

**TALENT MANAGEMENT STRATEGIES, MANAGERIAL STYLES AND
EMPLOYEE RETENTION IN STATE CORPORATIONS IN MOMBASA,
KENYA.**

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DECLARATION

This research thesis is my original work and has not been presented for a degree or any other award at this or any other university.

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DEDICATION

I dedicate this thesis to my late mother Aisha Mahmoud, my father Abdulkader Ali, and my friends for their love and unconditional support throughout the whole process. You are a source of inspiration to me. You helped me go through the academic process with confidence and determination.

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ABSTRACT

Over the years, employee turnover has persistently continued to be a major concern in most State corporations in Kenya. Despite numerous research on employee retention strategies, state corporations have been experiencing widespread migration of staff in the recent past. Whereas previous researches have linked talent management strategies to employee retentions, whether or not managerial styles moderates the connection amongst talent management and employee retention in state corporations hasn't come to the attention of researchers. It is still not clear whether the persistence of employee retention in state corporations especially in Mombasa County could be associated with the role of managers in talent managing. The emphasis of this study therefore was to determine whether managerial styles have a moderating role in the connection between talent management strategies and employee retention in state corporations situated in Mombasa County. The study was anchored on the path-goal managerial theory, Herzberg theory of motivation, equity theory and the component theory. Pragmatism research philosophy was adopted. Cross sectional research design was adopted in this study. 293 employees including six human resource managers of the state corporations based in Mombasa were targeted in this study. A sample of 169 people was derived using the Yamane method. The study adopted a variety of ways to choose participants. First, purposive sampling was employed to select the six state firms' HR managers. The researcher then randomly selected the remaining 163 individuals working in diverse departments. To obtain the study data, two research instruments were used namely: interview guide and questionnaire. Questionnaires were administered to the sampled workers. However, interviews were conducted on the human resources managers guided by use of interview schedules. Descriptive and inferential statistics were generated by use of SPSS software version 26. Descriptive statistics basically comprised of frequencies, tables as well as percentages. The inferential statistic utilized in this study was binary logistic regression. The outcome of the research clearly demonstrated existence of a link between talent management and employee retention in state corporations in Mombasa. Besides, the findings also revealed that different managerial styles have a moderating influence in the link amongst talent management and employee retention. Managerial style not only has a statistically and significant influence on whether or not an employee stays with the organization, but it also plays a moderating function in the connection between talent management and employee retention in state enterprises. When managerial style is incorporated in the model, flexible work arrangement ceases to be a fundamental factor influencing employee retention. Further an examination of the odds ratio which in essence demonstrate the effect size show that by incorporating managerial style in the model reduces the odds of employees exiting the state corporations. The odds ratios are relatively lower after introducing managerial style in the model. This study took a cross-sectional approach to its data collection. Therefore, future research should place a primary emphasis on longitudinal methods, which make it possible to collect data at a number of different points. In future studies, more types of organizations besides state corporations should be included.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Retaining highly qualified, devoted and competent employees involves taking actions to encourage workers to continue working for the same company longer. Actions of this nature are referred to as employee retention strategies (Marchington & Wilkinson, 2018). Employee retention strategy can as well be described as established of rules and plans intended to guarantee that a business continues to have access to the talents for which it is responsible for (Armstrong, 2017). Employee retention programs guarantee an unwavering commitment on the part of workers to the firm. The ultimate purpose of retaining employees is to minimize loss of personnel, which has a negative influence on the productive capacity of the organization (Samuel & Chipunza, 2019).

Due to the multifaceted nature of the task, there is no single formula for retaining employees. The firm enjoys a competitive advantage occasioned by increase in staff retention (Bhatnagar, 2017). As the working environment becomes more competitive, it becomes exceedingly crucial for organizations to reap every talent they have on its employees. Adoption of efficient methods by businesses to keep skilled staff members of staff is essential to the companies' performance in dynamic markets (Huselid, 2015).

Expertise can be retained by a variety of strategies, some of which include motivation, professional advancement, salary, and rewards (Devi, 2017). According to Hausknecht et al. (2017) research, an organization's economic and operational performance is dramatically impacted when high-performing employees are kept on board. The provision of monetary bonuses to employees is recognized as major contributors to retention of employees in an organization. Nevertheless,

employers are required to explore all of their choices and choose whether economic benefits or educational opportunities will serve them better in the future (Rabbi et al., 2018).

Optimizing a company's workforce through comprehensive training and development is the simplest and most effective way for businesses to significantly boost the productivity of their workforce and increase the likelihood that workers will remain with the company (Wan, 2017). In order for companies to reach this objective, they need to make investments in their workforce so that their workers may acquire the appropriate levels of knowledge, expertise, and skills. Employees will be better able to function effectively in an environment that is not only complicated but also prone to unexpected shifts as a result of this.

Factors that influence employee retention rates can be classified into six broad groups namely; Reward for work that has been completed; provision of work that is difficult; provision of opportunities for promotion; provision of an inviting environment within the organization; provision of wonderful family members with colleagues; provision of a sense of balance amid career and personal lives (Walker et al., 2017).

The issue of employee retention is a global phenomenon affecting all sectors of economy. In the United Kingdom for example, competition for talent has had an effect on virtually every sector to the point that the few highly skilled applicants who are still available are being swamped with job offers while companies struggle to locate people who are a suitable fit for open positions. 53 percent of firms, according to the findings of a poll that was conducted by Robert Half in 2020 on Salary Guide, find it difficult to source people who have the appropriate abilities. According to PwC, CEOs are concerned that a lack of skills could affect growth goals and digital transformation projects next year.

In the U.S., employee turnover rates peaked in 2016, when approximately 22% of businesses recorded increases in staff cutbacks, 20% faced a recruiting freeze, and approximately 35% restructured their company (American Management Association, 2021). The period between 2016 and 2019 saw employee turnover rates reach their highest point in the United States. The significant drop in the percentage of workers leaving their jobs voluntarily from 13 percent in 2016 to 9 percent in 2018 implies that people had stopped looking for work elsewhere and were prepared to remain with their company until there were fewer vacancies in the labor market. The percentage of employees leaving their jobs involuntarily fell from 9 percent to 6 percent, which indicates that businesses stopped lowering the size of their staff as drastically as they had been (American Management Association, 2021).

According to Half (2020), One-third of top decision-makers plan to prioritize staff retention and training in the next year. Similarly, 29% said acquiring talent was a top problem. 41% of the respondents who were chief information officers or executives working with technology expressed worry about the need for skills training and development.

In 2003, Zambia and the Netherlands developed the Zambia Health Employees Retention Scheme (ZHWRs). ZHWRs was a motivation scheme geared towards attracting, retaining, and increase rural workers (Makasa, 2021). In the health care industry, additional steps have been made to discourage staff departures from the country. SADC countries have agreed stop hiring professionals in health drawn from other SADC countries. However, WHO has intervened to not only to empower African states improve salaries remuneration of health professionals but also to enhance their recruitment and training. Also included in these efforts are efforts to prevent the hiring of health professionals from countries that are not members of SADC. These two programs

which are in place even to date illustrate measures that have been undertaken to brain drain (Makasa, 2021).

According to a review by Klynveld Peat Marwick Goerdeler (KPMG, 2019) on African industry professionals on compliance control, leaders and managers in Africa ought to emphasize on managerial styles and control in order to urge their workers to work more. As a consequence of this, Africa's industries have come to recognize the significance of retaining their talent as the single most important component of their strategy for managing their expertise. It was discovered that this is the case despite the fact that retaining talent is often acknowledged as the most crucial expert activity for industries in Africa.

1.1.1 State Corporations in Kenya

State corporations are businesses established by the act of parliament to offer services to citizenry. Initially, they were established in Kenya during the colonial era to offer services which the private sector was not able to offer. By then, the state corporations mainly concentrated on transport, communication and agriculture sectors. However, when Kenya became an independent state, it formulated sectional paper No. 10 on African socialism and how it can be applied to planning in Kenya. The sectional paper detailed a series of policy initiatives that emphasized how private and public sector can complement one another to spur economic development (Kibui et al., 2015).

The Goal of establishing state corporations was five-fold. First, to hasten socio-economic development. Second, to lower regional economic imbalance. Third, to enhance citizen participation in economic development. Fourth, to fast-track foreign investment via joint undertakings and fifth to encourage native entrepreneurs (Kibui et al., 2015).

The state has substantial power over state corporations since it possess supremacies to hire managers and can issue commands of universal nature. Although the purpose of their existence is not to make profit in as much as profitability is used to gauge their performance, they ought to offer quality services to the citizens (Kibui et al., 2015).

1.1.2 Talent Management

One's ability for accomplishing a specific activity in a predetermined manner is referred to as their skill. The individual talents of a person are how expertise is evaluated. In addition to this, it incorporates the individual's capacity for intellectual growth and exploration (Nafei, 2015). In the long run, effective human resource management is dependent on a company's ability to cultivate and retain important roles with a diverse pool of highly qualified and motivated employees while also establishing a distinct organizational structure to facilitate the recruitment of qualified candidates. This is because the ability to do these things is vital for a company's capability to grow and thrive. Organizations' long-term competitive advantage is bolstered by talent management, a set of practices and procedures for systematically identifying and filling critical roles. A major component of an establishment's lasting competitive gain is the methodical identification of critical positions by use of processes and activities known as "talent management" (Collings et al., 2019).

It is possible that the firm has implemented an expertise control approach if it has been fruitful in recruiting talented employees. Diversity of factors, together with firm recognition, work-lifestyle stability, competitive compensation, and difficult work, are significant components in the process of recruiting individuals (Groves, 2017). Structures of repayment and reward need to be put in place to facilitate the sharing of information and talents. It is imperative that compensation and reward structures encourage the sharing of expertise and skills. It is essential to provide incentives

to workers who make significant contributions to the organization's culture of information sharing (Kamil et al., 2017).

The development and maintenance of certified skills are the primary priorities of talent management. It improves the opportunities for workforces at all levels and in all respects within the organizations. However, improving the performance of an organization is not enough; true success comes from the hearts and ideas of individuals who work for the organization. Personnel can become engaged both by their heart and their ideas with the use of skills control tactics, which can help them become unwaveringly committed to their task with entire passion (Waxin et al., 2018).

Talent management is widely applied in personnel management. It describe a strategy that uses incorporated strategies to improve and maintain and enhance performance. The goal is to keep, develop, and make the most of people who have the right qualifications and skills by keeping them around to satisfy existing and imminent business requirements (Karam et al., 2018).

When a position becomes vacant, firms can use talent management to find the employees who have the most potential to step into that position and lead the company into the future. A fundamental understanding and strategy for growth and change is provided to assist organizations sustain their performance. In addition, talent management helps companies discover the individuals with high potential of becoming prospective leaders, which is a major benefit. In addition to attracting and maintaining top-notch employees, talent management is geared towards ensuring that the company's training and advancement in managerial strategies are in line with its mission and vision, both of which are essential for the enterprise's fiscal realization and lasting sustainability (Piasecki, 2019). A new global skills competitiveness index (GTCD)which was

presented at the Davos arena financial summit, shown that Switzerland has continued to play a leading role in skills competitiveness (World Economic Forum, 2019). As a result, the United States rises from third to second place, knocking Singapore out of the top three.

The chief executive officers of worldwide companies are afraid that the loss of a bright person may affect the future development of the company. In addition, the report came to the conclusion that a deficiency in capabilities is a significant problem in every region of the world. When compared to their colleagues in Italy (95%) and turkey (95%), chief executive officers in Japan (95%) and Europe (89%) are the most involved in their companies' operations, while CEOs in Italy (95%) and Turkey (95%). 55 percent of people who are most involved say that as a result, their commercial company isn't always able to develop effectively, and 45 percent think that it is pushing up their human's costs quicker than planned. Both of these statistics come from the people who are most involved.

Globally, nearly half of CEOs, or 46 percent, believe that excellent retraining and up-skilling is the most important initiative to close a capacity and capabilities gap. This is in contrast to the 18 percent of CEOs who believe that hiring from outside their enterprise is the most important initiative (PricewaterhouseCoopers. [PWC], 2019). Because of low beginning and increased immigration rates, Europe is experiencing a shortage of youthful workers, consequently, the number of open positions have increased. The sole form of baby coverage that China had from 1979 until 2015 has contributed to the country's employee shortage (PWC, 2020).

Out of 132 countries, South Africa is ranked 70th according to the global skills competitiveness index for 2020, which is a drop from its previous ranking of 67th in 2019 (Institut Européen d'Administration des Affaires[INSEAD, 2020). The Manpower Institution published crucial rating

information comparing South Africa to other nations based on how successfully they recruit talent, how successfully they retain talent, and how successfully they employ the skills and competencies of their workforce. The results indicated that the ability to get skilled workers was given a score of 53 out of a possible 138, with 138 being the highest possible score. Despite the fact that the nation did quite well on the enchantment scale, it only ranked 101st out of 132 countries in terms of its ability to retain its enchantments, which indicates that its overall performance was poor. The United States' reimbursement and hiring policies have earned it a ranking of 135th out of 138 countries, making them the indicator that is the weakest of all the indicators (INSEAD,2020).

According to a study carried out by Ernst and Young Global Ltd (2020), 67 percent of firms consider offering opportunities for mastery and development to be their top retention strategy for African experts. This is due to the fact that the most critical factor in maintaining direct access to expertise in Africa is providing opportunities for mastery and development. According to the findings of a survey conducted by Russell Reynolds Associates (2019), businesses operating in Kenya are suffering from a shortage of traditional management skills. These skills include the capacity to govern personnel and form teams, as well as the capability to drive change.

In Kenya, Safaricom has instigated numerous measures and programs to increase the rate of employee retention, which has provided them with a competitive advantage over their competition. Among these measures and programs are the creation of a department to use the skills of employees who work at the center, the evaluation of staff with the goal of keeping them, and the alignment of Safaricom's values in a way that lets their employees know what they stand for. Safaricom wants to be the overall market leader in terms of compensation packages, providing good working conditions, and other important things (Nzuve, 2019).

According to the Salaries and Remuneration Commission (SRC, 2022), the public sector has accomplished a high retention rate (95%) of civil servants, and this success has been attributed to the review of its staff salaries and allowances, which has resulted in the public sector paying its employees at a higher level than does the private sector. According to SRC (2022), only one percent of public sector employees leave their jobs for jobs in the private sector, while the remaining four percent of public sector employees just shift between other government departments and agencies. In terms of attracting and retaining talent, public sector remains to be the most sought-after enterprise. This is because the public sector is able to both attract and keep talents essential in doing their jobs effectively. In addition, the SRC (2022) reported that under the new laws, public officials' pay and allowances will be evaluated every four years to see whether or not they are commensurate with rises in the cost of living.

1.1.3 Career Development

Studies have pointed about possible connection between prospects for career development and employee's retention in a number of firms in most African countries, In Djibouti for examples, studies have shown that, the degree of employee engagement is directly proportional to the degree to which an entity is able to keep its workers on board for a longer duration of time (Houssein et al., 2020). In addition, managers of human resources should develop and implement retention policies that give workers the opportunity to improve their careers in a way that is beneficial to the firm. Even though some of these topics had been investigated in the past, the present study was the first one to investigate them all in Djibouti: worker engagement, work-life balance, career development, and employee retention. The inquiry that was carried out in Djibouti was successful in achieving this goal.

In Kenya, studies have indicated a substantial and auspicious connection between personnel performance and the opportunity for career advancement (Irene & Hazel 2016).

1.1.4 Employee Compensation

Compensation can be regarded as a return on investment between the company and the workers themselves. Additionally, compensation can be regarded as a right, either as a reward for being hired by the firm or as reimbursement for a job that has been done well. The amount of money that people make depends not only on the employment that they hold but also on factors such as their individual performance, the work they do as part of a group or team, and the organization as a whole (Brown, 2014).

According to Adeoye et al. (2015), employees, employers, and the government each have a reason to wish to improve the general quality of the goods and services that are produced. This results in wages, profits, and taxes for all parties involved. Workers, companies, and the government can get the most up-to-date information on salaries and earnings thanks to compensation management. Aruna and Anitha (2015) steered an investigation on factors that are vital to Generation Y and discovered that career growth and managerial styles remain to be vital factors in retaining employees within an organization. Employees nowadays are more concerned with career advancement than they are with job security.

From the perspective of compensation management, Kundu and Lata (2017) stated that the development of a caring work setting can help to increase employee satisfaction and retention rates. Increasing organizational meeting serves as a Moderating variable between worker force retention and a helpful workplace culture.

Globally, the expansion of the Indian economy led to increase in likelihood for job prospects. People are moving between organizations because of the abundance of job opportunities, but they are also remaining in their current positions. In this regard, it is critical to design a better compensation package so as to spur staff to remain with the organization (Chatterjee, 2016).

1.1.5 Flexible Work Arrangements

Studies suggest that flexible work schedules may increase retention levels of employees in enterprises. In Nigeria for example, employee performance, retention, and stress levels are all shown to improve with more flexible work schedules, (Idowu & Adebayo, 2020). Researchers have also suggested that organizations should take a proactive approach to align supply work-hour pacts with other personnel management policies, such as hiring and promotion, training and awards, and performance assessments, in order to deepen the alignment. This will allow for a more seamless transition between the two sets of policies.

From the emergence of the worldwide fiscal catastrophe of 2008, the global economy has witnessed a major challenge, which has resulted in consistent changes and implications around the world. The global financial crises have also been confounded by emerging issues such as the COVID-19. COVID-19 for example affected the lives of millions of people across the world, including both employees and employers.

For instance, the pandemic required adjustments to be made to the working conditions of employees, such as making work locations and hours more flexible, imposing financial consequences, and reducing the number of available hours because there were less hours available (Boshkoska & Jankulovski, 2020).

According to Lockett et al, (2017), increased workloads, pressure to fulfill deadlines, and a fear of failing are all variables that contribute to the development of stress. When an employee does not have complete control over when, and how he or she does his or her job, tension is likely to result. Stress can lead to a conflict between one's professional and personal responsibilities at work, which can lead to an unhappy and disharmony-filled relationship. Stress, in addition to contributing to mental and physical health issues including headaches, depression, and heart disease, is also a predictor of strained and conflicted relationships. Headaches, depression, and heart disease are just some of the conditions that can result from stress Locke (2017).

According to Ernst and Young Global Ltd (2020), the workplace will also be altered after Covid-19. This is due to the fact that the number of persons who have effectively acclimated to remote working has greatly increased throughout the epidemic. There is currently a transition taking place in the work setting , and the job that people do in the future will require a varied set of adaptable talents in addition to flexibility and agility as normal aspects.

1.1.6 Managerial Styles

A company's overall success can be boosted by a transactional managerial style (Longe, 2017). Transactional managerial styles can be used to create an environment that encourages the best utilization of both the organization's and its employees' strengths. A transactional style of managerial can benefit personnel who consistently achieve both tangible and intangible benefits. A high-performance environment and a captivating vision are two of the most important outcomes for a firm's employees and the company as a whole that this managerial style may achieve. As an added benefit, research shows that this managerial style is particularly good in spurring innovation within the company.

Sofi and Devanadhen (2015) found that transactional managerial styles didn't affect the organization's success. This managerial style doesn't promote creativity or imagination, thus employees don't meet company goals.

Iqbal et al. (2019) describe two types of managerial styles that have a bearing on the effectiveness of an organizations. These are the autocratic managerial style and the controlling managerial style. The oppressive leaders are less innovative and simply push their followers to have one-sided conversations. These leaders' lower employees' levels of motivation and contentment significantly. On the other hand, the authoritarian managerial style is well-known for being effective in the short run. This is because it places more emphasis on command and control. The practice of autocratic managerial styles hinders socialization and communication in the workplace, both of which are essential for the efficient operation of an organization. In addition, authoritarian managerial styles is the cause of organizational conflicts, which in turn have a detrimental effect on the organization as a whole and its ability to perform its functions (Iqbal et al., 2019).

Studies demonstrate that Leaders who are emotionally intelligent keep relationships with their followers and are acutely aware of their followers' social and emotional capabilities (Hauer et al., 2021).

1.1.7 Staff Motivation

Factors such as loyalty, motivation, commitment, and job satisfaction all play a substantial part in retaining a talent (Thai et al., 2020). Leaders' ought to take action so as to increase brilliant individuals' prospects of trust in them. For instance, when they need to establish trust in them, they need to show that they support the work that they do. They also need to treat equity in a timely manner and recognize it, since this is another approach to develop trust in them. Because they need to maintain the trust of their superiors in order to accomplish their jobs effectively, employees will

be aware of how valuable they are to the company and will be resistant to the idea of quitting as a result (Thai et al., 2020).

To encourage individuals to put in significant effort, leaders need to foster both an internal and an outward motivational environment. An employee that is motivated to reach the explicit hallmarks set by the organization will work diligently to do so and will continue to do so without letting up. Workers are motivated to labor more for their business so as to contribute to its success because they are continually looking for new ways to perform their jobs more effectively. Therefore, in order for colleges to attract smart people who are interested in working there, they need to have policies in place that encourage their employees and make their work enjoyable (Thai et al., 2020).

To motivate employees, firms need to develop compensation policies as well as guidelines on how employees should be managed. Employ appropriate methods for welfare and reward, as well as for training, promotion, and appointment. Administrators need to have a better understanding of the value of what they contribute to the company in order for them to be happier in their jobs. They will be ecstatic, above all else, to hear that they are valued. The issue of building career programs for talented individuals is one that has to receive the attention of leaders. Because of this, they will be able to have clear goals and strategies for the expansion of their careers while they are attending universities, which will make them feel good, make them more driven to work, and make them more responsible while they are working. To find a solution to this issue, the administration of the institution should place a greater emphasis on instilling a sagacity of accountability in the work performed by every employee there (Wan & Nur, 2018).

1.2 Problem Statement

In Kenya's private and public sectors, employee retention is a growing concern for many organizations. It is even more challenging for human resource practitioners to retain talented employees because they have luxury of choices in the global market (Kibui et al., 2015; Nyanjom, 2013). Since talented employees are highly competitive and many organizations lack highly qualified and talented workers, firms must place a significant emphasis on both the acquisition of new talent and the maintenance of their existing workforce (Julia & Evelina, 2018). Empirical evidence demonstrates that employees who work in a firm for an extended period of time, not only do they get acquainted with the company's work culture, but also instigate their colleagues to be extra dedicated, involved, and devoted to the organization. The ripple effect of this is increased productivity (Margaret, 2018).

State corporations in Kenya have been affected by massive turnover, a problem that has persisted for a long time (Kibui et al., 2015). At least 20% of employees resigns from their positions on a yearly basis, as reported by the Kenya National Bureau of Statistics (KNBS, 2019). The impact of people leaving their jobs in high numbers in search of better terms of employment has been felt by state corporations (Murungi & Okiro, 2018). Kenya Airways for example lost most of its workers to rival airlines. It suffered losses of 20 pilots and 80 engineers to Qatar airlines in 2016. It also suffered losses of 130 pilots to Middle Eastern carriers in 2018. (Murungi & Okiro, 2018).

According to findings from a poll conducted through LinkedIn (2020), ninety-four percent of employees would work for a company as long as it prioritized their professional development. A startling 66 percent of workers admitted that they would quit their job if they didn't feel that their efforts were recognized, which is a startlingly high number. According to the findings of the same

survey, an employee's likelihood of quitting their job increases by one percent for every ten months that they continue in their position.

