect on talent retention and performance in manufacturing industries. The study’s target population was 200 employees from Medivet Limited whereas the sample size was 100 respondents still from the same organization. 90 (90%) of the total questionnaires were used for the analysis of data, while 10 (10%) were declared null and void. The findings were presented in the form of charts, graphs and tables as well as explanations on whatever was quantitatively presented.

5.1.1 In what ways does recruitment strategies affect retention and performance of talent in manufacturing companies in Kenya?

Respondents were asked to indicate whether they thought that recruitment strategy indeed affected the retention of employees in the organization. 83% of the respondents indicated that it indeed affected the retention of employees. This was in agreement with previous scholars who admitted that there was a positive relation between recruitment strategy and retention of employees. When an organization applies good strategies for recruitment, they may be assured of getting qualified talent that would be able to stick around for a
long time and also save on training money on those that apply for jobs for the sake of it, even without the required qualifications. Ankarah-Kusi (2012) study on two companies in Ghana showed that indeed these two variables had a positive relationship, indicating that the two firms were not applying good retention strategies, further recommended that the two organizations should establish a recognition program for their works so as to be able to identify their contributions to the organization.

5.1.2 How does employee motivation affect retention and performance of talent in manufacturing companies in Kenya?

Respondents were asked to indicate whether employee motivation affects the retention of employees. 100% of the employees agreed to it. This was in agreement with the previously done researches which showed that there was a positive relation between the two variables. For instance, Faustina (2012), carried out a research to assess the importance of motivation on employee retention in Standard Chartered Bank Ghana and the results summary indicated positivity between staff retention and their motivation. Most respondents in the study indicated that salary and other forms of employee benefits were their greatest motivators, which was seconded by, a good working environment together with as well as the security of the job. Recognition, provision of training, candidity, promotion and good communication as the most appropriate HR strategies that would psych them up to stay at their work place. Well motivated candidates never see the need of hoping from one job to another.
5.1.3 What is the effect of employee development on retention and performance of talent in manufacturing industries in Kenya?

Respondents were asked to indicate whether employee development had an effect on retention of talent in their organization. 72.2% agreed that it indeed had an effect. In line with previous researchers such as Ldama & Bazza (2015), there was indeed a positive relation between employee development and retention, showing that small amount of training had a massive significance non staff retention in banks and upon increase of fairness on training policies, employee retention strategy could as well be achieved, urging banks to train their staff as a mode of motivation so as to retain them. It is the desire of every individual to become better than how they were yesterday. With this in mind, anyone whose curiosity is satisfied may not see the need of switching jobs. Hence retention is achieved.

5.1.4 What is the effect of working conditions on retention and performance of talent in manufacturing companies in Kenya?

Respondents were asked whether they felt that working conditions affect the retention of employees in the organization. 94.4% agreed that it indeed affected the retention of employees in the organization just like previously done scholars such as Kwenin (2013), who assessed the relation between the environment in which employees work in, the opportunities they have to develop their career, and employee retention. The results from the analysis displayed a dogmatic relationship between employee retention work environment and development of career opportunities. Employees should be subjected to career enhancement, and establish a friendly work environment for employees to be more comfortable and feel compelled to stay around.
5.2 Conclusion

From the above study, it is quite evident that recruitment strategy and retention of talent have a positive relation. The organization provides a proper analysis for jobs before the process of employee selection, while interviewing methods done by the organization was satisfactory. However, the organization does not prefer referred candidates. The organization provides an adequate pool for quality application and also provided clear objectives, requirements and specification to candidates in the process of recruitment.

Employee motivation and retention are also seen to have a positive relation to each other. The salary and compensation in the organization was in line with that what the market offered, though not in line with their qualifications. The assignments given to them were in line with their skills. However, the organization doesn’t seem to give its employees the opportunity to come up with new skills and apply new technologies, but they received support professional growth by their immediate superiors.

Employee development also has a positive relation with retention of talent based on this study. The organization sponsors them for training for the purposes of enhancing their careers but the policies regarding training and development in the organization were not well designed nor widely shared. The kind of training offered at the organization mainly focused on technical as well as managerial capabilities of the employees, though it does not offer equal training opportunities to all its workers, neither are the training programs periodically evaluated neither are they improved.

Working conditions in the organization are seen to have a positive relationship based on this study as well. The working environment in their organization allowed employees to work well and effectively. There was a peaceful coexistence between employees in the
organization. Equipment used in the organization were up-to-date and easy to work with according to majority of the respondents. Most employees also agreed of getting the help and support they need from their co-workers and, they also agreed that their work environment was in line with the health and safety standards provided by ILO.

5.3 Recommendations

Based on the above study, the following recommendations were made;

The management should see to it that the talent in the organization is compensated according to their academic qualifications. This does not have to be in line with what the market offers, but should be used as a way of retaining talent in the organization.

As a way of motivating employees, the organization should also make sure that they incorporate the new skills and technologies that the employees may come up with, for they the ones who know the ways and the means of improving their jobs due to their qualifications.