Whereas previous studies have attempted to link talent management to employee retention, such studies are not conclusive and the problem of employee retention in financial state corporations continue to persist. For example, Onyango (2017) explored the influence of talent management on staff retention in Siaya county referral hospital. Muriuki (2017) on the other hand investigated the impact talent management has on the likelihood of an employee remaining with multichoice Kenya limited while Munyeki (2016) carried out an investigation on how talent management influenced employee retention in mission hospitals. Whereas these investigations have related talent management practices to employee retention in various organizations, and whereas the problem of employee retention continues to persists in state corporations, no study has investigated the Moderating influence of managerial styles in the connection amongst talent managing approaches and employee retention in state corporations. It is therefore not well known whether persistence of the problem of employee retention in state corporations could be attributed to the role of managerial style in employee retention. The study therefore investigated the association amongst talent management strategy and employee retention as moderated by managerial styles in state corporations in Kenya.

1.3 General Objective

The overall aim of this research was to assess whether managerial styles play a moderating role between talent management strategies and employee retention in state corporations in Mombasa County, Kenya.

1.3.1 Specific Objectives

- i. To examine the link between career development and retention of employees in state corporations in Mombasa County, Kenya.
- ii. To evaluate the link between employee compensation and retention of employees in state corporations in Mombasa County, Kenya.
- iii. To examine the association existing between flexible working arrangements and retention of employees in state corporations in Mombasa County, Kenya.
- iv. To examine the relationship between staff motivation and retention of employees in state corporations in Mombasa County, Kenya.
- v. To investigate the Moderating role of managerial styles in the relationship between talent management and employee retention in state corporations in Mombasa County, Kenya.

1.4 Research Hypothesis

H₀₁: There is no significant relationship between career development and employee retention in state corporations in Mombasa County, Kenya.

H₀₂: There is no significant relationship between employee compensation and employee retention in state corporations in Mombasa County, Kenya.

H₀₃: There is no significant relationship between flexible working arrangements and employee retention in state corporations in Mombasa County, Kenya.

H₀₄: There is no significant relationship between staff motivation and employee retention in state corporations in Mombasa County, Kenya.

H₀₅: Managerial styles has no Moderating effect in the relationship between talent management

and employee retention in state corporations in Mombasa County, Kenya.

1.5 Scope of the Study

The research targeted all the 6 state corporations based in Mombasa County as of March 2021. According to 2017 presidential directive on state corporations, Kenya has a total of 248 state corporations where 6 of them are operating in Mombasa County. The selection of these state corporations is justified by the fact that they have experienced a high rate of employee turnover over the course of several decades. Explicitly, the connection existing between talent management techniques and employee retaining in these state corporations with a primary focus on how the relationship is influenced by different types of managerial styles was extensively evaluated. The study was conducted between the months of March 2021 and November 2022.

1.6 Significance of the Study

The outcome of this research may be of importance to the following: Officers who are in charge of state corporations. This is because they may recognize the interlinkage between talent managing and the retaining of employees, as well as the Moderating effect that managerial styles has on that relationship.

Administrators in other organizations whether private or public may greatly benefit from the outcomes of this study since the study exposes the role of talent management in enhancing employee retention.

The government and the relevant line ministry in charge of parastatals is expected to benefit tremendously from the findings of this study and possibly come up with strategies geared towards enhancing employee retention in state corporations.

Existing and future researchers are also expected to greatly profit from the outcomes of this research and possibly use the study results for future reference and or to plan for more research in the area of employee retention which remains to be growing concern for human resource professionals not only in state corporations but also in other business entities.

1.7 Limitations and Delimitations

This study accounted for the potential limitations associated with the lack of interest and cooperation displayed by some respondents in the course of gathering the research data. First and foremost, the study participants were guaranteed that the secrecy of their replies would be maintained, and secondly, the researcher guaranteed the respondents that the outcomes of the research would be beneficial to society. Both of these measures were taken to combat this issue. The researcher was faced with a nonexistence of dependable sources of information on talent management and employee retention rate in state corporations. Moreover, the inquiry required contemporary materials that had been published during the past few years, which were difficult to locate. Utilizing journals and reports on talent management and staff retention from state enterprises allowed for this limitation to be circumvented.

1.8 Operational definition of terms

Employee career improvement: An initiative that companies do to facilitate professional expansion and growth of its staff members. (McDonald et al., 2016).

Employee compensation are benefits (cash or excursion) that an employer gives a worker in exchange for the service rendered by the worker.

Employee retention is the process of keeping employees, or keeping the right employees, in a business.

Flexible working arrangement refers to a scheme that allows workers to move their working week and hours according to their own preferences (Bhalla et al., 2016).

Managerial style is the manner in which a leader presents direction, carries out plans, and inspires other people (Sharma & Jain, 2020).

Talent management is an act of identification, acquisition, development, and retention of the right talent to achieve an organization's goal (Dalahmeh, 2020).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two instigates with critical examination of related theories. Previous enquiries relevant to this research are also critically evaluated to form an empirical basis of the study. The chapter concludes by presenting conceptual framework adopted in the enquiry.

2.2 Theoretical Review

Primary focus here is on analyzing the possible interlinkages amid talent management strategies and retaining of employees at state-level businesses located in Mombasa County, Kenya, with primary focus on the Moderating effect of managerial style in their relationship. The Equity Theory, Herzberg's Theory, Component Theory, and the Path-Goal Managerial Theory served as the basis for this investigation.

2.2.1 Path-Goal Managerial Theory (PGT)

Path-Goal Managerial Theory was first put forth by Michael and William (1974). The goal of the path-goal model is for the organization to be on the right path and achieve its goals. The goal of the leader is to align the establishment's priorities with those of the executives and to lead the organization to realize its mission. The theory identifies five key behaviors that are associated with effective managerial styles: being a listener, being a leader, setting clear goals, and being a good teammate. It then describes the relationship between these behaviors and the ultimate goal of managerial styles: to get the organization closer to its goals (Michael & William, 1974).

According to this theory, a high level of self-efficacy is the only thing that can motivate people to follow you. The conviction that the result they believe they have achieved as a result of their efforts was worthwhile (Bhatia, 2016). It is predicated on two guiding principles: first, that the conduct of the leader may be appropriate, and second, that the younger staff may regard this as the most rewarding instrument in achieving future pleasure. It also makes a veiled reference to the fact that leaders' actions encourage younger staff members when they do a good job and how much they are applauded (Greenberg & Baron, 2010).

According to Northouse (2013), good managerial styles can be achieved if the leader correctly diagnoses both the level of growth of his or her juniors and demonstrates the recommended managerial style that matches that circumstance. In other words, good managerial styles can be achieved if the leader shows the recommended managerial style that matches the circumstance. This approach is necessary in order to guarantee that the motivation of subordinates is achieved, which in effect improves the company's the performance.

In spite of the fact that goal setting is widely used, a number of scholars have expressed doubts about the degree to which it is appropriate. This is due to the fact that goal setting is task-oriented, whereas organizational transformation is mostly dependent on individuals. (Lorenzi & Chang, 2013). In addition, Erez and Lisak (2015) makes a veiled reference to the fact that in the case that the planned goals are not reached, there will be a great deal of stress, discontent, and many frustrations. This will, ideally, demotivate personnel and cause resistance, both of which will, in the long term, create decreased organizational performance.

According to Kotler (2015), a critical aspect that contributes to the effectiveness of implementing change in an organization is utilizing a method known as divide and conquer. This involves subdividing the entire process into a number of stages, each of which has multiple objectives that progress from one stage to the next. (Kotler, 2015) cautions leaders against prematurely announcing success before the final outcomes have been achieved. Doing so could have unintended consequences if things go awry, which would demotivate the team and ultimately result in the failure of the transformation effort.

Excellent managerial styles abilities and practices help to the success of an organization by motivating members of the group to work for a target that is similar to the leader's own objective. The fact that the role of the leader in the motivation of subordinates is the primary emphasis of this theory gives it applicability to the present investigation. Critics of the theory point out that it appears to be overly simplistic in most applications, despite the fact that real life is complicated. PGT has been the subject of a huge percentage of research that has been conducted to try to figure out how various task structures affect not just how leaders behave, but also how well their subordinates perform at their jobs and how happy those subordinates are in those employment (Jermier, 2016).

Lorenzi and Chang (2013) argued that goal-setting is insufficient since employees only set targets for themselves if they believe that accomplishing them will be beneficial in the future. Therefore, in order to fulfill the goals, they need to be matched with the employee reward system so that the employees may be motivated. The application of PGT increases subordinates' motivation by making it more clear which paths lead to improved organizational performance, provided such improvements are even attainable. The success of an enterprise is substantially impacted by the

managerial skills and practices of its members. In this research, the theory is very appropriate and relevant because it demonstrates how managers in state corporations need to implement effective managerial styles which would enable them manage their employees' talents hence achieving high employee retention rate.

2.2.2 Equity Theory

Stacey Adams is credited with developing the equity theory in 1963. She made a veiled reference to the fact that workers are concerned with ensuring that there is equity among the contributions they take with themselves to the job and the upshots obtained in comparison to the contributions brought by others. We have a tendency to devise reward systems that allow for a fair partition of resources among members in order to maximize the individual rewards that each member receives. Dissatisfaction can be attributed to inequalities in their relationships in a proportion that is based on the severity of the imbalance. Those who are involved in the relationship can feel this unhappiness. (Huseman et al., 1987).

According to Cole (2004) and the fairness principle, workers aren't always motivated by incentives; other benefits can spark their interest. As a result of this, the degree to which certain rewards in the workplace are seen to match to the existing rewards strategy is one of the factors that determines the value of those prizes. However, the extrinsic incentives, such as income, marketing, pension arrangements, organization vehicles, and similar benefits, are given the highest priority because of the following: (a) they rely on others for their delivery, and (b) they have a goal actuality. According to Cole (2004), the idea of fairness cannot be used in the same manner to intrinsic incentives, such as intrinsic pleasure, interest, and personal development. Also included in this category are extrinsic benefits such as money.

Shin and Grant (2011) point out that the consequence of perceived inequities results in actions such as decreased dedication, psychological tension, decreased best of output, or a discount of try to excuse the inequality. Martin (2015) provides some of the Moderating aspects that were applied to the employees' conception of the analyzed comparison. The worker's valence, readability of structure, fairness in wages management, and future plans are examples of the internal Moderating elements. Commercial practice, the desire of competitors to hire the worker in the event that he departs the agency, and dialogue channels that are available to air pay complaints are some of the external aspects that moderate the situation (Martin, 2015). Some of the critiques of the Equity theory include: For example, according to Carrell and Ditttrich (1978), people may not only rely their definitions of fairness and unfairness on the relationship itself, but also on the system that determines what those relationships are. In other words, how people think a relationship is fair or unfair may depend on the benefits arising out the relationship. Even when there is equity in salary among employees, employees may still perceive that the system as a whole is very unfair.

Feight et al. (2006) found in their study that motivation goes down when one's contribution to the organization is perceived to be lower than that of others. While researching on basketballers, Harder (1992) established that overerly paid troupes tended to as a team while those who were underpaid turned out to be self-centered. O'Reilly and Puffer (1989) established that employees tended to be overly motivated when their colleagues were disciplined for evil behavior.

Organizations have a responsibility to treat employees fairly when it comes to compensation, and one way they can do this is by conducting a compensation market survey, implementing a pay-talent-performance system, openly communicating the organization's repayment policy, and promptly addressing earnings complaints (Murtaza, 2017). According to this theory, employees create their perceptions of equality by evaluating their own performance in relation to the inputs

of other workers and drawing comparisons between the two. The theory is pertinent to this study because it is linked to employee compensation.

2.2.3 Herzberg's Theory

Frederick Herzberg (1959), came up with the commonly known as the Herzberg two-factor theory of motivation. The theory states that there are two distinct types of motivation: one is called “eagerness” and the other “loyalty.” Eagerness is a temporary state of motivation that arises from external incentives such as a paycheck or a sense of achievement. Loyalty, on the other hand, is a state of deep-rooted motivation that arises from internal sources such as a desire to achieve, a desire to improve, or a desire to contribute (Herzberg, 1959).

The Herzberg Two-Factor Theory is a model of employee motivation that explains the association Amidst worker’s job gratification and their levels of effort, which is sometimes referred to as “the job versus the person” dilemma. The theory states that there are two primary aspects that influence a person’s level of effort: 1) the job itself; and 2) the interaction with their manager. The interaction varies between direct interactions (e.g., conversation) and more indirect interactions (e.g., receiving clear expectations) (Herzberg, 1959).

In regard to intrinsic and extrinsic, Herzberg derived hygiene features, which he denoted as demotivators, which are related with the conditions under which the task is conducted. These hygiene variables include things like compensation, benefits, corporate policy, the supervisor, working circumstances, and the presence of competent and social co-workers. In addition, Herzberg was able to deduce the variables of motivation, which include the characteristics of autonomy and responsibility in the workplace. In contrast, motivators, also known as satisfiers, stimulate staff growth and improvement, which ultimately results in joy. Hygiene factors, also

known as dissatisfies, might prevent discontent with a process but do not add to activity pride. On the other hand, being unsatisfied with a procedure can be avoided by following a technique that dissatisfies. People's conceptions of administration have been profoundly altered as a result of his discoveries, not just in a practical sense, but also on a theoretical one as well (Herzberg, 1959).

Herzberg's theory states that people are dissatisfied with the satisfaction of their lowest level desires at work, especially those allied to nominal wage or secure and pleasing work surroundings. As an alternative, people seek out work that provides them with a feeling of achievement, recognition, accountability, and professional growth (Herzberg, 1959). Up to this point, Maslow's hierarchy of needs theory seems to be on the same page as that observation. When it comes to motivation, Herzberg (1959) proposed a two-factor model, which was an important development in the discipline at the time. This concept is predicated on the idea that the existence of a specific group of job qualities or incentives leads to the contentment of workers in their jobs, whereas the presence of another and distinct group of job characteristics leads to the discontent of workers in their jobs. Therefore, contentment and discontent do not live on a gamut, with one rising as the other declines; rather, they are distinct spectrums that are capable of coexisting with one another at a go.

Herzberg (1959) postulated that whenever individuals are unhappy with their employment, they start to worry about the conditions in which they are required to perform their jobs. Within the context of this discussion, the term "environment" refers to a variety of aspects, including organizational policies, working conditions, supervision, interpersonal relations with coworkers, and remuneration. These elements are crucial means of preventing people from being dissatisfied with their jobs, but they cannot be relied on to keep workers motivated or content with their jobs (Bartol & Martin, 1990).

When Herzberg concluded that motivation and hygiene variables are unidirectional, he was disputed by Locke (2017) who argued that the same is true for bodily and psychological needs. He stated that eating not only alleviates hunger but also delivers bodily pleasures as a result of its consumption. Locke (2017) stated that there is an overlapping link between the two groups of human wants and factors, as opposed to Herzberg's designated viewpoint that there is no corresponding relationship between the two clusters of humanoid needs and factors. Consider the following scenario: a corporation develops a new rule (context feature) that may rise the member of staff interest in the job (content feature) or rise his or her likelihood of achieving success.

In addition, Herzberg's classification approach was criticized for being unreliable in categorizing the many components. For example, when a new routine is assigned to an operative, it is seen as obligation; but, if the duty is not delegated by the supervisor, it is regarded as procedural supervision. A factor being split into two separate sorts of factors, according to Locke (2017), occurs as a result of the confusion between the agent and the event. His criticism of the question 'think of a time when' resulted in respondents becoming defensive, and they credited themselves for the events that led to their job satisfaction while blaming others, such as company policies, rules, procedures, supervisors, and coworkers for the events that led to their dissatisfaction with their jobs. Theoretically, measuring intensity rather than frequency is preferable since a dissatisfying factor that has been recorded several times does not necessarily imply that the factor is a significant problem, as opposed to a rare incident with a high level of dissatisfaction. According to Locke (2017), there is a distinction between an individual's wants and their ideals or principles. Every individual, although their needs are the same, assigns different weights to various aspects of life. Herzberg and his associates were oblivious to the fact that each individual had a distinguishing characteristic.

Herzberg's idea was criticized by Vroom (1964), who said that when asked to recollect both good and poor work occasions, people would naturally be motivated to preserve their egos, attributing positive moments to their achievement and capability terrible ones to their employer. Others have pointed out that if hygiene and motivational aspects are correspondingly vital to an individual, then all of them ought to encourage workforces (Robbins & Judge, 2013). According to Herzberg's argument from 1959, when people are stressed out about their occupations, it causes them to worry about the conditions in which they are obligated to execute their responsibilities. In this particular illustration, the environment consists of a variety of components, some of which are as follows: organizational regulations, running circumstances, supervision, interpersonal contacts with other humans, and revenue. The Herzbergs' theory is linked to employee motivation.

2.2.4 Component Theory

Component concept was voiced by Edwards and Bagozzi (2000). The concept states that jobs ought to be organized malleably to ensure their conclusion in view of the time of its start and conclusion. It emphasizes that timetable suppleness plan embraces multidimensional variables that enables its awareness and sense of balance in any organizational arena. These fundamental pointers benefit employees by enabling them understand the framework of the organization in relation to mission, vision, values and goals, that which are enhanced through dedication of the employees. Full- and part-time work schedules, as well as job-sharing and telecommuting, are all examples of flexible schedules. According to Ray and Pana-Cryan (2021), the concept of scheduling flexibility refers to a collection of elements that include work-life sense of balance, stress levels in the office, and the extend of prioritization of an individual's physical and mental well-being.

As per the study steered up by Greenhaus et al. (2003), Flexible work arrangements include work-life conflicts and facilitators, according to Frone (2003). Component-based metrics of balance that

is linked to various features of flexibility in work arrangements can be used instead of overall appraisals when using the component approach to flexible work arrangements. In comparison to an overall appraisal, this is a benefit of using a component approach. These criteria come together to produce an overall assessment of an individual's level of performance in completing role-related tasks (Grzywacz & Carlson, 2017)

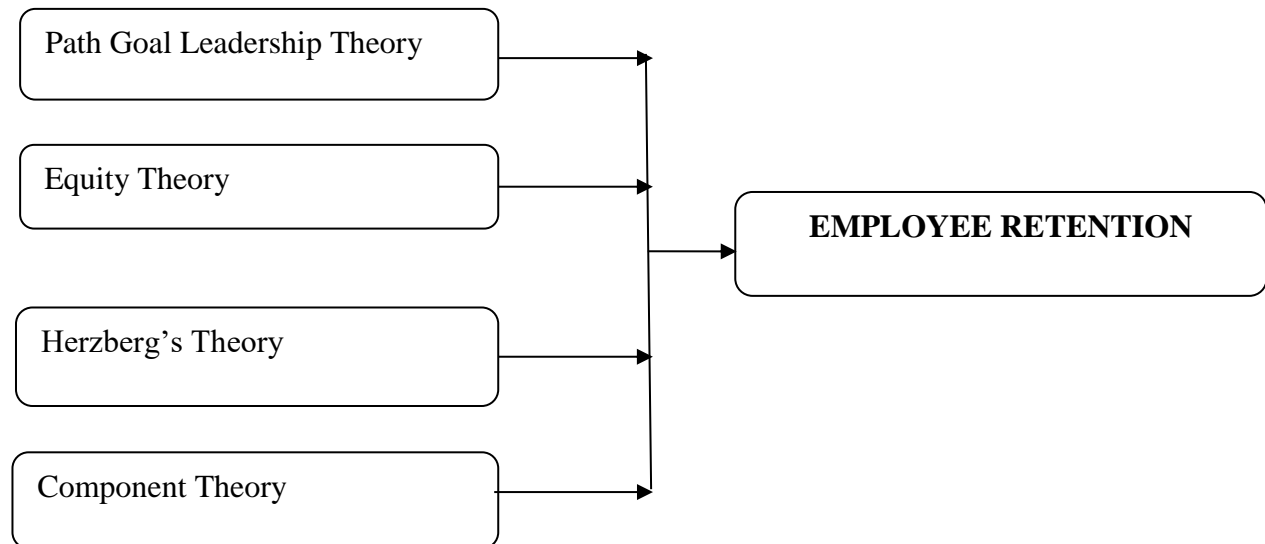
According to this theory, efficiency, which is crucial for gaining a competitive edge, can be achieved when jobs are broken down into their component parts and associated time frames. Work intensity is an essential part of the job component theory. Work intensity refers to the rate at which work is completed as well as the percentage of working hours that are spent actually performing work. This indicates that an employee's ability to finish a given task in a given amount of time or effort can be ascertained by duration taken to complete a task, or the amount of time taken when working on the task, or a mix of both. Here are some of the assumptions that the theory is based on: This theory says that when job components are set up in a certain way, employees can better understand what is expected of them on the job. Also, when there is work flexibility, employees can figure out the most efficient way to finish the work while still sticking to the whims and caprices of the overall length of the job.

There are a variety of ways that elastic work measures, for example shift work, freelance work, and flextime, can be utilized that make this idea relevant to the current study. As a result of these arrangements, employees are able to choose how and when they do their work. As a result, management will set a time-based target, and staff will have to find out how to meet it. This theory is apropos to this investigation because it is linked to the variable on flexible work arrangements

Figure 2.1

Theoretical Framework

Based on the reviewed theories, the study adopted the following theoretical framework.



(Independent Variables)

(Dependent Variable)

Source: Author, 2022

2.4 Empirical Review

This section contains past research connected to this study. The section is organized according to the explanatory variables used in this study.

2.4.1 Employee career development and employee Retention

Houssein et al. (2020) conducted research on the topic of "Retaining via Career Progress, employee appointment, and Work-Life Balance Among Financial Sector Employees in Djibouti." They titled their study "Retention through Career Development, Employee Engagement, and Work-Life Balance Among Financial Sector workers in Djibouti." This research investigation primarily concentrated on the banking industry in Djibouti as its primary emphasis. After that, a request for

publication of the findings of their study was made to the Human Resource Management department. It has been shown that there is a connection between the amount of workers assignment that a company has and the volume of professional expansion that a worker receives. It was also shown that there is a favorable connotation between this link and the retention of staffs. As is relates to retaining of personnel, employer engagement is the single most essential facet, whereas career advancement has just a marginal comportment on the situation. The study's conclusions were that, a reasonable balance between work and home life did not have a statistically significant connection with employee retention. This fact comes as no surprise. According to the findings of these studies, the degree of employee engagement is directly proportional to the extent to which a firm is able to keep its workers on board over the course of a longer period of time. In addition, managers of human resources should develop and implement retention policies that give workers the opportunity to improve their careers in a way that is beneficial to the firm. Even though some of these topics had been investigated in the past, the present study was the first one to investigate them all in Djibouti: employee engagement, work-life balance, career development, and employee retention. The inquiry that was carried out in Djibouti was successful in achieving this goal.

The effect of knowledge-based worker force engagement on the progression of one's career was the subject of an investigation that was carried out by Jia-Jun and Hua-Ming (2022). According to research, the connection between career progression and institutional engagement can be moderated by sentimental obligation, and the perception of institutional support might act as a Moderating factor. When it comes to the connection between professional progression and organizational commitment, affective commitment acts as a Moderating factor. Affective commitment is positively influenced by success in one's career, and this, in turn, positively impacts

on operative's engagement. Apparent institutional backing has a Moderating consequence on the association between professional growth and job satisfaction.

Irene and Hazel (2016) carried out a study at the National Cereal and Produce Board in Nairobi in order to evaluate the impact that employees' access to career development opportunities has on the level of output they are able to achieve in their jobs. The primary focus of their investigation was to determine how the opportunity for professional advancement affects an employee's level of productivity while working for the NCPB. The conclusions of the study indicated a substantial and auspicious connection between personnel performance and the opportunity for career advancement in the workplace.

Mark and Nzulwa (2018) published the findings of a study that looked at how employees' performance on the job in Kenya is affected by career development programs and how these programs are executed. In line with the outcome of the study, the National Hospital Insurance Fund development initiatives encourage employees to remain in their current positions for lengthier periods of time. Research that was coxswained in 2007 and published in the journal of Personnel Psychology discovered a connection between employee training, career counseling, employee mentorship, and progression opportunities within an organization. These two factors did, in fact, have a correlation that may be considered statistically significant and favorable. According to the conclusions of the study, participation in career development programs has an influence on how well workers perform their professions. They concluded that NHIF should invest more money in training programs for its staff based on their findings and recommend that they do so. The report's conclusion proposed that a similar investigation be conducted at state firms other than the National Hospital Insurance Fund. Other aspects that impact on worker force performance were not factored

in this study, according to this investigation. In order to draw conclusions from our study, future scholars must analyze these concerns more thoroughly.

Koech (2019) conducted interviews with employees of Kenya Airways to discuss the connection between being happy in one's workplace and being able to advance one's career. According to the findings of certain studies, workers who are unsatisfied with their current vocation but have no plans to leave their jobs are more inclined to look into prospects for career advancement. Miringu et al. (2017), who were responsible for carrying out the research, conducted an investigation in Kenya examining the influence of occupational advancement on labor movement. Results of the investigation showed that there was an unfavorable association between the two variables that were being looked at.

Ikechukwu et al. (2017) conducted a study that found that non-academic staff's performance and motivation are positively connected with career progress, and that career progression is favorably connected with non-academic staff's inspiration. Researchers also observed an association between non-academic staff members' motivation and career progression at the university. Non-academic personnel at the institution were shown to have higher levels of motivation when their careers progressed, according to the study's findings. Another discovery was made by the scientists. In addition, the researchers came to the conclusion that there is a substantial and favorable interlinkage between the progression of one's profession and the level of motivation exhibited by members of the university's non-academic staff. This data lends credence to the idea that there is some sort of connection between the two.

According to study that was carried out by Asfaw et al. (2015) and published in 2015, the performance of employees at the Ethiopian Administrative Office can be enhanced by providing

personnel with opportunities for training and development. Their study was titled "Enhancing Operatives Performance Through Training and Development in Ethiopia's Administrative Office" (Enhancing Employee Performance Through Training and Development in Ethiopia's Administrative Office). The primary goal of the investigation was to enhance the performance of personnel in order to raise the overall level of service provided by the organization. According to the outcomes of the research, there is a connection between the amount of training worker receives and the level of productivity the employee achieves, and this association is both positive and statistically significant.

Mohammed (2016) carried out research with the intention of assessing how the training procedures of individuals working for the United Nations Economic and Social Commission for Africa impacted the degree to which employees were gratified with their grades (UNESCO for Africa). The outcome of the study demonstrated that, the kinds of training that a business offers its employees have an impact on the extent to which workers are content with their employment situations. Because of this, the United Nations Economic Commission for Africa was able to do a better job of fulfilling its objective, which was to encourage member nations to collaborate with one another in various economic sectors in order to lower poverty levels. This led to increased performance. Because of this, the performance of the United Nations Economic Commission for Africa became significantly better.

Biswakarma (2016) conducted an investigation on the organizational career growth and job satisfaction of Nepalese private banks as part of a separate piece of study that was referred to as "another review. There were 290 banking sector workers who were interviewed, and it was found that many of them were looking for ways to advance in their careers so that they could earn a

higher salary and improve the quality of their work." The information was gathered from banking staff. The individuals that work in the banking sector provided the information that was collected.

Instructors in public secondary schools in the region of Igembe North in Kenya were studied by Mwiti et al. (2021) to assess the connotation between vocation progression and job fulfillment. Their findings were written up and presented in an article that was published in the Journal of Educational Research. The results of the study showed that progressing one's career in a positive direction had a beneficial effect on one's level of contentment in their current position. In addition, research has shown that making considerable progress in one's career is significantly linked to augmented levels of happiness at work. The findings, which were analyzed statistically, indicated beyond a reasonable doubt that there is a substantial connotation between employee happiness and the opportunity for career progression. In order to continue to offer instructors with essential skills in areas such as ICT integration, communication, and administration, school boards of management and administrators ought to continue to arrange and facilitate workshops and seminars inside their schools. It is recommended that principals of secondary schools step up their monitoring of the training gaps that exist among their instructors in order to assist those teachers in expanding their skill sets.

Oman's work environment, employee motivation, and social qualities were examined by Abdali and Bhulyan (2021), who reported their findings in their publication. This study concluded that a sophisticatedly impressive working environment is essential for a business to maintain a positive image in front of qualified prospects and to attract and retain top-notch talent. To keep their employees more committed to the company than their competitors, most firms strive to maintain successful working environments, according to the conclusions of the study. This, consequently, has a substantial bearing on the development of the enterprise.

Motlou et al. (2016) provide further support for this finding. In contrast, new employees at the workplace may become morally corrupted as a result of the socialization process that takes place. If an employee works in a negative environment, he or she should participate in a training and development program to improve employee motivation.

The research study that Kemp and Zhao (2016) conducted looks at the influence that globalization and competitiveness have had on multinational firms, as well as the roles that women may play in addressing these issues and the responsibilities that they have. At the same time when the demand for limited potentials was growing and the competition for management quality was escalating, there may have been a role for women executives to play in boosting the performance of the company. As a worldwide leader, he addresses the challenges that women confront in their professional lives and serves as an example of how this should be done. Action-oriented initiatives at multinational corporations should take into account gender and variable factors, as well as the contemporary understanding of the ideal balance between work and personal life (MNCs).

According to the findings of a research conducted by Kemp and Zhao (2016), employees may be more likely to leave an organization if training opportunities and staff development opportunities are provided at a lower level. Taking this into consideration is essential for businesses, as it presents a barrier to their progress. On the other hand, research has shown that training has a substantial effect on the levels of fulfilment and loyalty felt by employees at the most senior levels of a business. As a direct consequence of this, the likelihood of the individual moving on to work for a different company has significantly decreased. The performance of employees improves and they begin to perform in a more promising manner as a direct result of receiving training and development. As a direct consequence of this, there is a decreased likelihood of committing errors or delivering subpar results. As a direct consequence of this, companies operating in the

contemporany highly competitive business environment need to develop strategies with a longer time horizon.

Research on the topic of career development and staff performance was carried out by Ratemo and Makhamara (2021) at the headquarters of the Kenya Forestry Research Institute in Muguga, which is located in Kiambu county. They conducted research at the headquarters of the Kenya Forestry Research Institute and discovered that career growth strategies had a substantial bearing on the performance of employees. Additionally, the researchers discovered that employees' capacity for skill improvement improved when they were offered prospects to grow in their professions. A study suggests that the Headquarters of the Kenya Forest Research Institute ought to work on cultivating trust, locating mentors, and encouraging staff members to continue expanding their knowledge base.

In their study on the career development and productivity of subordinate workers, Dialoke and Nkechi (2017) utilized data from Michael Okpara University in Nigeria as their primary source of information. A descriptive research method was taken for the purpose of this study. In their investigation, the researchers utilized a fundamental sampling approach known as random sampling. There was evidence to imply that an individual's own progress in their professional life favorably impact on the performance of their subordinates. The conclusions demonstrated a correlation between the career development tactics used by subordinate personnel and an increase in job motivation. The outcomes of the study showed that the university in question had a significant improvement in its administrative performance, along with a decrease in personnel turnover and burnout as a consequence of the execution of the recommendations.

According to Kakui and Gachunga (2016), the Kenyan National Cereal Board discovered that employee productivity increased when career development opportunities were made available to them. In addition to that, the investigation was undertaken using the assistance of a descriptive study technique. According to the findings of the poll, advancement in one's career has a significant bearing on one's overall performance as an employee. According to the findings of the research, providing employees with access to learning tools and counseling helped them improve their critical thinking abilities when they were presented with a specific difficulty. According to the findings of numerous studies, employee performance is significantly improved by training. According to the findings of the research, the providing career development prospects for workforces leads to improvements in both the employees' level of competence and their general morale on the job. According to the findings of the research, making progress in one's career was a factor that contributed to the development of strong professional ties.

Mark and Nzulwa (2018) conducted research of the career development programs offered by the National Health Insurance Fund of Kenya (NHIF). According to the findings of this descriptive research design, the overall performance of NHIF personnel saw a significant increase after they participated in career development programs. The research also indicated that employees who have access to training are more productive than those employees who do not. According to the findings, career counseling has an effect that is counterproductive on the productivity of employees. There is evidence to imply that mentoring fellow employees possess a major consequence on the performance of those employees.

Career development programs of the National Health Insurance Fund of Kenya were studied by Mark and Nzulwa (2018). Because it was conducted using a descriptive research design, the findings showed that NHIF employees' performance improved significantly after participating in

career development programs. In addition, the study indicated that training opportunities enhance employee performance. Results show that employees' performance is negatively affected by career advice. Employee mentoring has been shown to possess a major impact on the performance of workforces.

Career advancement and employee performance in Indonesia were the topic of Mbuthia's (2016) investigation. In his investigation, the scholar applied an exploratory research design. Simple random selection was utilized to gather data for the inquiry. According to the conclusions derived, career advancement, worker motivation, and workplace performance are all intertwined. External influences play a role in the outcome. Their professional development, motivation, and devotion to the company all have an impact on how well they execute. In theory, the motivation variable may serve as an intermediary between employee performance and the career growth variable. Organizational commitment may also operate as an intervening variable in the relationship between job pressure and employee performance, but this has yet to be established.

As per the outcome of an investigation done by Ojeleye (2017), career development positively impacts on the performance of workforces working at Kenyan public universities. The data for the study came from an extensive survey that was conducted. The outcomes of the investigation indicated that improvements made in one's professional life have a substantial bearing on one's level of performance. The findings of the research indicate that employee performance can be significantly improved by proper training. It was demonstrated that employee orientation boosts productivity by increasing the amount of collaboration that occurs among employees. The discoveries of the survey indicated that workforces were able to grow in their positions by increasing their knowledge of occupations that were different from their own.

According to the findings of researchers Opadeyi and Akpa (2021), the deposit money institutions located in the state of Ogun have an optimistic and statistically substantial link between worker engagement and career advancement. There was a strong focus placed on the connection between employee advancement and job happiness. According to the findings of a study carried out in Ogun, Nigeria, staff engagement in deposit money institutions is significantly influenced by career growth opportunities.

A global phenomenon that prevents firms from achieving their goals is genuine voluntary turnover, as per the research conducted by Umar et al. (2015). Despite the fact that previous research has demonstrated a number of criteria that explain why individuals leave their jobs voluntarily, they believe that just a few studies have sought to demonstrate a connection between job embeddedness and pay satisfaction. Only a few participants, if at all, reported finding contradicting outcomes. According to their discoveries, a Moderating factor in the association between employment embeddedness, pay satisfaction, and real voluntary turnover among ex-academic members in Nigeria is the perception of the availability of other career options.

In the banking industry, Shujaat et al. (2019) discovered a statistically substantial constructive link between career development and worker engagement. In a positive relationship, this was proven to be the case. Despite the fact that this is the case, a study by Kaya and Ceylan (2014) found that employee happiness was unaffected by corporate career development programs. Osibanjo et al. (2015), on the other hand, found that prior work experience was linked to decreased levels of employee commitment and satisfaction and increased levels of service quality. An investigation on work engagement and factors such as career advancements, compensations, work environments, and job satisfaction was carried out by Febriko et al. (2019). Febriko et al. (2019) carried out the research in the framework of a study they were conducting. This type of research

is geared towards shading light on the mysteries of the universe. The study's participants were all employees of the City Government of Bukittinggi, and their participation was based on a random selection method. There were 200 people who took part in this research. As stated in the findings of this study, job happiness, career progression possibilities and the workplace atmosphere all have a positive impact on work engagement that is supported by statistical proof.

Employee turnover and poor work performance go hand in hand, as explained by Pearce and Mawson (2019) in their study of the company's training policies. They claim that employee turnover is higher in companies with lower training budgets. Pearce and Mawson (2019) cite this finding. Some companies have a high success rate while also minimizing the amount of employee turnover, whilst other companies do not provide a sufficient training program for the learning and skill advancement of their personnel. In contrast, some establishments do not provide such a program. As a consequence of this, workers may see an increase in their level of dedication to their tasks, and they will have full support to continue with the organization.

Employee retention in Yemeni telecommunications businesses was examined by Hamed et al. (2018), who performed research on the topic. The conclusions showed that training has an effect on staff retention. According to the report, employee satisfaction rises as a result of their education and development. Additionally, the studies stressed the significance of training in terms of enhancing employee contentment in their current roles. According to the study's conclusions, employees and customers alike benefit from training. As a result, individuals have increased chances of liking their jobs because training reduces stress and errors and boosts their confidence, which leads to a more positive work environment. The findings show that advancement in one's career has no effect on the contentment with one's existing employment or the decision to stay in one's current position. According to the conclusions of the study, one of the most important factors

in the connection between training and the number of employees who stay with an organization is job satisfaction. Therefore, employers can boost employee job satisfaction by delivering and executing useful training programs. This, in turn, will build employee loyalty and dedication, which will allow employees to remain with their existing employers for longer.

Research by Hamed et al. (2018) indicated that companies will need to implement training programs if they want their workers to be extra contented with their careers, which will lead to lower turnover rates. Companies should identify and implement components and characteristics of their workplaces that have a main influence on their employees' job fulfillment, according to the conclusions of the study. Due to a high level of efficiency and performance for the company, organizations will profit from having a loyal and committed workforce.

According to Mapelu and Jumah (2016), employee turnover in Kenya is impacted by multiplicity of factors, such as staff training and development. Many small hotels in Kisumu, Kenya, were investigated as part of the inquiry. They wanted to learn more about the influence of training and expansion on employee turnover. Research on human resource policies in Kisumu was conducted to discover how much of an impact they have on worker force turnover. The topic of this study was employee turnover at a selection of medium-sized hotels in the city. We used a survey as the method for this research, and we recruited our participants from a total of 24 medium-sized hotels that had a staff of 350 individuals. When selecting respondents from the hotels, we used the method of purposive selection, and when selecting respondents from the departments, we used the method of stratified sampling. In turn, a straightforward approach of random sampling was utilized in order to select responses from the departments. In order to carry out the research, it was decided to select six hotels, each of which had a total of 187 employees and 245 managerial staff members. A substantial correlation was found between employee growth and employee turnover, according to

the findings of the study. A more efficient and dedicated workforce can only be developed through training, say the study's authors, who believe that hotels may use this important tool to their advantage.

The conclusions of a study conducted by Sitati et al. (2016) in Kenyan hotels established that increasing one's professional potential is linked to higher earnings, greater promotion opportunities and improved employee satisfaction. Employee retention in Kenya's hotel industry was positively influenced by career growth. Furthermore Sitati et al. (2016) concluded that, career advancement and employee retention go hand in hand in the hotel business.

Career development programs in private universities in the Philippines have been revealed to advance employee gratification and retention, as per the conclusions of a research done by Nava-Macali et al. (2019). Offering career counseling and mentoring to employees makes it easier for them to work with their coworkers in a way that is more natural and productive. The Human Resources Department's Career Development Program provides guidance and counseling to employees in order to help them elucidate their aspirations and how they can impact on the company's general aims and objectives. Another way to put it: As with employee training and development, career planning is a crucial part of preparing people for the demands of their chosen professions in the years to come. Employees' capacity to plan and arrange their work often improves as they move from job to job. In addition, the company's training program is designed to coincide with the professional growth of its personnel.

It turns out that workers are contented with their work because of the chances they have to grow and learn at their companies, as reported by Nava-Macali et al. (2019). As a result, the company's employees are keen to stay on board because the company provides them with excellent prospects

for advancement and professional growth. A company's commitment to its employees has been determined to have the greatest impact on employee retention, whereas career advancement has a small effect. The results, on the other hand, revealed that in this particular study, a healthy work-life balance had no statistically meaningful association with employee retention.

Conferring to the conclusions of research carried out by Nagarathanam et al. (2018), there is a momentous association between career promotion procedures and employee retaining in the Qatari aeronautics company. These findings are based on the research that was carried out. An examination was carried out into the topic of employee retention in the Qatari aviation company. The advancements that workers in Qatar's aviation industry have made in their careers have contributed to increased levels of job satisfaction for those workers. Employees who have spent a significant amount of time working for the same company can be retained if those employees take part in career development programs that are sponsored by the company. As a direct consequence of this change, the cycle time at the company will be reduced. This demonstrates that providing opportunities for professional development to employees leads to increased levels of productivity among a company's staff. To generate fruitful personnel and guarantee the continued feasibility of the organizations over the long term, organizations with their headquarters in the aviation industry will place a primary emphasis on enhancing career development and, as a direct result of this, will work to ensure that this mechanism is efficiently managed.

Harold and Amit (2018) conducted research in Indian information technology organizations on the areas of career management, employee development, and organizational performance. The research, which included of questionnaires as well as interviews, was carried out with the participation of a total of one hundred workers from various information technology firms in India. According to the findings of the study, an employee's progression was aided by receiving career

coaching, accepting special assignments, receiving constructive comments from the company, gaining new skills, networking with other professionals, accepting managerial responsibilities, and receiving constructive comments from the company. Discussions about career interests with coworkers and supervisors, new work experience in varied work roles, contemplation of previous experiences, and the acquisition of information all had a minor influence on employee performance and career planning.

Khasijetou (2016) studied the influence of career development programs on employee retention using data from Kenyan NGOs. The results of the study indicate that career development programs do have an effect on the rate at which employees stay with an organization. Additionally, it was discovered that the planning of organizational careers is an essential component of human resource management in international non-governmental organizations. According to the conclusions of the study, providing individuals in international non-governmental organizations with career counseling should be considered an essential part of effective human resource management. The results of the poll indicate that organizations ought to be in possession of a formalized plan for the advancement and professional development of their employees. Additionally, it will make it possible for the company to demonstrate its dedication to improving its capabilities, which will be to the mutual advantage of the individual as well as the business.

Okwiet (2016), a gardening firm that operated in the small and medium enterprise (SME) sector, presented a novel perspective on career paths and the administration of careers. He argued that an individual's professional path was more about the individual's own aims than the company's, and he did so by stating that a person's "career path is more about their own wishes." His thesis was supported by the term "career path is more about their own aspirations." It is the goal of every organization to turn a profit while at the same time ensuring that all members of society have the

same level of access to the services that they offer. Because of this, there is a chance that this objective will not be achieved unless the person who will be responsible for carrying out the work is effectively incorporated into the strategy that the business will utilize to achieve success. The goals of the organization, as well as how well those goals align with the goals of the individual employee, should serve as the guiding principles for the formulation of a career plan.

After doing research on the relationship between training characteristics and formative evaluation in Pakistan, Mahamad (2017) found that giving employees in the banking sector training and development activities made them more likely to stay, not because they had to, but because they felt like they had a greater sense of purpose and belonging because they had learned more skills. This happened because training and development activities helped employees learn new skills.. This was found to be the case even though the employees were not required to remain in their positions. The company and its employees have a greater competitive advantage over rival businesses that do not offer the same kinds of opportunities for training and professional advancement as the company does by virtue of the fact that the company makes training and advancement opportunities available to them.

Jones and McIntosh (2019) conducted research to investigate the relationship between organizational and occupational commitment and bridging employment and retirement intentions. According to the results of their research, the development of employees should be a primary focus of an organization's function in order for that organization to successfully recruit and keep people. This should be accomplished through the implementation of coaching and mentoring programs. An employee and a mentor can form a long-term partnership that is mutually beneficial through mentoring. This partnership entails the mentor providing advice and the employee sharing information about growth opportunities after the employee has shared information about their

current professional life, including challenges and successes, as well as the type of role development the employee requires.

There is a correlation between employees who receive enough support and their likelihood of leaving a company, according to a study done by Ambrosius (2018) on Strategic Talent Management and the Impact on Employee Retention in Brazilian Multinational Corporations. As a result of the investigation, this conclusion can be taken. As the study's title and subject matter suggest, "The Impact of Strategic Talent Management in Emerging Markets and Its Implications for Employee Retention in Brazilian Multinational Companies" Developing and implementing strategic talent management strategies reduced workforce turnover, according to the study's findings. The study came at this result, among others. Another finding from the same research is that employees who believe they have better abilities and certifications than their present position requires are more inclined to look for higher-paying positions that better match their new skills and certifications. More workers likely to quit their professions if they believe they have better qualifications than what is required of them in their current position. It's because companies with more specific training and development strategies for their workers tend to have lower staff turnover rates than those that provide more generic skill development.

A study was carried out by Naim et al. (2015) to investigate the influence that the development of one's professional career and the advancement of one's human resources have on the performance characteristics of local government administrations, the outcomes of the research indicated that the employment environment is undergoing change, and as a result, there is a requirement to broaden one's competence. It has come to light that workers in Kosovo need to improve their skill sets in order to move forward in their careers and keep up with the dynamically shifting labor market. At Oxfam International, a non-governmental organization in Kenya, Namuganza (2017) researched

the perspectives of managers concerning the influence of employee professional progress plans on employee engagement. The study focused on Oxfam International's managers in Kenya. Namuganza (ibid.) created a regression model for Oxfam International using data from a sample of 25 members of the management team at the organization. The conclusions of the study indicated that workers' commitment levels were positively impacted when they were provided with prospects to progress in their professions. It was proposed to the participants in the study that as part of their career growth, they incorporate a cost-benefit analysis.

Research by Mule et al. (2020) looking at the effect of employee retention on Meru's county government's performance, the researchers discovered that Meru's career progression and retention had a positive and statistically substantial association. Besides, employee retention and professional development were correlated. As a result, it was suggested that offering County Government of Meru personnel the chance to receive training both on and off the job, as well as training in other countries, is essential for their professional growth.

Mugure (2019) examined how career development prospects and personnel rewards influence personnel retention. The outcome of the study showed that there is a relationship between the career progression prospects and the level of employee retention. According to the findings of the research, another link between intrinsic incentive techniques and employees' retention inside the organization was revealed. This association was shown to be statistically significant and slightly positive.

A study was carried out by Wane (2018) with the purpose of determining the impact that career development packages have on the staff retention rates of multinational non-governmental organizations located in Kenya. The outcomes of the study indicate that career growth

opportunities have an effect on the likelihood of an employee remaining with the company. The results of the study indicate that career development programs do have an effect on the rate at which employees stay with an organization. According to the conclusions of the study, non-governmental organizations should implement organizational career planning and career counseling as key policies for their human resource management. The results of the poll indicate that organizations ought to be in possession of a formalized plan for the advancement and professional development of their employees.

Kraimer and Greco (2019) looked into the connection between employee perceptions of career advancement and the way in which organizations manage their employees' careers. According to the findings of the study, the term "perceived career support" refers to an employee's conviction that the company cares about the employee's professional goals and aspirations. However, the data showed that record sharing did not have a substantial impact on employee retention in this study. Mentoring and strategic control were found to have an effect on staff retention, but record sharing did not. In addition to serving as a link between strategic control and talent sharing, the goal of retaining employees in the workplace can also be advanced through the process of profession development. On the other hand, career development does not play a large part in the relationship that exists between mentoring and employee retention.

Simiyu and Mbithi (2019) evaluated the relationship between professional progress and employee commitment. As a consequence of this, the investigator came to the conclusion that there was a statistically significant connection between the two concepts of professional advancement and worker commitment. Workers have the potential to improve their skills and build their interest in their occupations when they are provided with more opportunities for career development and more activity education options. As a result, these workers become more involved in the activities

that they carry out. According to the findings of the study, employees ought to be given opportunities to participate in the decision-making process that pertains to their jobs. This not only gives workers the sense that they are contributing members of the company, but it also gives them the chance to formulate attainable objectives that will encourage them to work hard toward achieving those objectives.