The training at Medivet should not only focus on the management and technical aspect of work but other dimensions so as to develop all-rounded employees. The organization should always review their training techniques from time to time to reduce boredom by employees so as to have an effective process as well.
5.4 Suggestions for further research

The above study seeks to identify the factors affecting the retention and performance of employees in organization using recruitment strategy, employee motivation, employee development and working conditions as it specific variables. However, the study should be done using other variables such as management style, organization culture and policies and procedures of the organization.
References


Withers, A. (2014, October 20). What is talent management and why is it important? *Training Journals*.
APPENDIX

LETTER OF INTRODUCTION

Management University of Africa

Dear Respondent,

REF: COLLECTION OF DATA FOR MY REPORT

My name is Antony Kiritu from the Management University of Africa pursuing my Undergraduate in Bachelors in Management and leadership. I would like to request for your help in filling out of questionnaires for my research which is a requirement for the completion of my Degree. The analysis of this results will be entirely academic based. A copy of the report may be issued to you upon request.

Your consideration will be greatly appreciated.

Yours sincerely,

Antony Kiritu Waweru
APPENDIX II

QUESTIONNAIRE

Kindly answer the following questions as per the instructions that may be given.

SECTION A

1. My gender is: Male [ ] Female [ ]

2. How long have you worked in this organization?

0-5years [ ] 6-10Yyears [ ] 11-15years [ ] 16-20years [ ]

21years and above [ ]

3. Management level

Top management [ ]

Middle management [ ]

Support staff [ ]

4. Which type of department are you in?

Technical [ ]

Administrative [ ]

5. Level of education

Primary level [ ] Secondary level [ ] Diploma level [ ] Undergraduate level [ ]

Post-graduate level [ ]
SECTION B: RECRUITMENT STRATEGY

i. Do you think recruitment strategy affects the retention and performance of talent in your organization?

Yes [ ] No [ ]

ii. On a scale of 1-5 where 1 is strongly Disagree, 2 is Disagree, 3 is Neutral 4 is Agree and 5 is Strongly Agree, how much do you agree with the following statements?

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization does a proper job analysis before the process of employee selection begins</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The methods of interviewing potential candidates is satisfactory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization prefers candidates that have been referred to them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization provides an adequate pool for quality application</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization I work for provides clear objectives, requirements and candidates specification in the recruitment process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

iii. In your own opinion, how would your organization improve on recruitment strategy so as to enhance retention of talent in your organization?

..............................................................................................................................
..............................................................................................................................
..............................................................................................................................
..............................................................................................................................
SECTION C: EMPLOYEE MOTIVATION

i. Do you think that employee motivation affects the retention and performance of talent in your organization?

Yes [ ] No [ ]

ii. On a scale of 1-5 where 1 is Strongly Disagree, 2 is Disagree, 3 is Neutral 4 is Agree and 5 is Strongly Agree, how much do you agree with the following statements?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary compensation in my organization is in line with what is offered in the market</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The salary I receive is in line with my qualifications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The assignments given to me are in line with my skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization provides me with the opportunity to come up with new skills and apply new technologies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel supported in my professional growth by my immediate superiors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

iii. According to you, how would your organization motivate its staff in order to retain them?

...........................................................................................................................
...........................................................................................................................
...........................................................................................................................
SECTION D: EMPLOYEE DEVELOPMENT

i. Do you think employee development affects the retention and performance of talent in your organization?

Yes [ ] No [ ]

ii. On a scale of 1-5 where 1 is Strongly Disagree, 2 is Disagree, 3 is Neutral 4 is Agree and 5 is Strongly Agree, how much do you agree with the following statements?

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>As an employee, the organization sponsors me for training so as to enhance my career</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The training and development policies in my organization are well designed and widely shared</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The training and development offered by my organization mainly focuses on technical and managerial capabilities of the employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization offers equal training opportunities to all its workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training and development programs in my organization are periodically evaluated and improved</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

iii. In what ways would the organization develop its talent in order to retain them in your organization?

........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
SECTION E: WORKING CONDITIONS

i. Do you think that working conditions affects the retention and performance of talent in your organization?

Yes [ ]

No [ ]

ii. On a scale of 1-5 where 1 is **Strongly Disagree**, 2 is **Disagree**, 3 is **Neutral**, 4 is **Agree** and 5 is **Strongly Agree**, how much do you agree with the following statements?

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The working environment in my organization allows me to work well and effectively</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is a peaceful coexistence between employees in my organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The equipment being used in my organization are up-to-date and very easy to work with</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I normally get all the help I need as well as support from my co-workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My work environment is in line with ILO health and safety standards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

iii. What conditions in your work environment would you want the management to improve on so as to retain the talent that there is in the organization?

..........................................................................................................................

..........................................................................................................................

..........................................................................................................................
What other strategies would you suggest for the management in order to retain the best of the best employees in your organization?