A study that was carried out by Kibui et al. (2015) discovered that brilliant workers are extremely determined and anticipate an excessive level of career advancement because the support of the company is required to achieve it. This was found to be an effective strategy for retaining employees in Kenyan state businesses. In addition, the study found that talented employees assume an excessive stage for career advancement because they believe that they are at an excessive stage for career advancement. This ultimately leads to a longer duration of employment with the business once the given work has been finished successfully. Because of this, retention helps an organization establish drive, dedication, career funding, professional challenge, and, of course, profits for the business. According to Muindi and K'obonyo (2015) employees have aspirations to climb the corporate ladder and advance their careers within the companies for which they work. Mobility is something that has become increasingly common in the last few decades, and as a result, jobs in today's society do not become attached to a single person. This is because many jobs can result in mobility.

2.4.2 Employee compensation

According to Brown (2014), compensation ought to be regarded as a return on investment between the company and the workers themselves. Additionally, compensation ought to be regarded as a right, either as a reward for being hired by the firm or as reimbursement for a job that has been done well. The amount of money that people make depends not only on the employment that they

hold but also on factors such as their individual performance, the work they do as part of a group or team, and the organization as a whole. Differences in items like as age, years of experience, seniority, education, geographical location, negotiating power, and talents are also key factors to consider.

Consistent with the findings of the research that was steered by Adeoye et al. (2015) employees, employers, and the government each have a reason to wish to improve the general quality of the goods and services that are produced. This results in wages, profits, and taxes for all parties involved -. Workers, companies, and the government, they argue, can get the most up-to-date information on salaries and earnings thanks to compensation management. Using this data, you may then make more informed decisions.

Aruna and Anitha (2015) steered a investigation on factors that are vital to Generation Y and discovered that career development and managerial styles are vital factors in retaining employees within an organization. Employees nowadays are more concerned with career advancement than they are with job security. From the perspective of compensation management, Kundu and Lata (2017) stated that the development of a supportive work environment can help to increase employee satisfaction and retention rates. Increasing organizational meeting serves as a Moderating variable between worker force retention and a helpful workplace culture. Chatterjee (2016) opined that the expansion of the Indian economy led to increase in likelihood for job prospects. People are moving between organizations because of the abundance of job opportunities, but they are also remaining in their current positions. In this regard, it is critical to design a better compensation package so as to encourage employees to remain with the organization.

As previously stated, Noe et al. (2017) explained how modest benefit can be achieved through employee retaining and talent management practices. Designing a more favorable compensation package is essential for both of these activities to succeed. Employees are looking for a variety of benefits in addition to a competitive salary, such as paid vacation and a flexible benefits plan. The traditional personnel practices and the standard human resource practices do not hold water with the contemporary workers. However, it should be borne in mind that employee retention can result in savings of up to four-fold the cost of staffing. What that means is when employees remain with an organization, they contribute to the organization's ability to remain in business. Tung (2016) had written about the relationship between globalization and compensation management in his book *Global Compensation Management*. Managers working for multinational corporations are now required to think globally in order to design compensation packages for their employees. In order to motivate expatriate employees, human resource executives must fashion a healthier working setting in an offshore setting, as well as a salary that is competitive and well compensated for their efforts. Some companies pay both salaries in the home country and salaries in the offshore location at the same time.

According to Idemobi et al. (2016), "compensation management when adopted as a tool for boosting organization performance" is one of the most crucial concerns in Nigeria's public sector. According to critics, public employees' salaries have no statistically meaningful correlate with their performance, while their income is not monitored in relation to their effort. In addition, it is asserted that there is no link between the compensation gained and the effort of the workers. They claim that despite the efforts of the government to reform the system, the financial compensation laws and practices in Nigeria's public sector have not been affected in a comparable and significant way due to poor compensation administration. This is the case despite the government's efforts to

reform the system. According to Idemobi et al. (2016), in order for a company to remain in business, it is necessary for the company to employ rewards as both a tool and a cost. It is necessary for a firm to provide incentives to its employees in order for the business to remain profitable. They say this to encourage others to perform to the best of their abilities in their work. For years, academics' interest has been sparked by people's perceptions on the construct reward system as well as the impact it has on the organizational structure, system, and methods.

Ihinmoyan did a study in 2022 to find out how small and medium-sized businesses in the Akoko South West local government area of Ondo State could pay their workers better, keep them on, and make sure they were happy in their jobs. The findings suggest that staff retention plays a significant role in the performance of small and medium-sized firms. Small and medium-sized business owners (also known as SME managers) face a wide range of challenges when it comes to managing their companies, despite the fact that economic growth is directly tied to the performance of SMEs. A daily challenge for them is dealing with the high rate of employee turnover as well as the fact that many of their employees quit for no apparent reason. This is something they have to battle with on a daily basis. According to research, small and medium-sized businesses (SMEs) should pay their employees accordingly with the position they occupy so that their employees may effectively and efficiently fulfill their managerial responsibilities. All of these concepts will result in an improvement in the performance of the organization; small and medium-sized enterprises (SMEs) ought to encourage more interpersonal relationships and new individuals to join the ranks of their organization.

A study by Sullivan (2022) showed that strategic human resource management (SHRM) has a significant bearing on employee turnover intentions (ETI) as well as how well a firm is considered to be operating. There is evidence to imply that strategic human resource management (SHRM)

has an effect on employee turnover intentions (ETI) as well as the perception of organizational performance (POP). In addition, the research discovered that ETI played a Moderating role, which contributed to its influence upon POP. POP, on the other hand, suffered because of ETI's influence.

During the time of COVID-19, Rasheed et al. (2022) were tasked with conducting an inquiry into financial compensation and the retention of talent. The significance of the fact that CP works as a partial mediator in the link between FC and TR was identified as one of the findings resulting from their research. It is recommended that DKDTC and other health organizations improve their TR capabilities in accordance with COVID-19, and that they do so by turning to FC and an implementation plan that includes particular procedures for cognitive processing. In addition, it is recommended that this be done as soon as possible.

According to Hafanti (2015), the various forms of compensation for workers can be broken down into ten primary categories. In addition to monetary compensation and additional benefits for employees, such as paid time off and access to medical care, there are also other incentives, such as awards for workers who go above and beyond the requirements of their jobs. It is essential to provide these ten (10) different sorts of employee remuneration in order to maintain a stable workforce. Putra and Rahyuda (2016) discovered that there is a positive influence of compensation on the retention of employees as well as their level of satisfaction. This factor plays a significant role in determining whether or not an employee will decide to leave or remain with a company. When employees are paid salaries that are comparable to those of similar positions in other companies, the ability of a company to keep hold of its top personnel is improved.

According to a study by Martini (2020), if a company demonstrates that it cares about its workers by offering them compensation that meets their needs, those workers will stay with the company

for a longer period of time. Martini believes that this will happen because the company is demonstrating that it values its workers. The level of effort, tenacity, and high level of performance that individuals contributed to their employment and the organization as a whole was directly correlated to the level of remuneration that those employees earned from the company.

Wangari and Were (2021) in their research came to the conclusion that factors such as compensation, the capability to uphold a healthy work-life balance, proficient progress opportunities, and advancement opportunities all have a beneficial influence on an employee's choice of whether or not to continue with an organization. They also established that the low compensation structure and the lack of possibilities for growth were the most major factors contributing to staff attrition. The study also inferred that factors of salary, work-life balance, career progression, and training and development are all essential factors in determining employee retention.

Kidagisa and Mukanzi (2021) evaluated the link between employee compensation and employee performance using data from sugar firms located in western Kenya. The outcomes of the study lead to the knowledge that employee compensation had an impact on employee performance.

Pragalata and Wibawa (2021) established that positive and significant effects of affective commitment, job satisfaction and compensation via job satisfaction on employee retention can all be attributed to the fact that workers are more likely to stay in a firm if they are contented with their work environment. Despite the fact that this is the last step before the research's implications and findings are explored, it is by no means unimportant.

Ali et al. (2022) did research on remuneration management at a digital marketing company. The findings revealed a positive association between employee compensation, employee retention, and employee benefits, according to the results of the study.

Hanai and Pallangyo (2020) explored the connection between reward and the retention of workers in the banking industry in Dar es Salaam, Tanzania. According to the findings, the amount of money a person makes has a significant impact on whether or not they are satisfied in their job. Another finding was that the length of time an employee stays with a company is significantly influenced by the pay attribute (having a decent income). The conclusions of the study indicate that reasonable salaries are the component of remuneration that is regarded the highest; hence, it is imperative that bank managers develop and implement retention plans that take this finding into consideration. In addition, if bank managers want to keep their staff for a longer period of time, they need to pay careful attention to the policies that should be in place to retain employees.

Ponto (2015) conducted study on the topic of the compensation systems and how they impact on the retention of workers in a firm. The study results demonstrated that providing employees with compensation that is commensurate with the value of the work they perform for an organization leads to increased employee loyalty and retention rates. It was also revealed that salary is a significant element in lowering the employee turnover rate at the company and maintaining the good employees who will be essential to the company's continued financial success in the long term. Incredible outcomes are likely to emerge for the organization as a consequence of the combination of incentives, strategy, and an integrated tool. The quality of work that employees produce as a result of this not only increases, but so does the speed with which decisions are made, which in turn speeds up the decision-making process. The terms compensation, reward system,

retention, training, recognition, and environment are some of the most essential ones to commit to memory.

A study was conducted by Reddy and Govender (2019) on how to retain people working for a successful South African company. According to the findings of the statistical research, the amount of money that an employee received played a significant role in determining whether or not they remained with the organization. In addition, a study that was conducted in 2015 by Mutiria, Rukangu, and Kubaison on the factors that affect employee retention at Meru University of Science and Technology found that welfare benefits were a major reason why employees stayed at Meru University in Kenya. There are numerous instances of welfare benefits, such as pension plans, retirement plans, and leave plans, all of which have been demonstrated to have an effect on an employer's ability to retain employees. Because there is a need for broader coverage, the research has to be extended to include other businesses, particularly the banking industry, with a particular emphasis on the ways in which pay influences the retention of employees.

Kajungu and Mugisha (2018), who both worked in a remote district in Uganda, investigated the impact that money had on retaining health workers in those districts. In order to determine the results of the study about the connection between pay and employee loyalty, a correlation analysis was carried out. But because significant levels can't be evaluated with correlation analysis, the current research employed binary logistic regression as a workaround for this issue so that it could continue. In contrast to correlation analysis, binary logistic regression can investigate whether or not there is a statistically significant connection between salary and retaining personnel.. The study by Magalla (2018) shows that voluntary labor turnover in public organizations is caused by things that can be changed, such as a short contract, bad working conditions, a bad hiring process, a lack of motivation, and inadequate or insufficient incentives and rewards. This is especially true for

workers who live in rural areas. Magalla (2018) also shows that these things that can be changed have an effect on workers who leave on their own. Some of these things are under the control of management, like treating employees differently, not giving them enough chances for growth and promotion, giving them low wages and salaries, not being clear about how they will be paid, not recognizing them, and not letting them take part in making decisions.

Bula (2018), has undertaken recent research on worker turnover in the sugar business in Kenya. Bula's study may be found here. He came to the conclusion that salary is the single most important factor in determining employee turnover. The following most essential elements were training, promotion, performance reviews, and the atmosphere in which they were required to work. As other immediate concerns, we looked at work recognition, the nature of the work, the employee's participation in decision-making, and the managerial styles. The manner in which one leads is yet another direct factor. It has been established that one of the primary contributors to employee turnover is a lack of dedication and motivation on the part of the workforce. Nevertheless, these aspects are extremely dependent on the other factors that contribute to employee turnover.

Employer compensation systems have been discovered to be a key contributor to the high turnover rate in many US organizations. Employee turnover was also impacted by the rate of retention, the rate of recruiting, and how long an employee had worked for a company, according to his findings. The findings of Locke's study on employee turnover and remuneration in American enterprises.

According to a study conducted by Linda (2018), the remuneration schemes used by employees are one of the most significant factors contributing to the rising rate of employee turnover in many South African firms. Employee turnover, according to the findings of the survey, is also influenced by factors such as a lack of work-life balance for employees and poor working conditions for

employees. Employee turnover is high, which results in a decrease in the overall performance of the organization.

When it comes to elements that may be controlled, such as salary, work type, supervision, organizational commitment, distributive justice, and procedural justice, a bad working environment is a key contributor to employee turnover in Singapore, according to a study conducted by Marti (2019). This has a negative impact on the overall success of the company as well as the individual performance of its personnel. Sujeewa and Dharmaratne (2018) found that problems with employees' pay are one of the things that cause them to leave their jobs in Sri Lanka. High grievance rates mean that workers aren't getting along well and aren't working together, which means that the plant won't be as productive. High grievance rates can cause a lot of problems in the workplace if they aren't dealt with properly.

Hannah et al. (2018) did a study on how the Teachers' Service Commission in Kenya's pay system affected the organization's performance. They found that employee turnover affected the organization's overall performance. The study's results show that organizational performance is affected by how happy employees are with their jobs, how driven they are, how often reward systems are reviewed, how dedicated employees are, and how good the working environment is. Based on what the study found, it was decided that an increase in employee turnover was one way that the compensation system affected the performance of public organizations. The research team said that organizational management should look at the salaries and benefits of employees and try to make them better. They should also give employees more perks. Also, a good working environment should be made, and all employees should have the right conditions to work in. Management should offer competitive pay packages to keep employees from leaving because of pay. Work-life balance should also be improved for employees, and exit interviews should be done

regularly to find out why people leave and get ideas for how to keep them. Management should do a better job of allocating job responsibilities to employees so that they can meet their goals on time. Work tasks should also be given in a better way.

According to a survey done by PwC in 2016, companies are increasing pay as a key way to keep their best employees. According to the poll's results, the vast majority of businesses think they will need to broaden the range of performance-based pay and salary to attract and keep top talent.

Kim (2016) said in his study on employee motivation that businesses, managers, and even first-line supervisors should make employee motivation a top priority, just as they have in the past and will continue to do in the future. This is because an employee's level of motivation has always been and will continue to be the single most important factor in how well they do their job. This, in turn, will determine if a business does well or not. Because of this, a lot of study and research has been done on this topic, and as a result, a lot of useful information that modern firms and management can use has come to light. Also, the word "motivation" comes from the word "motivate," which means to urge, encourage, or persuade someone to do something in order to reach a goal. "Motivate" is where the word "motivation" came from.

Freedman's (2018) research on the factors that affect the success of a reward system in its context found that when an organization does a good job with its rewards and recognition programs, it creates a good working environment that encourages people to do their best work. Employees see recognition as a sign of how much their employer appreciates them and how valuable they think they are to the company. This boosts employee morale, which in turn helps businesses be more productive.

Deconinck and Bachmann (2017) conducted an investigation on the relationship between perceived pay fairness, work satisfaction, organizational commitment, and turnover intentions among marketing managers. This element influences organizational outcomes like work satisfaction, such as how employees feel about their wage (positive relationship). Marketing managers who are happy with their pay are more committed to the company and less likely to leave.

According to the findings of research conducted by Adams (2016), an employee would experience distress in the form of rage, resentment, or embarrassment if they believed that their ratio was lower than that of a comparable person in the workforce. The employee will experience anguish in the form of a sense of guilt if he or she believes that their ratio is higher than the ratio of the comparison individual, however. The larger the imbalance, the greater the misery the employee would experience, and the greater his desire to bring about equity.

According to Kuvaas (2020), who studied the relationship between employee satisfaction with performance evaluations and job performance and commitment to the organization, the effectiveness of performance appraisals is positively associated with both. Employees who believe in the politics of performance evaluation have poorer levels of job performance and are more likely to abandon their jobs. This is one of the primary reasons why employees are opposed to the implementation of performance management systems.

Masea (2016) conducted research into the various types of pay in the regulated SACCO industry in Nairobi City County, Kenya. His focus was on how these techniques affect employee retention. The findings of his research were made public the following year. The majority of the time spent exploring consisted of explaining various aspects of the environment. The population that was

being investigated consisted of 33 SASRA SACCOs located in Nairobi City County. This demographic was the focus of the investigation. The use of questionnaires was instrumental in the collection of data for this investigation. Regulatory SACCOs, according to the findings of the study, had implemented variable compensation pay programs, such as allowances and bonuses, as well as insurance schemes for health and dental care, life insurance, disability insurance, vision insurance, and retirement benefits, in order to motivate and reward employees for improved performance.

Employee retention was evaluated in a study by Hong et al. (2015). In order to arrive at this conclusion, we had to rely on the input of 278 participants in Malaysia's training center. Furthermore, the author recognized that monetary compensation is crucial to employee retention.. Workers receive some level of security, independence, affirmation, and better confidence as a result of their compensation, which in turn helps to build their sentiment confidence, which in turn encourages them to perform their duties with enthusiasm and maintain their jobs.

Following the findings of a study carried out by Smith et al. (2019) on the impacts of poor pay on organizational performance in Samburu referral hospital Maralal, it was discovered that Catholic hospitals in Samburu County employ 90 percent of their medical staff through their nursing school, rather than following the procedures for finding and hiring skilled and competent workers. This means that the hiring of new staff, particularly medical personnel, is only for the purpose of filling existing vacancies. This frequently results in costly consequences as a result of a poor and inexpensive employee, which include decreased production, increased stress, and diminished morale.

Lekartiwa et al. (2020) did a study on how pay affects employee turnover. They got most of their information from private hospitals in Samburu County. The study's results showed that there is a statistically significant link between employee turnover and salary. The study also found that there is a link between the two things. After hearing that simple explanation, it was clear that how employees are paid at the end of their contracts or at the end of the month is a major factor in whether or not they will leave their jobs soon. If they don't get paid well and aren't treated with respect, they will often want to leave and look for work in other fields where they might make more money. According to the study's conclusions, human resource managers should make sure that the pay structure is changed so that employees get all of the benefits that employees in different job categories get without being treated unfairly. As soon as an employee achieves the necessary qualifications, they should be instantly enrolled in the better remuneration structure, with no need for further paperwork or red tape.

Mmbusa and Kiiru (2019) investigated the link between different compensation schemes and the level of performance employees in the public health sector in Nairobi City County demonstrated. The outcomes of the study show that incentives, bonuses, competitive salaries, and other forms of indirect remuneration all have a positive effect on how well employees perform on the job as a whole. The findings of the study show that providing employees with a competitive wage package can improve employee engagement, reduce attrition, and increase productivity. As a bonus, incentive plans can motivate employees to fulfill their duties more effectively and efficiently. An indirect benefit is one that is given to employees in return for the services they perform for the company but is not monetary in nature. Employees receive this perk in exchange for their hard work. Workers are more engaged in their jobs when their employer recognizes and appreciates their achievements. This has the potential to boost productivity and workflow. This is why indirect

compensation is becoming more popular. The study says that employees who work overtime should be given the right allowances and facilities, such as ways to get to work, overtime pay, etc. It also says that employees should be given time off to get regular checkups and that the number of employees should be reduced. The study also says that organizations should look at their current reward programs to see how well they help the organization reach its goals.

According to a study done by the World Health Organization (WHO) in 2019 on how health workers are paid in WHO member states, a big chunk of total health spending can be justified by how much is paid to health workers. Still, this group of people is getting smaller as time goes on. The percentage of gross domestic product that salaried health workers get as a share of gross domestic product has also gone up, while it has stayed the same for other types of workers. This study, on the other hand, focuses on both medical and non-medical staff members who are employed in hospitals.

A study by Asian Development Bank's (2019) indicated that, Asia is concerned about retaining competent and skilled individuals, according to the research. Recruiting new personnel has proven challenging, there is a high staff turnover rate and bad performance from underqualified employees has necessitated the need to defend the qualified and competent staff in whatever way possible, as detailed in this report.

On the basis of data from Adams (2016), it is suggested that individuals can be encouraged to look for social value in the incentives they receive when they do well. He sees employment as providing a variety of advantages, including the ability to earn money, advance professionally, make new friends, and have a deep feeling of pride in one's work. To be eligible for these rewards, workers in the activity must draw on a variety of sources of knowledge, such as time, understanding, efforts,

training, and tenacity, among other things, in order to succeed. Individuals, according to him, have a tendency to see their outcomes and contributions as a percentage and then compare these percentages to others, with the effect that they are more likely to be promoted if the percentage is high. Work inspiration does not determine the level of execution achieved by a representative, but rather it influences his or her effort in carrying out the job.

On the basis of his research on individuals and motivation, Nduro (2018) asserts that money wields enormous motivating power because it represents immovable ideals such as financial security, political power, social standing, and a sense of accomplishment. The motivational influence of money on the process of profession selection is also demonstrated by him, as well as the explanation of how money has the potential to draw employees in, keep them, and motivate them to higher levels of performance. Consider the following scenario: A representative presents a laborer with another activity offer that offers more significant monetary rewards while also having occupational characteristics that are virtually identical to those of his current place of employment, the laborer is most likely motivated to accept the new activity offer.

Employee recruitment, development, and retention are all influenced by compensation decisions, according to a report titled "Compensation and Performance" by Eltern (2019), a researcher in the field of human resources. Compensatory benefits are also a critical role in motivating and rewarding workers.

According to responses given by employees in a survey conducted by the Society for Human Resource Management (2019), more than half of respondents stated that they believed compensation to be an important factor in their work performance. In 2019, the monetary recompense, in the form of pay, is only three points lower than circumstances that call for the use

of skills and competencies, and it is only one point lower than professional stability. According to a recent study, employees consistently identified their salary as one of the top five most important criteria in their job satisfaction. Another factor that employees evaluated highly was the stability of their organization.

A study was conducted by Bibi et al. (2017) to examine the impact of remuneration and promotion opportunities on academic institution staff retention. According to the conclusions of the study, employee retention is strongly influenced by factors like pay and advancement opportunities. It was shown that the work environment has an impact on both the relationship between pay and employee retention and the association between advancement opportunities and employee retention that needed to be moderated. Conclusions and future research recommendations were also discussed in further depth.

Uwimpuhwe and Mushabe (2018) studied pay systems' impact on employee recruitment and retention. Research shows positive correlation between remuneration structure and employee attractiveness and retention, according to studies. Reward systems play a significant role in attracting and retaining highly qualified employees, according to the study. Competing in today's global economy requires businesses to have the ability to attract and retain highly-skilled workers. Salaries for employees should be adjusted on a regular basis in order to keep present employees while also attracting qualified and bright workers from other firms, according to the findings of the research. Companies must also reevaluate their benefits package, finding those that have the biggest impact on employee retention and removing those that are no longer necessary. Employees must be given frequent training sessions by their employers. In addition to meeting the demands of employees in terms of professional development, this would also help to retain staff. In addition,

organizations should do research on why their employees leave them and make adjustments in the areas that have been identified as having an impact on their employees' decision to leave them.

Khudhair et al. (2020) studied academic staff remuneration and performance in Iraqi universities. According to the findings of the study, pay strategies can improve an employee's performance while also ensuring that the employees remain focused, loyal, and committed to their respective firms. It is expected that all employees in the organization shall portray equality and fairness in their job. According to the conclusions of this study, Iraqi educational institutions' employees perform better when they are reimbursed for their expenses. As the study's findings show that better remuneration improves student performance, the researcher recommended that the company enhance employee compensation.

In a Nigerian manufacturing facility, Ibojo and Asabi (2014) studied reimbursement control and overall performance of personnel, and the results were published in 2014. There is a strong correlation between the quality of social services provided to workers and their overall productivity, according to the findings of the study. A good welfare package for employees, according to the findings of the study, can go a long way toward motivating and improving worker performance, the researchers concluded. Indirect benefits to employees, such as workforce autos, group housing, unrestricted hospital therapy, body of workers getaways, personnel canteens, and roomy offices, among other things, contribute to improved worker performance and a more pleasant working environment.

Ahiabor and James (2018) conducted a study on the effect of incentives on the productivity of enterprises in Ghana, and the results demonstrated a strong relationship between incentives and productivity, with monetary incentives being the most significant. Furthermore, the study

discovered that non-economic incentives such as health and equipment use, among other things, had been regarded more highly with the help of employee extras than with the help of financial bills. According to the study, organizations should establish a unit to investigate the issues associated with incentives that, in turn, will increase productivity during a flip.

Saleem and Malherbe (2017) examined the effect of financial incentives on employee engagement in his study. A total of 100 bank personnel from the commercial, public, Islamic, and microfinance sectors took part in the research. According to the conclusions of the research, monetary compensation and employee dedication have a favorable and statistically significant relationship.

When Onuorah et al. (2018) conducted a study on reimbursement control and worker performance in Nigeria, they came to the conclusion that reimbursement control had a significant impact on employee performance in Nigerian firms. Companies should make equity-based compensation an unavoidable policy, according to the report, due to the fact that fairness-based remuneration is more frequently utilized in enterprises to ensure maximum overall performance.

Emerole (2015) studied the influence of non-monetary compensation on the productivity of parastatal personnel. According to the findings, companies can boost productivity and efficiency by utilizing people resources to their fullest potential without having to resort to financial rewards. A non-financial repayment plan for human aid is recommended by the researchers, who found that firms should try to take use of human resource capability. According to the above review of student literature, there is a clear link between indirect payback and worker performance.

2.4.3 Flexible Work Arrangement

Idowu and Adebayo (2020) carried out research in Agbara, Nigeria, to see how employees fared in terms of their job performance and whether or not they stayed with the same company after

being offered more flexible work schedules. Employee performance, retention, and stress levels are all shown to improve with more flexible work schedules, according to the findings of the study. Organizations should take a proactive approach to aligning flexible work-hour agreements with other human resource policies, such as hiring and promotion, training and awards, and performance assessments, in order to deepen the alignment. This will allow for a more seamless transition between the two sets of policies.

COVID-19 has had an effect on the lives of people all across the world, including both employees and employers. Since the global financial crisis of 2008, the global economy has been confronted with a major challenge, which has resulted in consistent changes and implications around the world. In addition, the pandemic required adjustments to be made to the working conditions of employees, such as making work locations and hours more flexible, imposing financial consequences, and reducing the number of available hours because there were less hours available.

According to Locke (2017), increased workloads, pressure to fulfill deadlines, and a fear of failing are all variables that contribute to the development of stress. When an employee does not have complete control over when, when, and how he or she does his or her job, tension is likely to result. Stress can lead to a conflict between one's professional and personal responsibilities at work, which can lead to an unhappy and disharmony-filled relationship. Stress, in addition to contributing to mental and physical health issues including headaches, depression, and heart disease, is also a predictor of strained and conflicted relationships. Headaches, depression, and heart disease are just some of the conditions that can result from stress (Locke, 2017).

Researchers from the Gallup Institute for Public Opinion (2020) have found that employees' perspectives on flexible working arrangements were quite different prior to and after the pandemic.

The ability for many employees to work from home on a few days a week was once a perk of the job, but that perk has since been removed from the benefits package. There is a pervasive sense of entrapment among employees, which has repercussions for the emotional and physical wellbeing of those workers. On the other hand, according to Shagvaliyeva et al. (2020), flexible working hours promote workers' ability to maintain a healthy work-life balance while simultaneously boosting their productivity and level of dedication to their professions. In addition, there is a correlation between work-family balance and employee satisfaction, which makes sense given that the majority of workers today want their employers to provide them with flexible working conditions. In addition, some workers are able to keep up with their previous levels of productivity and dedication to their employment, while others are seeing a reduction in both of these qualities (Spurk & Straub 2020).

Some people are delighted with the situation since it gives them more break time, more time to spend with their children and family, and more time to exercise and develop new skills (Mailey et al., 2020). Other people, on the other hand, are unhappy with the situation because it prevents them from having more time to spend with their children and family. As a direct result of the sudden shifts to more flexible working arrangements, employees were able to determine the most effective ways to carry out their jobs as well as the methods through which they derive the most satisfaction from doing so. Acknowledgment that they now have the ability to adapt and personalize their working lives in order to fulfill their requirements (Greenhalgh 2019).

According to Johnson (2020), despite the challenges, many businesses are planning for a post-pandemic environment that will be more supportive of working from home and flexible work schedules. These companies have also claimed that they will continue to give their employees with training and allowances to assist them in setting up home offices (Johnson 2020). According to

Ingram. (2021), the workplace will also be altered after Covid-19. This is due to the fact that the number of people who have effectively acclimated to remote working has greatly increased throughout the pandemic. There is currently a revolution taking place in the workplace, and the work that people do in the future will require a varied set of adaptable talents in addition to flexibility and agility as normal aspects.

Employee productivity, organizational commitment and perceived job quality were studied in the United Arab Emirates by Hashmi et al. (2021) in their recent study published in the journal Human Resource Management. According to the findings of the study, employees' opinions of productivity, work quality, and safety on the workplace are linked to FWA. As a result, the two variables in this instance have a high degree of connection. The results of this study support the idea that employee satisfaction moderates the association between FWA and employee outcomes. Allowing workers to work in a way that best suits them helps them maintain a good balance between their professional and personal life. As a direct consequence of this, the level of happiness experienced by workers has increased. FWAs should be regarded as an effective instrument for boosting productivity and overall well-being, particularly during times of crisis like as Covid-19, and should be regarded as such by managers and employees all around the world. When there is a crisis, this is something that is of utmost importance (Hashmi, et al. 2021). The natural boundaries of research and its possible repercussions - A limitation of the study was the honesty of the people who participated in it, which could cast question on the overall validity of the research. The use of self-report data collection has the disadvantage of being more labor- and time-intensive to carry out than other methods of data collection. The fact that a large number of instruments are necessary further complicates this issue (Hashmi et al. 2021).

For an exploratory study on the impact of flexible work arrangements on employee engagement and happiness, Vilela (2021) conducted a study on employee age and gender: This information was uncovered. The National College of Ireland, where I completed my master's degree, just published a copy of my thesis. The study's findings showed that when implemented correctly, flexible working practices can have a significant positive impact on employee engagement and happiness as well as a company's overall performance. There were also some perceptive remarks made on the expectations of people of different ages and genders, as well as their preferences for flexible working arrangements.

In the year 2021, Hashmi, et al. undertook an investigation in the United Arab Emirates into the impact that flexible work arrangements had on employee perceptions of productivity, organizational commitment, and perceived work quality. This study was conducted in an effort to better understand the relationship between flexible work arrangements and these factors. It has been shown that FWA has a positive link that is statistically significant with employees' perceptions of their productivity, quality of work, and occupational health and safety. As a result of this research, the hypothesis that employee satisfaction plays a Moderating effect in the connection between FWA and employee outcomes was verified. The facility allows employees to utilize their preferred manner of work, which makes it easier for them to balance their personal and professional lives. Because of this capability, the level of employee satisfaction has grown. In conclusion, managers and employees all across the world should think about FWAs as a positive instrument for enhancing employee productivity and general well-being, particularly during a crisis such as the Covid-19 pandemic epidemic. This is particularly important during times of crisis.

Choi et al. (2021) investigated the connection between employee retention and flexible work arrangements by conducting a longitudinal study of federal workforces for the purpose of his research. According to the data, businesses that had a greater number of teleworkers also had lower levels of voluntary employee turnover. Companies that encourage and allow telework for their employees are more likely to have lower rates of voluntary employee turnover. Additionally, researchers found that the number of diverse occupational categories, full-time employment and female employees all had a substantial impact on employee voluntary turnover.

Beblo and Wolf,(2018) investigated the influence that flexible work time schedules have on the efficiency of firms using data from a representative sample of establishments in Germany. They came to the conclusion that while work time schedules that allow for a moderate amount of flexibility are connected favorably to technical efficiency, very flexible work time arrangements appear to be related negatively to efficient management of the work flow (Beblo & Wolf 2018). They suggest that their findings should not be considered as evidence of causality because it is anticipated that extremely flexible work time schedules were established in organizations that were struggling financially.

Battisti and Vallanti (2013) found that businesses that use more temporary workers have lower levels of employee turnover. They attribute this finding to the fact that having more fixed-term employees means that permanent employees have a lower chance of being fired when compared to companies that use fewer temporary workers. This study examined research question two and goal two, both of which intended to determine whether or not employer-driven FWA have good effects on the performance of organizations. It was discovered that FWA driven by employers are more likely to have a negative effect on employees than FWA driven by employees, whereas FWA driven by employees have a favorable effect on employees. This is due to the fact that employers

are the ones who make decisions regarding the scheduling of work, which can lead to work schedules that do not let employees to create flexible arrangements in order to better meet their own particular needs, as was previously mentioned.

Work-life balance policies and employee happiness were both subjected to an investigation by Emerole et al. (2015), who wanted to determine how these factors might influence the results. According to the findings of the study, work-life balance policies such as flextime, job sharing, and teleworking were discovered to be incredibly essential in enhancing employee satisfaction. This led to a team of pleased employees as well as lower employee turnover rates. A study was carried out by Muchiri and Pintelon (2013) to investigate the connection between work-family support services and employee performance in the banking sector of Kenya.

Staff retention and productivity were negatively affected as a result of the conflict. In a similar vein, research conducted among Kenyan healthcare workers has revealed that workplace flexibility has an impact on the level of employee retention. For example, Okemwa (2016) discovered that flexible work arrangements increase nurses' commitment to their jobs in government-run hospitals. Employees who have greater flexibility, according to Ibrahim et al. (2018), are more likely to improve their job performance because they are able to devote more attention to their work. flextime programs, according to Forris (2015), are ideal for addressing work-family conflict because they provide employees with the ability to balance their work and family responsibilities simultaneously. Employees are given the ability to make decisions about their working hours and work locations under the programs.

Furthermore, improved flextime programs will strengthen family social ties while also increasing employee productivity and loyalty, among other benefits. According to Armstrong and Taylor

(2020), the introduction of work life flexibility programs in an organization often results in increased productivity and quality of work, boost employee morale, improve retention and employee satisfaction, and the organization can be referred to as an employer of choice, all of which have an impact on the firm's workforce. Among the best hospitals to work for in the United States, according to a study, Texas Children's Hospital, Baptist Health, Montefiore Medical Center, Houston Methodist, and Massachusetts General Hospital, had a comprehensive benefits system, a managing diversity and inclusion policy, promotional opportunities, work-life balance programs, comprehensive training programs, and a conducive working environment among their human resource management practices. According to the findings of this study, work-life flexibility programs were a significant factor, accounting for 70% of the total, while the other factors accounted for 30%. This resulted in improved employer-employee relations through company-sponsored events, as well as a happy and committed employee group (Trossman et al., 2015).

According to a study conducted by (Parmar & Sharma, 2017), female employees are just as capable as their male counterparts in terms of professional competence, and the salaries they receive are just as important as their male counterparts. Their working hours, stress levels, and work pressure are the same as those of a man. Increased employment among women and mothers has resulted in a reduction of women and mothers who choose to stay at home with their children. It has been shown that WLB and employee contentment are positively related, resulting in increased organizational commitment and employee retention.

When it comes to mothers and women, according to a study by Swami and Jain (2014), flexible work schedules can increase employment and improve uniformity between qualification and job skills by allowing them to work from home. These work schedules encourage commitment to the

organization, work-life balance, stress relief, and longer containment within the organization. They also encourage longer containment within the organization. The workplace should be restructured to include some programs, such as shortening workweeks for all employees in order to avoid inequity between uneven time periods, and providing flextime or shorter work hours to people who have family responsibilities. This would increase employee commitment and talent retention by increasing employee commitment and talent retention.

The effect of working hours on employee retention was investigated by Wakio (2019), who discovered that when employees are dissatisfied with the number of hours worked, they are more likely to leave their jobs. Particularly difficult are the working conditions in the nursing profession, which include long hours, little job autonomy, brain drain, and extraordinary job demands. The nursing profession is subjected to long working hours in high-pressure environments while also receiving inadequate compensation. This is exacerbated by emotional toil, bureaucracy, and insufficient overtime compensation, all of which have contributed to low employee retention levels.

According to a survey that was carried out by LinkedIn at the tail end of 2019, it was discovered that working from home is an appealing concept for both employers and employees. Some of the benefits that were discovered include an improved work–life balance, increased productivity, and reduced costs for buildings and infrastructure. After the epidemic, it was found that workplace flexibility is a viable solution, and some managers even claimed that it led to increased employment as a direct result of its use (LinkedIn Learning. 2019).

In order to investigate the nature of the connection that exists between work flexibility, job happiness, and job performance, Lefter carried out research in European Commission (2020). The

empirical findings suggest that work flexibility (flexible scheduling, teleworking, or reduced working time) has a significant impact on job satisfaction and job performance, as well as on job performance in general. The survey data were collected from a sample of 220 employees. In addition, it has been found that the availability of flexible work schedules has a considerable influence on the overall level of employee motivation, as well as on the well-being of workers, their personal and professional performance, and both. According to Lefter and Casuneanu (2018), one of the most important variables in raising overall levels of employee job satisfaction in the workplace is making flexible work hours available to workers. This is in addition to other motivational reasons.

Review on influence of employees' work-life balance on their level of job satisfaction was commissioned by private commercial banks in Sri Lanka and carried out by Adikaram (2016). The findings of the study suggest that there is a correlation, which may be verified by statistical analysis, between one's level of job satisfaction and the degree to which they are able to strike a healthy balance between their professional and personal lives. In order for workers to be successful in their jobs, they need to be able to strike a healthy balance between the demands of their personal life and those of their careers. When a person's job and personal responsibilities are not in balance, it can be a source of stress for them. This mismatch might result in health problems that have repercussions not only at work but also in one's personal life. It is possible for it to have an effect on a person's health and well-being, which in turn can have an effect on the individual's performance at work as well as the general amount of happiness they experience at home.

Cotti et al. (2016) carried out research to investigate the extent to which workers' ratings of job satisfaction are correlated with the degree of workplace flexibility. The findings of the study showed that alterations to one's salary did not have a substantial impact on one's level of job

satisfaction; rather, alterations to one's level of workplace flexibility had this effect. According to the results of the research conducted, workplace flexibility was found to have an 8.1% link with an increase in the degree to which employees are satisfied with their jobs. Understanding the inversely proportional link between employee turnover and job satisfaction, as well as how job satisfaction can have an impact on the retention or loss of skilled and competent employees, is beneficial to businesses. Businesses also benefit from understanding how job satisfaction can have an impact on the retention or loss of skilled and competent employees.

An survey conducted by Timeware workforce management solutions (2015) found that 45 percent of employees were absent from their working station as a result of illness; 20percent of absenteeism cases were attributed to interpersonal issues while over 7 percent of absenteeism cases were linked to alcoholism. When it comes to phoning in sick, 57 percent of workers admitted to doing so even when they weren't genuinely sick. According to the findings of the study, employees who are given the opportunity to work from home and have flexible working hours are less likely to be absent.

According to the findings of the researcher, there was a correlation between job satisfaction and organizational performance, turnover, and productivity. The research that Ali (2016) conducted on the subject of job satisfaction revealed that it was statistically significant in relation to a number of different organizational parameters such as performance of the organization as well as employee turnover. It was also revealed that workplace flexibility would emerge as a result of employee obligations such as caring for children and the elderly while also maintaining an appropriate work-life balance and juggling their educational pursuits. This is because employee obligations such as caring for children and the elderly require staffs to balance work with their personal life. This was a direct outcome of the necessity to develop a working environment that enabled for these tasks to

be met while also allowing for a good work-life balance and juggling educational pursuits at the same time.

In a study that was conducted by Nohe and Sonntag (2017) it was found that work and family conflict is associated with job satisfaction and marital satisfaction. Employees that are devoted to the company and are happy with the work they are doing contribute to increased profitability and performance, which in turn leads in decreased rates of absenteeism, absconding, and turnover rates. The health of employees is also negatively affected by stress, which can lead to decreased productivity and increased absence rates. Stress also has a bad influence on the environment. As a consequence of this, creating a workplace that is less stressful can positively effect, not just on an organization's bottom line, but also on the performance of its employees.

According to Ibrahim et al. (2018), examination into the factors that influence job satisfaction in technical enterprises, it is hard to prevent a negative impact on an employee's individual performance, absenteeism, productivity, and the capacity to keep one's job. An investigation was conducted on the factors that affect job satisfaction in technical companies. As a result, it's difficult to avoid low levels of job satisfaction from having an adverse effect on employee absences. There is no way to separate the two. The odds of employee satisfaction increases if their workplace can accommodate not only their needs but also their ideals and the attributes that make them who they are as individuals. As a result, when an employee's workplace is able to accommodate both their needs and their values, they will be happier and more productive.

The provision of flexible working arrangements is a key indicator of employee's choice to stay or leave an organization, and as a result, is one of the most important aspects that contribute to

personnel retention. It was found that having some level of control over one's working conditions was one of the most important factors in overall job satisfaction (Goldsmith, 2017).

Research by Wright, (2019) on employee job satisfaction and engagement showed that more than half of the employees who took part in the survey indicated that the ability to strike a healthy balance between their personal and professional responsibilities was a fundamental component in assessing the level of satisfaction a job offered to the workers. In addition, workers have claimed that the flexibility offered in the workplace by the company is a big reason why they are not likely to quit their present employers, and some of them have even stated that it is extremely unlikely that they will leave their current employers. More than half of the people who participated in the poll stated that the primary reason they would be hesitant to seek employment outside of their current firm is because of the salary and the capacity to handle work and personal duties simultaneously.

Working under the framework of Maslow's motivational theory, Cairn (2018) investigated the benefits of work arrangements which are flexible at the bottom of the food chain in terms of job security. According to Cairn's research, it is advantageous to have a flexible work schedule. Cairn's investigation was guided by this hypothesis. If a higher Maslowian need, such as self-actualization, is linked to flexible work arrangements, then reducing that advantage may have an influence on the performance of employee. Flexibility in working schedules may fail to impact on performance of an employee if they are a part of Maslow's hierarchy at the bottom of the pyramid. This lowest level of Maslow's scale included flexible employment options. Therefore, it is imperative to explore the effects of flexible work arrangements on the dynamics of a team context rather than the dynamics of an individual setting where people are free to express their creative potential.

Flexible work arrangements have a significant impact on group dynamics, thus it's critical to look at them.

According to Stroup and Yoon (2016), flexible work schedules should be adopted as a policy. This is owing to the fact that the success of flexibility in working arrangement policies is highly dependent on the success of flexible work arrangement policies. Assuming they are implemented correctly, these policies are said to promote employee retention, engagement levels within the firm, job satisfaction, financial performance, and productivity.

Leslie et al. (2016) found that flexible work arrangements are common in the U.S. These findings were made possible by a team led by Leslie, including Manchester, Park, and Mehng. In general, advancements in technology make information and communication technology (ICT) readily available to workers. This enables workers to perform their jobs from remote locations, such as their homes or other off-site locations. It is also crucial that women have the opportunity to work from home because this enables them to provide for their families while continuing to be employed. Telecommuting makes it possible for working women to fulfill their childcare responsibilities in a more timely manner while allowing them to keep their competitive edge in the workplace.

Noonan and Glass (2020) found a small difference between parent and non-parent telecommuters. They also discovered that mothers are not more likely than fathers to enjoy working from home. This was another finding of their study. In spite of the fact that females are more likely than males to apply telecommuting as a strategy for increasing childcare alternatives, employees with a post-secondary education are more likely than the general population to do so. There are several advantages associated with having flexible working hours, some of which include increased levels

of production and profitability for the company. The health and happiness of workers, as well as a reduction in stress levels, are just two of the numerous benefits that come from letting employees determine their own work schedules.

Heejung and Yvonne (2016) found that flexible work arrangements are a business essential to boost employee productivity, job satisfaction, and reduce absenteeism. This study's findings show a correlation between employees' happiness with their jobs and the degree of flexibility in their work schedules. Since flexible work patterns are used in an effort to increase employee satisfaction, this results in an increase in productivity.

Night shift nurses reported feeling wearier and unhappier than those who worked during the day, according to researchers at Ruggiero et al. (2016). Knauth (2016) found many aspects to consider while constructing shift systems include limiting the number of successive days of working to between five and seven, including at least two consecutive days off and some daytime off. Rotating shifts forward (morning to evening) was also taken as another consideration.

A study conducted by Ferri et al, (2016) found that nurses working on night shifts have lesser concerns about their sleep, health, and social lives than their counterparts who don't work on night shifts. In addition, studies have shown a link between better organization of one's activities and higher levels of commitment and joy, as well as lower burnout. Those who prefer night shifts for various reasons include those who want to spend more time with their family during the day, others who have more than one job, and those who prefer night shifts because it is more convenient for them to do so.

Employee satisfaction can vary greatly between part-time and full-time workers when the many dimensions of job pleasure are assessed one by one. O'Reilly and Roberts (2018) found that part-

time and full-time employees had the same standard level of job satisfaction. Part-time employees, as per a study by Logan (2018), placed a greater focus on social components than did full-time employees, but the latter placed a greater premium on features that included opportunities for advancement within the organization.

A study by Miller (2016) found that part-time and full-time employees have significantly different attitudes toward their employment, even after controlling for criteria such as income and tenure. On average, they found that employees working on part-time basis were less likely to be satisfied with their positions when compared to their full-time counterparts despite the fact that there were no differences in pride with regard to supervision, compensation or improvement..

The results of a study done by Muchiti and Gachunga (2015) on the impact of work-life balance on the performance of workers in Kenya at the Milimani Law Courts in Nairobi indicated that flexibility in working schedules considerably improved the productivity of the workers in the court. Furthermore, the research revealed that respondents were in agreement about how technological assets such as flex time, component time, and timework might inspire employee productivity in the legal profession.

Part-time employees, according to a study done by Robinson (2016), reported lower levels of task satisfaction. Study claims that because part-time employees have less contact with the business than full-time employees, it can be expected that they will have higher levels of activity pleasure because there is less potential to expand emotions of dissatisfaction in part-time employees.

A study by Wotruba (2016) found that part-time workers were more productive as measured by earnings in relation to the number of hours they worked. The survey also found that women who worked part-time had fewer possibilities for advertising than women who worked full-time. Part-

time employees, according to a study by Jacobsen (2015), exhibit lower levels of participation. Part-time workers had a greater rate of role conflicts and responsibility overburden, as well, according to the research.

Burke and Greenglass (2014) found that full-time and part-time nurses who worked their preferred work arrangements were happier and reported higher levels of mental well-being than nursing personnel who worked part-time. They based their findings on a large sample of the Canadian nursing workforce. The findings of the study also revealed that health care an downsizing restructuring had additional negative impact on nursing staff working on both part-time and full-time basis.

According to a study by Schmidt et al, (2017), employees recognize that flextime working is crucial when it comes to establishing a solid work-circle of relative consistency. Flextime helps employees maintain stability and wellness in their work and personal lives by reducing work–life conflict, pressure, and stress. This is due to the convenience of flexible operation hours, which allows people to complete the task at hand without jeopardizing other important elements of their personal and professional lives.

Flexible work schedules such as flextime, according to Murphy and Kaskubar, (2017), can have an effect on the overall profitability of a business through two strategies: company sales and corporate charges. Because it attracts higher-quality candidates and increases the marginal productivity of existing employees, flextime has the potential to increase firm revenues significantly. By reducing turnover and absenteeism, flextime has the potential to cut charges as well.

Heejung and Yvonne (2016) conducted a study in which he deemed bendy work preparations to be a company essential in order to harvest strategic priorities such as increased worker productivity, increased process delight, and decreased absenteeism. According to this study findings, there is a high-quality association between work time flexibility and process pride among employees. As a result, the deployment of flexible work arrangements programs on the job site increases the level of process pride among employees.

2.4.4 Managerial Style

A study was carried out by Hiday et al. (2021) to investigate the effects of the COVID-19 outbreak on managerial styles, job satisfaction levels, and the risk of employees quitting their jobs: The banking industry in Indonesia has taken an attitude that is more conciliatory. The intention to leave an organization is affected positively by transformative managerial, although this effect is not statistically significant, whereas the turnover intention is significantly impacted negatively by transactional managerial styles. In addition, the effect of transformative managerial styles on turnover intention was found to be negative and statistically significant when work satisfaction was used as a Moderating influence. The influence of transactional managerial styles on turnover intentions during the COVID 19 Pandemic is supported by the fact that job satisfaction levels in the banking industry have grown considerably over the past several months.

Donkor,et al. (1991) conducted a research in the broad topic of employee turnover intention in Ghana's state-owned firms The researchers looked at transformational managerial styles as well as the intention of employees to leave their positions. The impact of a transformative leader appears to have the opposite effect when it comes to an employee's desire to leave the firm. The correlation between commitment levels and managerial styles that encourage staff turnover and transformative managerial styles is moderated by aims to induce employee turnover. On the other hand, dedication

to an organization has been shown to have a significant relationship not only with transformational managerial styles but also with an individual's plans to leave their current place of employment altogether. The most important factor that determines whether or not an employee would stay with a state-owned company is the type of managerial styles provided, specifically transformational managerial styles. This managerial strategy is also a significant predictor of an employee's departure from a private company, where they were previously employed. The outcomes of the study indicate that enhancing worker confidence and trust can help to contribute to reducing the likelihood of workers in public sector enterprises quitting their jobs.

Tian et al. (2020) studied transformative managerial styles and employee retention. OCB and communication were explored as moderators of transformative managerial styles impact on employee satisfaction and retention. Transformative managerial and organizational commitment are linked in the study. According to this study, OCB is linked to employee retention. OCB and job satisfaction were also linked in this study. According to study, an organization's culture influences employee retention and transformative managerial styles. Effectively communicating transformational managerial styles improves employee retention and organizational change. Small and medium-sized enterprises (SMEs) need to establish a compelling vision for their staff, center their attention on goals, implement problem-solving approaches, instill a sense of mission, and make time for the training and development of their teams.

An investigation into the effects of employee motivation, talent management and managerial style, on the performance of employee was carried out by members of the Supraptiningsih et al. (2018) research teams. The investigation focused on the information technology industries in western Jakarta and western Java. The outcome of the investigation indicated that management of talent within an organization has a significant influence on the performance of the workforce. Employee

performance and motivation are both significantly impacted by the managerial styles of the organization, which in turn is influenced by the Managerial style of the individual employees. In addition, managerial style, Talent Management, and Motivation each have a positive and statistically significant impact on employee performance, either on their own or when combined. This is true whether the factors are considered individually or as a whole.

Bekuni and Bingab (2019) published their findings from their research into the influence of managerial styles on talent management in the Ghanaian banking sector. The research was conducted by Bekuni and Bingab (2019). The study came to the conclusion that the democratic style of managerial styles is the one that is used the most frequently and is the one that is most commonly used. It was noted that the managers of the various ADB branches were attentive to the concerns of the well-being of their employees as well as their opinions, and as a result, the employees reported feeling more motivated in their day-to-day tasks. However, various sorts of managerial styles, such as autocratic ones, were utilized within the corporation based on the type of responsibility that an employee was assigned to within the company.

A study that Mir et al. (2019) conducted on the relationship between managerial styles and talent retention in Pakistan's banking sectors through employee commitment and motivation was recently published in the Journal of Banking and Finance. This study focused on Pakistan's banking sectors. The results of the study indicate that one of the primary concerns of any business is attracting and maintaining talented workers. This is due to the fact that an exceptional worker can assist in bringing an organization to the forefront of its field. In addition, given that businesses are dependent on the output of exceptionally talented people, the companies themselves are the medium via which the individuals' abilities are utilized. As a consequence of this, research was carried out on the subject of retaining highly talented people through the managerial process in the

banking sector industry. This was done in light of the fact that employee turnover is currently the most prevalent issue that can be found in the workplace. In addition, it was found that the appropriate use of a laissez-faire managerial style had a significant impact on the ability to keep talented employees, and that this particular aspect should receive more attention as a result. The outcomes of the study indicated that providing highly qualified individuals with opportunities for career advancement, as well as benefits and a sense of work security, were all critical factors in keeping them in their current roles. Additionally, if a business does not offer its employees the opportunity for professional development and promotion, it will have a tough time attracting and retaining talented staff members. This is especially true in this age of globalization, when there is an increasing emphasis placed on maintaining a competitive advantage.

In Onyango,(2017) research, transformational managerial styles were investigated in the context of talent management in micro, small, and medium-sized businesses located in the county of Migori in the country of Kenya. The researchers found a positive and statistically significant association between a leader's managerial style and their approach to managing the abilities of their employees. This was a very interesting finding. There was a connection between the type of managerial exercised and the way in which personnel were managed. According to the findings of the study, managers of micro, small, and medium-sized businesses should adopt a transformational managerial style in order to improve their ability to manage their people. This recommendation was made in light of the fact that transformational managerial styles is associated with positive organizational change. Not only will this result in an increase in productivity, but it will also result in an increase in the amount of dedication that workers have for their jobs. To be successful in today's market, a company must have defined frameworks for talent management and senior

management that are committed to it. This is proven by the transformational style. Because of this, there is a greater chance of success for the company.

In the sphere of education in the United Arab Emirates, Research conducted by Hammadi and Noor (2020) investigated the function of managerial styles in the United Arab Emirates' (UAE's) attempts to manage talent and retain employees. The outcomes of the study indicated that good managerial styles were essential in the processes of talent management and staff retention. According to the findings of a study that was conducted by NawpseIng'ollan and Roussel (2017), the manner in which a leader operates can have a substantial effect on the level of performance displayed by their subordinates. The study found a link between employee engagement and the direct supervisor's managerial styles. Classical or transactional managerial styles negatively impacted employee engagement, while visionary or organic managerial approaches positively impacted employee engagement. Democratic managerial style has helped the regional administration. This accomplishment can be assessed by a larger workforce, faster job completion, high efficiency, and timely performance. Findings confirmed these successes. Based on these findings, it was concluded that the local government tries to combine the three types of managerial styles, even though autocratic and laissez-faire are most common.

Research that was carried out by Ng'ethe et al. (2017) investigated the connection between managerial style and the retention of academic staff in Kenya's publicly financed institutions of higher education. It has been demonstrated that the type of managerial styles has an opposite and significant impact on the intention to leave of academic employees. As a consequence, in order for these institutions to flourish, it is necessary to adopt a style of managerial styles that promotes the retention of staff members and encourages them to be engaged in their work. It is advised that the managerial styles of public universities in Kenya implement techniques of positive managerial

styles in order to boost the percentage of academic professionals who remain employed by their respective institutions. Employees will be able to contribute input into the organization's policies and goals if regular communication is maintained, which should be encouraged at public institutions as a means of providing greater possibilities for participation in decision-making. In addition to this, it will provide a method for identifying issues that are affecting employees and that, if they are not addressed, may lead to the employees leaving their jobs. Because a prompt response to staff difficulties reveals that the leaders care, and because this helps employees to intend to remain in the firm for a longer amount of time, the leaders should pay attention to the issues that arise with their employees.

Rao, et al. (2018) resented the results of a study that they had undertaken on the influence that managerial styles has on the likelihood of employees remaining with a company. The research demonstrates that career advancement opportunities, employee recognition and incentives, and performance reviews all have a direct bearing on an organization's ability to keep its employees. The results of the testing of the hypotheses that were carried out and reported in the study lend credence to this contention. In conclusion, the findings of the study indicated that an effective compensation system as well as an appropriate strategy for career growth are required for a company to be successful in retaining its employees.

According to the findings of a study that was carried out by Adekanbi (2016), the various styles of managerial each had a substantial impact on the number of employees that were retained in the banking industry in Nigeria. According to the findings of the study, the type of managerial styles had little bearing on the rate at which employees were retained, and transactional managerial style was shown to be the most successful in the Nigerian banking industry. The study looked into the different types of managerial styles used in the banking industry in Nigeria as well as employee

retention rates. An examination of the findings of the study reveals that there should be a decline in employee turnover in the banking industry of Nigeria if leaders and managers are able to successfully carry out the transactional managerial style's exchange process.

A company's overall success can be boosted by a transactional managerial style, as found in a study by Longe (2017). Transactional managerial styles can be used to create an environment that encourages the best utilization of both the organization's and its employees' strengths. A transactional style of managerial can benefit personnel who consistently achieve both tangible and intangible benefits. A high-performance environment and a captivating vision are two of the most important outcomes for a firm's employees and the company as a whole that this managerial style may achieve. As an added benefit, research shows that this managerial style is particularly good in spurring innovation within the company.

Sofi and Devanadhen (2015) found that transactional managerial styles didn't affect the organization's success. This managerial style doesn't promote creativity or imagination, thus employees don't meet company goals. The results of another study that Igbaekemen and Odivwri (2017a) conducted on the influence of managerial styles on the effectiveness of organizations can be found here. The author defines an autocratic leader as one who establishes the tasks, procedures, and regulations that are to be adhered to by the staff and then expects the personnel to comply with those decisions. In addition to this, such leaders do not invest a significant amount of trust in the people they are leading.

Iqbal et al. (2019) conducted research to determine the influence that different types of managerial styles have on the effectiveness of organizations. The results of the research indicated that the autocratic managerial style, which is also known as the authoritarian managerial style, is the same

thing. The autocratic leaders are less innovative and simply push their followers to have one-sided conversations. Employees' levels of motivation and contentment are significantly impacted as a result of this. On the other hand, the authoritarian managerial style is well-known for being effective in the short run. This is because it places more emphasis on command and control. The practice of autocratic managerial styles hinders socialization and communication in the workplace, both of which are essential for the efficient operation of an organization. In addition, authoritarian managerial styles is the cause of organizational conflicts, which in turn have a detrimental effect on the organization as a whole and its ability to perform its functions.

Abok (2015), did an analysis on the factors that influence talent management in state-owned firms. According to the findings of the study, the integration of talent management has a positive influence that is statistically significant on recruiting and selection, development, and compensation. This is the conclusion drawn from the findings of the study. According to the findings of Wakabi (2016), who researched different styles of managerial and their impact on staff retention in Uganda, there is an inverse link between different styles of managerial and the intention of employees to leave their positions.

On the basis of data from a study by Hauer et al. (2021) on managerial styles and employee retention in East Asian multinational enterprises in this digital age, managerial styles has an impact on staff retention in East Asian multinational organizations in this generation. Professional growth, benefits and rewards, the corporate culture, and the ability to maintain a healthy work-life balance are all essential variables in determining a person's managerial potential. Leaders who are emotionally intelligent keep relationships with their followers and are acutely aware of their followers' social and emotional capabilities. These leaders also have a strong sense of empathy.

When a person's level of emotional intelligence increases, the quality of their interactions with others who follow them improves and becomes more stable over time.

Al Khajeh (2018) conducted research to investigate the influence that various managerial styles have on the effectiveness of organizations. Managerial styles that are charismatic, bureaucratic, and transactional are all detrimental to the growth of a corporation. The growth of an organization can be positively influenced by certain styles of managerial, including democratic, authoritarian, and transformational styles.

Sintoyia and Iravo (2018) did a study on the aspects impacting managerial styles on employee retention, and they used data from Kenya's county governments as their primary source of information. According to the findings of this study, factors such as participative and directive managerial styles, supportive and achievement-oriented managerial styles, and other aspects play a significant role in employee retention in Narok County. This was found to be the case despite the fact that other aspects also played a role. According to the study, managerial styles in Narok County had a statistically significant impact on staff retention because of morale, creativity, shared responsibility, clearly specified regulations, training opportunities, and support.

According to Sintoyia and Iravo (2018) findings of the study, county governments all over the country should increase their investments in strategies that will enable them to boost employee retention and minimize employee turnover in order to improve the efficiency with which they provide public services. In order to make the concept of participatory managerial style a viable option, the governing bodies of the counties need to put in place structures that will facilitate management by objectives. According to the study, county governments should place a strong

emphasis on meritocracy and productivity in their award and compensation systems. This will encourage county employees to continue working for the county.

According to the findings of a study by Onyango,(2017), micro, small, and medium-sized firms (MSMEs) need to embrace transformational management styles in order to increase their ability to influence their workforce. This can be accomplished by adopting a more participatory managerial style. In addition to a general increase in performance, this may also assist empower present employees by delegating more discretionary authority in their areas of responsibility.

A study was conducted on the effects of transformational managerial styles on talent control, and the findings were as follows: According to Onyango,(2015) a case study of micro, small, and medium-sized firms in the county of Migori, which is located in Kenya. People from the African nation of Kenya served as the study's participant population and contributed to the collection of data. According to the findings, there is a strong connection between management style and expertise management, which is something that should be taken into consideration. According to the findings of the research, Micro, Small, and Medium-Sized Businesses (MSMEs) should use transformational managerial style in order to improve their human resource management. This recommendation was made as a part of an effort to assist micro, small, and medium-sized enterprises.

Bernard (2019) looked at the effect that different managerial styles have on the ability to keep talented employees under control in the Ghanaian banking industry. In order to carry out the research, we selected a case study that focused on an agricultural development finance organization (ADB). The outcomes of the study indicate that democratic management is the management style that is utilized the most frequently and is used by a large number of

organizations. The managers at the ADB have been quite visible in their efforts to increase awareness of employee well-being and perspective concerns, and as a consequence, workers at the ADB have claimed that they feel more involved in their day-to-day operations as a direct result to retention of talented employees.

Zhang et al. (2019) recently performed research in China to evaluate the effect that Managerial style has on the retention of knowledge during the process of a merger or acquisition. The outcomes of the study indicate that authoritative leaders make use of communication, whereas leaders who follow an education model make use of an incentive system, in order to positively influence talent retention and retention rates. In addition, executives who are task-focused use the concepts of function and performance as tools to locate and keep highly qualified employees in their organizations. According to the findings of an evaluation, leaders who focus on dating emphasize the significance of the guanxi network, communication, and the design of an incentive structure in their strategies for the retention of skills.

Wakahiu and Salvaterra (2016), who carried out research on the topic, looked into the lessons of sustainable managerial styles and the implications of management development programs for girls' religious organizations in Africa. They did this by conducting a study on the subject. The United States of America was chosen to host interviews with representatives from three different religious programs for women, one each from Kenya, Tanzania, and Uganda. According to the findings, an improvement in management fosters the creation of long-term managerial initiatives.

As a result of the findings of a study conducted by John et al (2019) on the effect of managerial styles on the overall performance of an organization, it was determined that business management utilizes a variety of managerial styles, including authoritarian and laissez-faire approaches, with

the intention of accomplishing the goals of the organization. This was the conclusion that was reached following the findings of the study. In addition to being advantageous to the development of the organization, the democratic managerial style should be considered. It strongly suggested that in order for businesses to improve their performance, they should use management strategies that were unique from those used by their rivals. It was also suggested that management should make an effort to employ a variety of approaches and strategies because the circumstance may necessitate the need to motivate a large number of employees to work harder in order to achieve organizational goals and improve overall performance. This was suggested because the circumstance may necessitate the need to motivate a large number of employees to work harder in order to improve overall performance.

For their research on talent management in state firms, Abok (2019) used stratified sampling to collect data from 224 Kenya Power and Light Company personnel. Amboka and Ssemugenyi (2019) carried out this research (KPLC). For example, a combination of factors, including recruitment methods and remuneration packages, might have a significant impact on employee retention according to the regression results. Onyango et al. (2017) studied the impact of an organization's management style on its ability to acquire learning materials and coordinate its workforce on its performance. A descriptive survey was carried out, and data were compiled with the assistance of interview schedules, questionnaires, document analysis, and other methods. According to the findings, there are a variety of managerial styles, each of which has an effect on the opportunities for getting to know employees and coordinating their actions.

Muthui, (2020), conducted research to determine how the level of dedication shown by workers in Kenya's national banks affected employee retention rates. According to the findings of the study,

there is a substantial amount of overlap between the effects of employee commitment and retention, on the one hand, and the effects of employee turnover, on the other.

2.4.5 Employee Retention

Matuga and Bula studied Kenya Airways' retention in 2021. According to the study, employee training, retention, work happiness, and remuneration policies all affected a company's ability to keep employees. The study found that Kenya Airways should improve employee career development. Career awareness, skill training, and goal planning are needed. This will encourage and retain Kenya Airways employees, reducing turnover and recruitment costs. Kenya Airways should offer competitive compensation, a clear path to career progression, a work-life sense of balance plan, and job security to enhance employee professional gratification. Kenya Airways should allow workers family and personal time. Thus, Kenya Airways will be better able to attract and retain new employees, resulting in increased output and productivity for the company as a whole as well as improved employee morale. Kenya Airways should also develop attractive compensation schemes, such as appropriate rates, increased basic salaries, a home allowance, and a commuter allowance, all of which are oriented toward increasing employee happiness and raising living standards in the workplace. This will help to attract and retain people inside Kenya Airways, resulting in an increase in staff morale, productivity, and overall output and productivity.

Ugochukwu (2021) investigated the topic of remuneration for management approaches to keep employees and the variable payment to public organizations. According to the findings, there is a strong link between public university employees' satisfaction with their jobs and their wages. Research demonstrations that there is a sturdy positive association in the system, as underscored by the data. In light of these findings, it may be concluded that flexible payment and retention of a member of have a significant impact on organizational performance in the study zones. Consider

the significances of this research and you will come to this conclusion. Additional recommendations include a wider use in the study areas, as well as academic and research goals in public universities and other institutions of higher learning to explore how variable compensation and employee retention affect organizational practices and performance.

The findings of a study conducted by Chiu et al. (2017) on retaining and stirring workforces in Hong Kong and China revealed that organizations utilize merit pay systems to reward employees for achieving specified targets, which might have an impact on employees' levels of motivation. Most firms, on the other hand, have made tremendous strides in recent years by fully complying with their company plan and implementing well-balanced reward and motivator systems for their employees. In the current vibrant atmosphere, the tremendously driven employees work together to achieve organizational goals, business strategies, high proficiency, growth, and performance by creating a synergy of services. The need for motivation is also necessary when an organization's employee does not have a positive pattern of interpersonal relationships.

In the majority of Gambia's NGO-managed community-based water resource projects, personnel turnover is a significant issue, as Bhat and Sisodia (2016) found in her survey. In the NGO sector, she noticed that it was difficult to keep personnel due to the lack of a consistent compensation plan and the fact that people were frequently moving between organizations. There are many reasons that contribute to worker force turnover in NGO-managed communal water projects in Gambia, according to Nilima's survey results. It's also worth noting that employee turnover is influenced in large part by a company's use of incentive awards. Human nature dictates that we want to be viewed as productive in the best possible working environment, which is why this is the case.

Workers who are given adequate privacy and control over their work environment have a better likelihood of being satisfied and staying with organizations with generous human resource practices, according to Wells et al, (2019). As a result, the company's workers are expected to work for a long duration of time, which in turn enhances their levels of contentment and happiness. "Work environment" refers to both the actual setting of the firm and its immediate environments, such as an office building. Other considerations include air quality and noise level, as in addition to extra perks and amenities, including free daycare, meals, and adequate parking (Wells et al, 2019).

Shahtaj and Danish (2018) conducted research in Karachi, Pakistan, on the factors that contribute to bank staff retention. According to what they learned from the study whose results were published in the Journal of Human Resource Management, employees are concerned about having a safe and well-ventilated workplace. Employee retention in the banking industry is substantially higher when compared to that in the IT industry, where performance appraisals play a big role. However, in the IT industry, performance evaluations have a much bigger impact on employee retention. The banking and IT industries are both concerned about staff retention, according to results of a poll conducted among these organizations' employees. According to Shahtaj and Danish (2018), teaching institutions should design a distinct course on employee retention or retention management for students who are pursuing a degree in human resource management because this topic is becoming increasingly relevant to both scholars and people who actually work in firms. For students pursuing a degree in human resources management, this course is appropriate. This is due to the fact that researchers and people who really work in businesses are both interested in this topic. Another practical application of this research is the significance of retaining employees in a competitive market, both domestically and abroad. Practitioners must

first grasp the importance of numerous retention elements in order to properly develop retention strategies that will allow them to compete on a national and global level. Employers need to prioritize their employees since they are the organization's former customers, and contented employees are more likely to provide excellent service to their employers' customers (Shahtaj & Danish, 2018).

Ndinya et al. (2017) did study on covariates of staff retaining in Kenyan non-governmental organizations (NGOs) and published their findings in 2017. According to the findings of this study, Kenyan non-governmental organizations (NGOs) with strong systems of leadership had a positive impact on worker force retention. Worker force retention in Kenyan (NGOs) is boosted by incentives, as suggested by the findings of the study. As a result of a shift in the unit of incentive for non-governmental organizations (NGOs) in Kenya, there has been a similar shift in staff retention. The organizational strategy is determined by the rewards system. In the findings, it was discovered that the existing emphasis on managerial styles was minimal. Respondents indicated enormous excitement and anticipation about the integration of managerial styles; yet, these feelings were reduced by the numerous problems that they are currently confronted (Ndinya et al., 2017).

Ndinya et al. (2017) alleged that employing rewards in professional development can encourage experiential learning and a learning organization. One-time technology training without continuous assistance fail to meet most instructors' needs, although one-on-one mentoring models have shown promise. It's clear that the collaboration wants to make it easier for people to continue their education by offering them many options. The study recommends that the managerial styles space be expanded in order to facilitate access by staff and other stakeholders through the allocation of more resources toward development and rewards, which are important in motivating

employees and thus ensuring workers retention in the NGO sector in Kenya by increasing the allocation of resources. It is recommended by the study's conclusions that more policies be put in place to reward employees (Ndinya et al., 2017)

Nyanjom (2018) conducted research into the factors associated with retaining of work force in Kenyan state-run enterprises. According to the conclusions of the study, businesses desire to retain top employees because of the contemporary skills and knowledge they bring to the table. However, during the past few years there has been a significant spike in the need for really intelligent people. Additionally, the aggressiveness with which competitors recruit important skills has increased as owing to rise in competition. Because of the positive experiences they've had working for the company, current and former workers are more likely to encourage their family members and close friends to join the company, which helps to ensure that new workers will be loyal and committed to the organization in the future. The satisfaction of their different demands, as well as their professional development, will bring about this outcome. According to Nyanjom (2018), employers strive to improve unpleasant working circumstances, which might lead to people leaving their jobs in a given business. It has been demonstrated that making working conditions better increases the levels of employee satisfaction as well as a shift from a desire to leave the company to a decision to remain there. This results in an increase in the likelihood that employees will choose to return to their previous employer after they have previously left it.

The management team, according to Nyanjom (2018), has a responsibility to recognize and reward talented individuals who have demonstrated superior performance and to recognize them on the basis of merit in all ways, including financial benefits. Poor benefits and reduced pay are other contributing factors to the increase in voluntary turnover. These are the same conditions that cause employees to depart, and they also make it difficult to find fresh replacements.

Sinha and (2016) found that retaining great people requires growth and learnedness prospects, and that business establishment's working and learning setting must be conducive to this process. Some businesses make an effort to place a greater emphasis on teamwork while continuing to recognize and reward individuals for their individual achievements. Employees who encounter such inconsistencies may become skeptical and frustrated. According to the findings of the study, acknowledging personal job accomplishments helps people feel accepted, which in turn helps them stay in their jobs a little longer.

According to the findings of a study that was carried out by Shoaib et al. (2019) on the factors that determine employee retention in the Pakistani telecommunications sector, employee rewards are extremely important for any organization because they have a long-term bearing on the worker, which results in the worker's loyalty to the organization. This substantiates the employees' awareness of their contribution to the organization for which they work, and it may lead to them wanting to remain with the company that recognizes and appreciates their efforts because it substantiates the employees' perception of their contribution to the organization. Employees' reward reveals how much they earn from the company as a result of devoting their time and resources to the attainment of the firm's objectives. Employees' reward indicates how much the organization gains from them (Sutherland et al, 2004). So it's very important for businesses to recognize the importance that their workers attach to their compensation systems as well as to devise compensation methods that are fair, equitable, and adequate for their workforces.

As shown by Eyster et al. (2018), Employees believe that a high level of employment flexibility, in addition to better quality of life and occupational prospects, is an essential factor motivating them. As a consequence of this, businesses ought to devise strategies in a manner that not only

provides them with a competitive edge but also gives their employees opportunities for professional development that enable them to climb higher up the corporate ladder.

In the words of De V.A and Meganck (2017), employees concern themselves more with their personal prospects for career progression than they are with their employer's. Then it becomes increasingly difficult to keep them on board. According to some business management and human resource management researchers, so as to realise effective retention management, not only is it essential to develop the best portfolio of human resource practices, but it is also necessary to manage employees' perceptions of the promises of the organization to reward them for their loyalty and commitment to the company. Effective retention management requires both the establishment and maintenance of excellent HR practices and the management of employees' opinions of their company's promises to reward loyalty and commitment.

Hassan et al, (2017) did a survey to find out how training affects employee retention. They concluded that some disengaged employees care about the firm and their job, but they rarely think the tasks they are given match up well with what the organization can do. Another group of workers were not dissatisfied to the extent that they immediately left their positions; yet, they did not demonstrate any level of loyalty to either their jobs or the organization in which they were employed. The vast majority of employees, as indicated by the results of the same study, expressed a desire to quit their current places of employment and look for work elsewhere. Individuals' perceptions of their work environments, in addition to their own distinctive characteristics, contribute to the development of psychological circumstances that have a direct impact on their willingness to personally engage in job functions. These circumstances can either encourage or discourage individuals from actively participating in their jobs. This has an effect on people's

intrinsic desire to work, which in turn helps them keep their jobs because they are happy in their jobs..

According to the findings of research conducted by Cindy (2017), if human behaviors are centered on the pivot of performance while only a minimal attempt is made to deliver rewards, the end outcome will just be a game of musical chairs that goes on eternally. When it comes to what we do, retaining employees is of the utmost importance, and if the human element is not given sufficient importance, management of organizations will find themselves bereft of any meaningful direction to follow. Ndinya et al (2017) found that organizations that want to be recognized for their service delivery to their anticipated beneficiaries are those that filled with staffs who have high levels of motivation above and beyond the norm, thereby reducing the likelihood of employees leaving for other organizations. Ndinya et al (2017) goes on to say the following in his research: It has been suggested that a high value should be placed on social investment which is not only developed via education, but which has also been adequately motivated through superior rewards in order to achieve maximum output. This has been suggested in order to optimize production. An additional point to consider is that monetary compensation is not the only factor that should be considered when thinking about the value of rewards as a means of motivating employees. A simple smile and a nod of appreciation from a superior to an employee is enough to act as a source of motivation.

According to the Times Higher Education (2018) found that staff performance in public institutions was generally bad, whereas it was exceptional in private firms. Despite the fact that public sector employees are paid based purely on their job groups and expertise, no weight is given to innovation or creativity in their compensation. A private sector employee's compensation is based only on the extent to which he or she meets or exceeds performance targets, and that extra-

ordinary performance ought to be rewarded via motivational enticements. Rather than depending on a few well-known rewards, management should give a variety of motivators. To him, even when one concentrates on an acknowledged reward item of larger value, monotony is formed, which lowers such efforts to everyday routines, resulting in a monotonous working environment, which leads to discontent and subsequently to take-off, according to his observations.

On the basis of a study by May et al. (2016) recommends that business organizations clearly identify their vital success elements in order to keep employees focused on the things that are important to them in terms of their primary missions. People have noticed that worrying about communicating performance standards to employees is pointless if the work environment doesn't have the standard conditions that go along with the goals.

Research by Ndinya et al from 2017 shows that if employees are contented, most likely they will stay with the firm. This makes it harder for other establishments to get them to work for them. To get employees to care about the business, it's important to give them a chance to help make decisions. By doing this, the organization will get more participation from its employees. Those in charge of human resource management and senior-level operations management would benefit from keeping an eye on authentic managerial style among lead managers. Most businesses in today's business world know that they need to be more open and accountable, and many of them also know that unethical behavior hurts the firm's performance right away and in the long run.

Ntenga and Awuor's research (2018) shows that when organizations let fake leaders go unchecked, the people who work for those organizations lose faith in the business and leave. Most of the time, an employee looks for a new job because they don't feel like they are being led well. According to the findings of recent studies, the association that occurs amongst an employee and his/her

supervisor is one of the most important factors to consider when designing a working environment that encourages productivity and dedication to the goals of the organization.

According to the findings of Ntenga and Awuor's research (2018) , the persons you are leading will never stop searching for a way out of a situation if they do not have a strong feeling of mutual regard for each other. Employee turnover can be caused by poor managerial styles, which can result in financial and time losses for an organization. Funds that would have been utilized to pay other vital operations in initiatives performed by the company can be sucked up by the costs of recruiting and training new workers. Additionally, a scarcity of experienced staff can have a negative impact on your productivity, customer service, and overall efficiency. Employee turnover reduction is hardly rocket science; nonetheless, many businesses continue to suffer with extremely high turnover year after year.

Hughes and Rog (2018) conducted a study in Canada on strategies for enhancing employee recruitment, retention, and engagement in the hotel business, which was published in 2016. The proponents sought to determine whether employee recruitment, retention, and commitment have an impact on company goals. To reduce costs associated with hiring personnel to fill vacant roles, organizations may adopt strategies including senior management buy-in and commitments, according to the findings of the study. A key finding of the research is that managers need to define talent management in relation to their company's overall strategy. The method relies heavily on top-level management's backing and the integration of talent management activities.

According to a study conducted by Abbasi et al. (2017), staff retention is a vital step for an organization's success in order to remain competitive. Organizations must have employees who are focused, equipped with competent skills, and committed to their jobs if they are to remain

competitive in the marketplace. The development and implementation of retention strategies are therefore essential functions of human resource management. In order to effectively execute retention practices, businesses must first gain an understanding of their employees' expectations in the workplace. Failure to recognize and grasp the expectations of employees results in erroneous practice and a sour taste in the mouth for retention efforts.

2.4.6 Talent Management

Research conducted in 2020 by Riham and Rarik on how putting talent management procedures into place influences an organization's ability to operate well over the long term. According to the findings of this study, the effort put into recruiting and retaining top people has little bearing on the organization's overall long-term performance. On the other side, learning new skills and advancing one's career through career management, had a significant number of beneficial benefits. According to the conclusions of the study, in order for the company to have sustainable organizational performance, the management should pay a greater emphasis not only on job rotation but also on coaching and training programs.

Hughes and Rog (2018) carried out research to determine the most effective strategies for increasing the levels of employee engagement in hospitality firms, in addition to recruitment and retention rates. They investigated how the procedures of recruiting new workers, keeping the ones they have, and keeping them motivated were affected by talent management. They discovered that effectively implementing a talent management strategy led to higher rates of employee recruitment and retention, as well as a more enthusiastic staff in general. All this was because the workers felt more appreciated.

According to Rana et al. (2019) study on talent management in the Indian public sector, businesses should adopt a talent mentality in order to take advantage of the individuals who possess unique and in-demand abilities. These really gifted individuals are difficult to come by, which makes it challenging to find suitable replacements for them. They also contribute more value to the company than the majority of the other employees combined. Finding the high-performing individuals who are a source of competitive advantage and advocating tactics that attract, keep, and develop these employees is the first step in a talent management plan. This step also involves promoting talent management initiatives.

2.4.7 Staff Motivation

According to the findings of Thai et al. (2020) research on how colleges in Ho Chi Minh City keep their finest staff, factors such as loyalty, motivation, commitment, and job satisfaction all play a substantial part in retaining a talent. According to the findings of the study, leaders need to take action in order to increase brilliant individuals' level of trust in them. For instance, when they need to establish trust in them, they need to show that they support the work that they do. They also need to treat equity in a timely manner and recognize it, since this is another approach to develop trust in them. Because they need to maintain the trust of their superiors in order to accomplish their jobs effectively, employees will be aware of how valuable they are to the company and will be resistant to the idea of quitting as a result. The administration of the university needs to capitalize on this strength in order to provide talented individuals with additional motivation to work.

The study by Thai et al. (2020) demonstrate that to encourage individuals to put in significant effort, leaders need to foster both an internal and an outward motivational environment. An employee that is motivated to reach the clear goals set by the organization will work diligently to do so and will continue to do so without letting up. Workers are motivated to labor more for their

business so as to contribute to its success because they are continually looking for new ways to perform their jobs more effectively. Therefore, in order for colleges to attract smart people who are interested in working there, they need to have policies in place that encourage their employees and make their work enjoyable.

The research conducted by Thai et al. (2020) also revealed that the organizations need to take more steps to ensure that their faculty, staff, and administrators are satisfied with their jobs. The following are some of the issues that should receive addressed from universities: The working relationships between employees as well as the working connections between employees and management units should be improved. Make it a point to tailor the responsibilities of employees' positions to the abilities they bring to the table. Develop compensation policies as well as guidelines on how employees should be managed. Employ appropriate methods for welfare and reward, as well as for training, promotion, and appointment. Administrators need to have a better understanding of the value of what they contribute to the company in order for them to be happier in their jobs. They will be ecstatic, above all else, to hear that they are valued. The issue of building career programs for talented individuals is one that has to receive the attention of leaders. Because of this, they will be able to have clear goals and plans for the development of their careers while they are attending universities, which will make them feel good, make them more driven to work, and make them more responsible while they are working. To find a solution to this issue, the administration of the institution should place a greater emphasis on instilling a sense of responsibility in the work performed by each and every employee there.

In 2018, Wan and Nur conducted research on the influence of retaining employees on the staff performance in the hotel business. The findings point to a clear and favorable connection between talent management and the retention of current personnel. The outcome indicated that businesses

need to continue training and developing strong performers for possible new positions, determine where their knowledge gaps are, and devise plans to assist employees in the hospitality industry in improving their abilities. The management of talent should be a top priority for businesses because it may help them achieve strategic goals like improving the value of the company and providing a high-performance learning environment. This means that businesses should make the management of people a top priority. In addition to that, the findings of this study provide managers of human resources with additional information that can assist them in determining whether or not employees continue with the company for a longer amount of time when the appropriate talent management approaches are adopted.

Kontoghiorghes (2016) conducted research on the connection between a high-performance corporate culture and talent management. He did this by using satisfaction/motivation and organizational commitment as mediators in the study. If an individual feels like they belong on the team and have a voice in the decisions that are made, they are more likely to remain loyal to the firm that they work for. It was shown that high-performance culture might be linked to talent management through the usage of satisfaction/motivation and organizational commitment. Thus, employees are expected to conduct business professionally, provide excellent service, and ensure that they have the resources necessary, including experienced experts who have achieved success in their industries and who possess the integrity, talents, and expertise required by their jobs. The fact that employees are constantly giving top-notch service is another benefit of this system.

Kigo conducted research in 2016 to investigate the ways in which talent management methods influence the length of time that workers remain with an insurance company. According to the findings of the study, the management of the business performed a poor job of planning and managing career routes. They have not been more willing to remain with the business as a result

of the succession plan strategy that the firm has implemented. According to the findings of the study, programs that are designed to bring newly hired staff up to speed should also assist retain personnel. The research might concentrate on Kenyan businesses that employ people from a diverse range of cultural and ethnic backgrounds. Additionally, other variables to those employed in this study could be selected in order to investigate the applicability of the findings of this study to other scenarios.

Piansoongnern et al. (2016) investigated how three of Thailand's leading cement businesses handled talent management and employee engagement. These companies are among the country's most successful. The study's results show that for organizations to be successful, they need good talent management planning, good support from management, organizational unity, a healthy balance between work and everyday life, and a number of other environmental and organizational factors.

Ali and HamidReza (2018) carried out research to investigate the connection between talent management and an employee's inclination to continue working for the same company. This research was conducted with the intention of examining the role that organizational trust plays in acting as a go-between. According to the findings, there is a significant correlation between trust in an organization, the retention of employees, and effective talent management that functions in a way that works. The results of the study indicate that managers have a crucial part to play in addressing this issue. This is especially true when it comes to understanding what drives individuals, making sure that workers have access to opportunities for growth, and treating them with respect. When a valued employee shows symptoms of leaving, many firms respond by offering them raises or adding other perks to their pay package as a form of compensation for them leaving. This demonstrates that the corporation operates more like a "reactionary" sort of business.

The following are the most significant takeaways that can be gleaned from Jehad's (2021) research on the topic of how the strategic thinking of managers influences the effect that talent management has on an organization's core competencies: The primary purpose of this study is to demonstrate, via the application of talent management methodologies, how improving managers' ability to engage in strategic thinking might make it simpler for hospitals to realize their core capabilities. The purpose of this study was to determine how the strategic thinking abilities of managers impact the core capabilities of a company and how talent management works to foster such capabilities. Therefore, it appears that the connection between core competencies and talent management, as well as the connection between core competencies and strategic thinking, are both beneficial.

According to the findings of a study that was conducted by Pasaribu et al. in 2021, all three of these strategies had a positive and significant effect on employee engagement. Whether done concurrently or in stages, staffing, training, and management all have a positive and significant impact on employee performance. It's possible for all of these effects to happen at once or in stages. Factors such as employee engagement can considerably boost the degree of productivity that workers are able to attain in their employment. Employee performance is directly related to the amount of positive and meaningful influence that workforce staffing, development, and management have on employee performance. The level of engagement that employees have in the work that they do is exactly proportionate to this impact.

According to the findings of the research conducted by Tahereh et al. (2020) on Behavioral Factors Affecting Talent Management, human resources are what propel talent management to the desired status and turn it into a suitable tool for attaining organizational goals. An organization needs to carry out a number of actions that complement one another for talent management to be successful.

These activities are designed to identify, retain, motivate, and develop talented workers both now and in the future.

Research conducted by Yong (2017) found a positive association between competency mapping, performance management, employee engagement, career growth, and employee retention. Similarly, there is a connection between employee involvement and advancement in the workplace. Staff in charge of human resources, according to the findings, should develop education and progression plans for each and every employee. Because of this, the organization's talent would be able to continue developing and improving. Employees will be able to perform their duties more effectively as a direct result of participation in training and development programs, which will in turn help the business become more productive and generate revenue. The findings of the study recommend that individuals have one-on-one conversations with one another in order to clear up any uncertainty that may arise as a result of people responding to the questionnaire. The researcher is able to promptly explain and justify their reasoning whenever individuals are unsure how to answer the questionnaire or are having difficulty doing so. In addition, the researcher can explain it to the respondent in another language if the respondent has trouble understanding what is being said in English. This will assist them in comprehending the situation. It is feasible to avoid and reduce the likelihood of acquiring incorrect or irrelevant information from the respondents by engaging in one-on-one discussion with them (Yong, 2017).

"Talent Management: A Strategic Tool for Retaining and Recruiting Employees" is the title of the study that Sourabh conducted in 2021. According to the findings of the study, it is essential for the organization to maintain its current workforce, and the success of both the workforce and the company is dependent on the manner in which skills and knowledge are handled. Talent management solutions help firms keep their personnel. This is due to the fact that an employee

who is committed to the work that he or she is doing, who is provided with sufficient opportunities to advance in his or her career, who is paid well based on performance, and whose performance is continually measured and communicated to improve will have a greater likelihood of remaining with the organization.

Karemu et al. (2017) study found that the conclusion that the methods of talent management play a significant part in the process of keeping medical experts at Kenyatta National Hospital, which is located in Kenya. This study looked at a variety of factors, including career growth opportunities, the attractiveness of remuneration and bonuses, the character of the work environment, and the degrees of training and development offered to employees. According to the findings of the study, the Kenyatta National Hospital in Kenya is able to more easily retain its medical experts and nursing staff by utilizing talent management tactics. The correlation between employee retention and possibilities for professional advancement that was found to be the most significant was $=0.614$, with a p-value of 0.019. Because this study demonstrates that career development possibilities are the single most critical factor in retaining employees and effectively managing talent, an increase of just one unit in the number of opportunities for career advancement would have an impact on employee retention.

The United Bank for Africa was the location where Ochuko and Olumola (2020) conducted their research. It was a matter of talent management and retaining people in the banking business of Nigeria. According to the findings, employee engagement, training and development, and remuneration policies all have a significant positive link with employee retention, with a correlation of 0.75 percent each. The study came to the conclusion that a company that has an effective retention system spends less money on training new employees, which results in financial savings for the company. Because of this, the study suggested that management should make

training and retraining mandatory for all staff, pay employees based on how well they do their jobs without any kind of business politics, and create a flexible culture of decentralized techniques so that employees at lower levels of the organization can also take part in making decisions. In addition to these recommendations, the study also suggested that management should pay employees based on how well they do their jobs without any kind of business politics.

Both talent management and organizational culture were found to have a significant influence on employee performance according to the findings of research that was carried out in Jakarta by Srihandayani and Kusnendi (2018) on the topic of how the performance of employees is affected by how talent is managed and by the culture of the organization. The outcomes of the study indicate that talent management should take place at the same time as the four strategies that are regarded as having the most importance. Employee development, retention, and talent management are all intertwined in the concept of talent management, which has emerged as a necessity and a benefit for businesses of all shapes and sizes across all industries. Managing a series of planning processes is also a part of talent management. The management of one's talents is an approach to the management of one's planning. There is the possibility that the culture of an organization will have an effect on the performance of the employees of that business. A robust organizational culture has the power to motivate employees and other aspects of a company to behave in ways that are beneficial to the company's overall success, which in turn benefits the company's overall success.

According to the findings of a study conducted by Ashton and Morton in 2018, effective talent management practices play an important part. This is especially true when these practices are utilized to differentiate an organization's core competence and when the talent of the organization improves the way that it carries out its strategy and does its work. When companies spend millions to implement HR information systems and change their HR processes, talent issues are always the

most talked-about topics. There are some leaders in talent management who think of talent management as a tactical problem rather than an important component that requires support from the top management.

Riham and Tarik (2020) conducted study on the topic of how practices related to talent management can influence an organization's long-term performance. According to the findings of this study, the effort put into recruiting and retaining top people has little bearing on the organization's overall long-term performance. On the other side, learning and development, as well as career management, had a considerable number of good outcomes. According to the conclusions of the study, in order for the firm to have sustainable organizational performance, the management should place greater attention on coaching and training programs, as well as job rotation.

Research by Rita et al. (2018) found that the financial results of publicly traded companies on Kenya's Nairobi Securities Exchange were positively influenced by skilled management. By utilizing talent management extensively, one can obtain a level of performance that is regarded as critical in the commercial world. In 2017, the CIPD conducted a study on learning and the development of talent. They discovered that training and development programs overseen by line managers were the most efficient ways to assist individuals in acquiring new knowledge. Others discovered that it was secure to forget about things online. In a similar fashion, senior managers and the department of human resources were in charge of monitoring the learning system. The management of talent, the management of people, and the emphasis on business are the three primary areas that top managers have recognized as having the greatest need for improvement in order to fulfill business goals.

A study on talent management in Nigeria was performed by Kehinde (2019). The study found a strong link between higher levels of profitability and a higher return on investment when it comes to effective talent management. The outcomes of the study show that good human management is linked to high levels of company performance. However, there are fundamental contrasts to be noted between human resources management and the corporate firm's performance variable additions.

Yllner and Brunila (2017) conducted a study on skills control to better understand how companies try to retain technical individuals in technical employment and how to best deal with them. According to the findings of the study, effective management of knowledge is a highly significant strategic and competitive instrument, particularly in the current world, which is always undergoing change. In addition, the incorporation of knowledge management into a business's overall strategy transforms it into a driver for increasing profits in the competitive business world. The majority of the research concentrated on the oil and gas industry in Norway. In addition to this, there has been a comparison done between the industry in Norway and one in Sweden. Both in terms of size and technical ability, which served as comparing sticks, the two entities were on level with one another.

2.5 Conceptual Framework

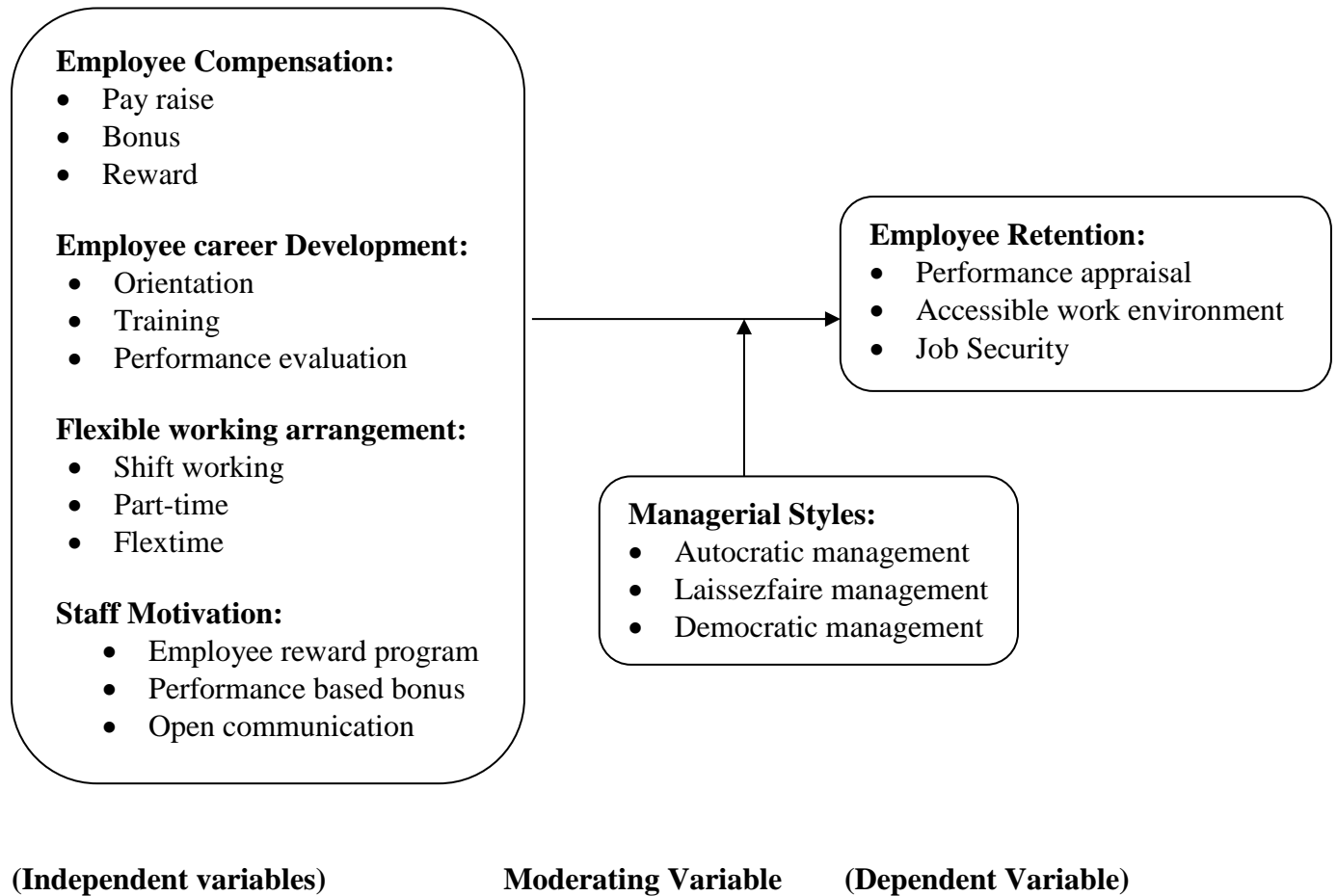
A conceptual framework is an outline of how the dependent and independent variables are linked to each other. It is a picture of how the parts of the study fit together. It goes into detail about how the variables work and adds to a general description of the study's theoretical structure (Mugenda & Mugenda, 2003). Reimbursing workers is a big part of keeping them on the job. When employees are offered with a competitive salary and benefits package, it makes it less likely that the employee will decide that the grass is greener somewhere else. Pay, bonus, and reward was used to figure out how much an employee owes. Employee career development gives employees a chance to

grow and learn as they move through their careers. This makes employees happy and more likely to stay with the same company for as long as possible. The improvement of an employee's job could be measured through orientation, education, and performance reviews.

Flexible work arrangements allow employees to balance their work and life commitments hence making the employee feel satisfied and decides to stay in the same organization. Flexible working arrangement was measured by shift working, part-time and flextime. Organizations need transformational managerial styles which cultivate employee motivation and satisfaction level, hence retaining the best employees. On the other hand, there is a necessity to link managerial styles to talent management whereby the managers are in need of improving their managerial abilities and develop the talent that their organizations may in turn depend upon. Managerial style as an intervening variable will be measured by democratic managerial style, autocratic managerial style and laissez faire managerial style. Employee retention as a dependent variable was measured by working environment, employee appraisal and promotion.

Figure 2.2

Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

A good scientific inquiry is the one grounded not only on clearly defined research variables but also research methods and methods of data analysis (Myers et al., 2013). In line with this information, this chapter therefore presents the approaches and techniques to be followed in the course of implementing the study. The chapter also highlights the study thinking utilized, the study strategy applied, the target populace of the study, sampling process and sample proportions. The procedure used to arrive at the sample size and the sample size determination formula is comprehensively elucidated. The chapter ends by giving an account of how Validity and reliability of the research instrument was assessed.

3.2 Research Philosophy

Saunders et al. (2016) describe study viewpoint as a set of views regarding the appropriate gathering, scrutiny, and submission of data relating to a certain spectacle, held by researchers while they are compiling and examining information related to that particular phenomenon. They further conceptualize research philosophy as a phrase which is all encompassing and that which relate to a classification of views and norms regarding the nature of knowing and how information needs to be built up from a research perspective. Positivism, realism, interpretivism, postmodernism, and pragmatism are the five basic philosophical viewpoints which are particularly relevant to research (Saunders et al., 2016).

The pragmatic research philosophy was utilized for this investigation. The term "Pragma" in Greek is where we get our word "Pragma," which means "wisdom." The word "exercise" and the word

"sensible" both derive from the Greek word "pragma," pragma means movement. The word "pragmatic" in English means seeking to find the practicable, workable answers to complicated human problems" (as defined by the Oxford English Dictionary) (Creswell, 2014). The term "pragmatism" essentially means making the mankind happier by assisting them cope effectively with the physical environment and with every diversity." This definition comes from educational literature (Creswell & Poth, 2016).

The goal of pragmatic researchers is to figure out what approaches are effective and what the solutions to problems are (Creswell & Poth, 2016). The pragmatic method was used for this study because its primary objective was to identify solutions to problems related to the retention of workers that are now being experienced by national businesses.

3.3 Research Design

A research design as defined by scholars is essentially is a framework to aid not only in collecting data but also in studying that data in order to answer research questions and meet research purposes, according to Myers et al. (2013) and Creswell (2014). This fulfills the research's goals by demonstrating why unique data, accurate facts, data collection methods, and statistical analysis approaches are justified. The research layout is the investigator's overall approach for incorporating the research's individual components in a coherent and logical way to solve the research challenge. This helps solve the research problem. This study adopted a cross-sectional survey based on the pragmatic approach to analysis.

The cross-section research was appropriate for this enquiry for the reason that it permitted the investigator to gather data at an instance from six state corporations that were operating in Mombasa County. As a result, this type of research design was significantly more cost-effective

and required significantly less time than other types of research designs. The researcher is also able to collect statistics from a large pool of subjects by finding a comparison between the outcome variables, intervening variable and the predictor variable.

3.4 Unit of analysis

The unit of investigation in this enquiry comprised the Human resource managers and all the workers employed by the six state corporations based in Mombasa County.

3.5 Target Population

According to Khan (2014), target population can be defined as the set of units from where data is to be collected. For the purposes of this research, the population of interest included both the HR managers and each and every employee of the six state firms that are located in Mombasa County. Because they were ranked as some of the top firms to be employed in Kenya in an annual survey conducted by Brighter Monday Kenya 2020, which looks at employee satisfaction as one of the factors that determines employee retention, the six state corporations are an excellent choice for this particular research project.

Table 3. 1
Target Population

Name of state establishments	Population
Coastal development authority	43
Kenya bureau of standard	44
Kenya Coast water services board	67
Kenya maritime authority	48
Kenya ferry services	55

Kenya marine and fisheries research institute	36
Total	293

Source: State Corporations, 2020

3.6 Sample procedure and Sample Size

This section gives a detailed account on how study sample was arrived at.

3.6.1 Sampling Procedure.

The researchers used a variety of approaches to choose the participants in their study. Because they allowed participants in the study to have their opinions heard and helped researchers make sure their conclusions were based on the participants' real-life experiences, mixed methods were suitable for this research project. First and foremost, purposive sampling was used to pick the human resources managers from all the six state corporations whose primary purpose was to give information on the employees who have left the organizations given that they conduct exit interviews. Second, simple random sampling was utilized in order to pick the various individuals who work in the state corporations in Mombasa County.

3.6.2 Sample Size

A sample is a representative subset of the entire universe that is being studied (Saunders et al., 2016). If the sample is properly selected, then the sample results can be used to make generalizations about the parameters of the population studied. As it applies in this research, a representative sample was chosen from among the 293 people working for the 6 state corporations located in Mombasa County.

According to Schonbrodt and Perugini (2013), Cochran (1977) and Yamane (1967) presented a formula for defining and computing the sample size. This formula was cited in the article. In this

study, the length of the sample was determined with the help of a statistical method developed by Yamane (1967). Since of this, this method was chosen to employ because it provides a more straightforward formulation for calculating pattern sizes. The sample size was calculated as indicated below:

$$n = \frac{N}{(1 + Ne^2)} \dots\dots\dots (\text{eqn 1})$$

n= the magnitude of the sample,

N= magnitude of target population (excluding HR managers),

e= the magnitude of accuracy i. e. (0.05 percent).

After applying the formula in eqn 1, the following sample size was arrived at:

$$n = 293 / (1 + 293(0.05)^2) = 169$$

The sampled employees were 169 employees in six state corporations located in Mombasa County including the Human Resource managers.

Table 3. 2

Sample Size

Name Of State Corporations	Sample Size			
	Population	Employees	HR Managers	Total
Coastal Development Authority	43	23	1	24
Kenya Bureau Of Standard	44	25	1	26
Kenya Coast Water Services Board	67	38	1	39
Kenya Maritime Authority	48	26	1	27
Kenya Ferry Services	55	30	1	31

Institute	36	21	1	22
Total	293	163	6	169

Source: State Corporations, 2020

3.7 Data Collection Instrument

Both qualitative and quantifiable data were collected. Given that different methods of data collection have their unique weaknesses, it was appropriate to apply mixed methods in data collection to enhance accuracy of study results.

Quantitative data was collected using structured questionnaire formulated using 5-point likert scale. The questionnaires were issued to the all the 163 sampled workers in the 6 state corporations operating in Mombasa County. Data obtained from the 163 sampled workers was geared towards capturing employees intentions to leave. The questionnaire was pretested to guarantee that the research subjects comprehended the contents of the questionnaire. The complete questionnaire adopted in this study appears in Appendix 11.

Qualitative data was collected using Key Informant Interview (KII) guide. All the 6 Human resource managers of the 6 state corporations operating in Mombasa constituted the Key Informants. Human resources managers were deemed appropriate to give qualitative data since they are involved in exit interview and are likely to furnish information related to why employees left the organization. The complete interview guide appears in appendix III.

3.8 Validity and Reliability of the Research Instruments

When determining the quality of research, both reliability and validity are considered. They give data about the precision of a method, approach, or test for measuring the data collection

instruments to be used in the research. Validity denotes the degree to which a measurement is accurate, whereas reliability focuses on how consistent a research instrument is.

3.8.1 Validity of the Research Instruments

Tavakol and Dennick (2016), assert that content validity measure the degree to which questions included in research tool reflect the adequacy of the topic or skill that is being evaluated. Before any data was collected, it was essential to conduct a legitimacy check on the instrument by presenting it for approval to a panel consisting of knowledgeable researchers, seasoned research assistants, and supervisors. This was done before any data was collected. Validity is a measure of the extent to which research tool measure that which it is proposed to measure (Kothari, 2004). Validity of a research tool can be improved by putting it through rigorous testing by specialists in the field and incorporating the areas of change that were identified in the process. Before the information is collected from the respondents, the manager's comments may also be considered in the process of adjusting the instrument used in the investigation.

3.8.2 Reliability of the Research Instruments

According to Kothari (2004), reliability in as far as research is concerned has to do with the capability of an instrument to consistently produce the same results even after being subjected to multiple tests. Utilizing Cronbach's alpha coefficient is one way to determine whether or not the research instrument in question is reliable. Cronbach's Alpha coefficient has been recommended and adopted by researchers as a good measure of reliability (Zinbarg et al, 2016). An alpha coefficient indicator of 0.7 or above suggests that the instruments have a fairly high level of internal uniformity and can be extended to specific perspectives of full individuals within the populace that is being targeted. The advantage of using Cronbach's alpha is that it provides a one-

of-a-kind estimate that is proportionate, as opposed to simply having a range of possible reliability values.

3.9 Data Analysis and Presentation

In order to gather qualitative information, in-depth interview was done on the six HR managers of the 6 state-corporations situated in Mombasa County that were chosen for participation. Atlas software was utilised to organize the qualitative data, and the outcomes are presented in narrative form in Chapter 4. However, quantitative data was gathered from the 163 employees using structured questionnaire. The collected data was exported into SPSS software version 26 for investigation. As part of a descriptive analysis, a number of variables were counted and cross tabulated in order to evaluate the hypotheses. When determining the nature of the link between study variables, the binary logistic regression model may be utilized. In this model, retention scores were=0 if no one plans to leave and were =1 if someone does plan to quit the organization. In this investigation, the hypothesized empirical relationship can be illustrated as follows:

$$P(Y_i) = \frac{1}{1+e^{-(b_0+b_1X_i+b_2X_{2i}+\dots+b_kX_{ki})}} \dots\dots\dots \text{Eqn 2}$$

Where:

- $P(Y_i)$ is the projected odds that Y is true for case i
- e is a mathematical constant approximated as 2.72
- b_o is a constant estimate from the data
- b_1, b_2, \dots, b_k is a b-coefficient estimated from the predictor 1, 2, 3..... k .
- $X_{1i}, X_{2i}, \dots, X_{ki}$ is the observed score on predictors X_i, X_2, \dots, X_k for case i

Equation 2 was used to model both the direct effect and the moderated effect.

3.9.1 Measuring direct effect.

To measure the direct effect in the model specified in equation 2, all the four independent variables were input into SPSS version 26 and regressed against the dependent variable;

The steps were as follows:

- i. Computing the variables using the compute function. The likert scaled items corresponding to each variable were condensed into the binary responses to yield the respective variables.
- ii. Inputting the data into binary logistic regression model.
- iii. Specifying the reference categories
- iv. Generating the output

The output from the logistic regression relevant in this study included:

- i. Hosmer and Lemeshow statistic
- ii. Nagel Kerke R- Square
- iii. -2loglikelihood statistics
- iv. Odds ratios

3.9.2 Moderated effect

To determine the moderated effect of managerial styles, the binary logistic regression model was run with all the independent variables plus the moderator. Employee retention was taken as dependent variable while managerial style was taken as the moderator. The variations in the -2loglikelihood statistics and the odds ratios was used to gauge which model was parsimonious.

The steps were:

- i. Computing the variables using the compute function. The likert scaled items corresponding to each variable were condensed into the binary responses to yield the respective variables.
- ii. Inputting the data into binary logistic regression model.
- iii. Specifying the reference categories
- iv. Generating the output

The output from the logistic regression relevant in this study included:

- v. Hosmer and Lemeshow statistic
- vi. Nagel Kerke R- Square
- vii. -2loglikelihood statistics
- viii. Odds ratios.

3.10 Research Ethics

In research, ethics is a form of contract that an investigator signs with the people who are going to be a part of his or her research (Fouka, & Mantzourou, 2016). The confidentiality of the responses acquired from the respondents was maintained, and they were only used for academic purposes. The participants in the study would not suffer any cognitive, mental, or bodily impairment as a result of the study in any way. The researchers made sure that the respondents were aware of the purpose of the enquiry, and they gave them the option to join the study on their own free will.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

Results of the data gathered and analyzed form the core of this chapter. The motive behind this study was to establish whether there exists any association amid talent management practices and employee retention in state companies operating in Mombasa County, with manager's managerial style Moderating the relationship. The outcomes the study is presented in tables, figures, thematic narrative as per the research objectives presented in chapter one section 1.3.1. The chapter is organized in terms of sections namely; response rate, reliability and validity tests, demographic features of the study population, vivid examination of the variables studied, and outcomes of hypotheses testing.

4.2 Response Rate

The study was geared towards establishing the association amidst talent managing practices and employee retaining in state corporations operating in Mombasa County. To achieve this objective, 169 questionnaires were administered to staffs employed in the state corporations as proposed in section 3.6.1. Out of the 163 questionnaires administered, only 146 were correctly answered representing a response rate 90%. Hamidullah and Muhammet (2015), argue that, a return rate ranging from 30 per cent to 50 percent is rampart in social science surveys and is acceptable. On the other hand, Herman and Chiu (2014) argued that a return rate that range between 50% and 80% is deemed good. Thus, the response rate was deemed satisfactory to fulfill the purposes of the investigation.

4.3 Validity and Reliability

This section explores the status of the instrument in regard to its validity and reliability. Reliability is assessed using Cronbach alpha coefficient while validity is ascertained by adopting the Kaiser-Meyer-Olkin Degree of Sample Appropriateness and the Bartlett's measure of Sphericity. Section 4.3.1 presents the reliability results while section 4.3.2 presents the reliability results.

4.3.1: Reliability Test.

Reliability test was performed on the pilot data. To carry out the test, Cronbach's alpha value was computed for all constructs. The outcomes of the investigation presented in Table 4.1.

Table 4. 1
Reliability Test

Variable	Cronbach's Alpha Value	Number of Items measured
Career Development	0.778	9
Employee Compensation	0.795	8
Flexible work arrangement	0.839	9
Managerial styles	0.758	6
Staff Motivation	0.781	6
Staff Motivation	0.823	6
Employee Retention	0.840	9

As indicated in table 4.1, Each constructs had a Cronbach's alpha score which was greater than 0.7 indicating the data was dependable enough to be subjected for further analysis.

4.3.2 Validity Tests

KMO indicator of sample suitability and the Bartlett's measure of sphericalness were computed to ascertain construct validity. The results of the study are presented in table 4.2.

Table 4. 2
Construct Validity Tests

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Degree of Sample Suitability.		0.823
Bartlett's Measure of Sphericalness	Chi-Square	42.203
	Df	6
	Sig.	0.002

Source: Research Data (2021)

As shown in Table 4.2, the Kaiser-Meyer-Olkin score was 0.823 which is considered satisfactory. The KMO value range from 0 to 1 and the closer it is to 1, the better (Guay & Kopp, 2019). On the other hand, Bartlett's test was significant at $p\text{-value} = 0.002$ which is less than 0.05. Thus, the instrument was considered appropriate for this study.

4.4 Demographic Characteristics of the study population

This section demonstrates the distribution of the study sample organized by background characteristics. The study specifically sought after establishing the gender, length of service and the level of schooling of the interviewees. The results of the analysis are as displayed in Table 4.3.

Table 4. 3
Demographic features of the respondents

Variable	Frequency	Percent
Gender		

Female	45	30.8
Male	101	69.2
Total	146	100
<hr/> Length of service		
Under 6 Years	7	4.8
6 to10 Years	85	58.2
11 Years and over	54	37
Total	146	100
<hr/> Level of Education		
Diploma	13	8.9
Undergraduate	94	64.4
Post Graduate	39	26.7
Total	146	100

The outcomes of analysis indicated that a great number of the respondents were male (69.2%). Females constituted about 30.8 %. Thus, there seems to be gender disparity when it comes to access to employment in parastatals. In terms of length of service, the answers of this investigation established that, many workers had worked between 6 and 10 years (58.2%). 37% of the sampled staff had worked for over 11 years. Only a small percent (4.8), had worked for fewer than 6 years. This infers that, the workers in the parastatals operating in Mombasa County have the requisite experience to run the parastatals.

The study further sought after establishing the academic qualifications of the respondents so as to find out whether the employees are qualified enough to run the parastatals. The outcomes of the analysis exposed that most of the respondents (64.4%) had undergraduate qualifications. 26.7% of the respondents had post graduate academic qualifications. Only a small portion (8.9%) had diploma qualifications. These results indicate that the employees working in the parastatals have the requisite academic qualifications.

4.5 Descriptive Analysis of the study variables.

A preliminary analysis of the variables studied is presented in this section. Analysis is done using descriptive statistics.

4.5.1 Employee Career Development

The purpose of this investigation was to evaluate whether or not workers who are employed by state owned businesses are provided with possibilities for professional advancement. In order to accomplish this goal, five-point Likert scaled questions consisting of five different items were developed and given to the employees who were randomly sampled. Fisher et al. (1998) content that if data is measured in ordinal scale like it was the case in this study, then frequencies are appropriate summaries, but mean, standard deviation and Pearson correlation coefficient make no sense in case of attitude. However, non-parametric tests can be employed. For this reason, data on career development is presented using frequencies and percentages. For ease of interpretation, data already captured in 5-point likert scale was collapsed into 3-point likert scale using the compute function in SPSS Version 26. Table 4.4 depict the results obtained.

Table 4. 4

Employee career development

EMPLOYEE CAREER DEVELOPMENT	Disagreed	Neutral	Agreed
------------------------------------	------------------	----------------	---------------

The management comprehends and supports my professional goals.	6(4.1%)	50(34.2%)	90(61.7%)
I am satisfied with the prospects for career progression offered to me.	4(2.8%)	18(12.3)	124(84.9)
My company offers employee orientation for all new hires and staff transferring to a new department.	0(0.0%)	5(3.4%)	141(96.6%)
The purpose of my company's performance evaluations is to ensure that every employee is aware of his or her obligations.	1(01.7)	7(4.8%)	138(94.5%)
The organization provides adequate training to manage the systems and processes required to complete my work.	13(8.9%)	29(19.9%)	104(71.2%)
Management assists employees in aligning their own aspirations with available opportunities inside the firm.	13(8.9%)	27(18.5%)	108(72.6%)
The organization provides opportunities that match with my professional objectives.	6(4.1%)	8(5.5%)	132(90.4%)
I am pleased to have the opportunity to utilize my expertise and skills in my everyday responsibilities.	1(0.7%)	19(13.0%)	126(86.3%)
The company acknowledges training completion as rewards for effective outcomes.	0(0.0%)	4(2.7%)	142(97.3%)

As demonstrated in table 4.4, a great number of the people interviewed (61.7%) believe that managers in state corporations comprehend and encourage their desired career paths. The statement that managers at state enterprises understand and support their professional objectives was met with a response of neither agreement nor disagreement from fifty of the respondents (34.2 percent of the total). Only 4.1 percent of those surveyed believed that managers at state firms did not understand and support their career objectives. This is a very modest percentage.

Regarding the question of whether or not workers are pleased with the prospects for professional progression currently available, findings indicated that the vast majority of workers (84,9 percent) are in fact pleased with the prospects for professional progression currently available, while only a very small percentage (4(2.8 percent) stated that they were not pleased with the prospects for profession development that are currently available. The second objective of the research was to ascertain the respondent's thoughts regarding the orientation of staff members who had either recently been hired or transferred to a different department. Consistent with the findings of the research, an extremely large number of respondents (141, or 96.6 percent) were of the opinion that state firms do in fact provide orientation to newly hired personnel. Only three and a half percent of respondents (3.4%) had no idea about the statement.

In regard to the question of whether or not firms conduct performance evaluations, 138 respondents (or 94.5 percent) indicated their belief that employees are, in fact, appraised to ensure that they comprehend the duties of their jobs. Very few of those who were polled either agreed with the statement 1 (0.7), disagreed with the statement 1 (0.7), or were neutral 7 (4.8 percent). The majority of the respondents (104, or 71.2 percent) were of the opinion that the company does indeed offer sufficient training to handle the systems and processes. This was in response to the question of whether or not the organization offers sufficient training to handle the systems and

processes. Only a tiny number 13 (8.9 percent) of those who participated in the survey had the opinion that the state firms do not provide adequate training to manage systems and procedures.

The majority of the respondents, 108, or 72.6 percent, believe that there is definitely backing from leadership of the firms to help employees align their individual aspirations with the existing career prospects in the organization. This was in response to the question of whether or not the management supports the employees in matching their personal goals with the available opportunities in the organization. Only a small fraction of the responders, thirteen (8.9 percent).

The findings also demonstrated that the vast majority of respondents (132, or 90.4%) concurred with the statement that the organizations offer possibilities that are congruent with their professional objectives. 8 of the respondents, which is 5.5% of the total, were indifferent with the statement that the company offers possibilities that are in line with their professional aspirations. Only six out of the total number of people who were interviewed (4.1 percent) expressed disagreement with the statement that the organization offers chances that are in line with their desired career paths.

The second goal of the study was to ascertain the degree to which participants were content with the chances provided by their businesses to match their skills and experiences with their day-to-day responsibilities. Consistent with the findings, the largest number of respondents (126, or 86.3 percent) were contented with the availability of possibilities to put their previous work experience and innate abilities to use in their day-to-day responsibilities. 19 (or 13 percent) of all the people that were questioned. In addition, the findings demonstrated that the majority of respondents (142, or 97.3 percent) concurred with the statement that the company acknowledges successful completion of training as an incentive for successful outcomes. The assertion that the company

acknowledges completion of training as incentives for good outcomes was met with neither agreement nor disagreement from a very small proportion (4, or 2.7 percent) of all those who were interviewed.

The findings seem to concur with those of Houssein et al. (2020) who established that a statistically significant association exists amidst professional progress and staff retention. When asked to describe the methods they use to steer employees career development, one of the HR manager had this to say,

“I arrange a meeting with the employee to discuss professional growth. Invite the person to explore their professional development possibilities and how they see their career progressing within your organisation. Encourage the employee to think about career objectives” (HM1)

4.5.2 Employee Compensation

Previous studies have indicated that employee compensation have showed strong relationship between employee compensation and turnover in organizations (Magalla, 2018; Bula, 2018; Ongori, 2017). Consequently, this study sought to establish employee’s perception on compensation in state corporations operating in Mombasa County. In order to accomplish this goal, likert scaled questions with a five-point scale and eight different things were developed and given to the employees who were randomly sampled. The items were, once again, condensed into three responses for the sake of ease of interpretation, as depicted in Table 5.

Table 4. 5

Employee Compensation

EMPLOYEE COMPENSATTION	Disagreed	Neutral	Agreed
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I am contented with the method the organization uses when awarding pay increases.	11(7.5%)	52(35.6%)	83(56.8%)
I am contented with my salary in accordance with the amount of work allocated to me.	9(6.2%)	29(19.9%)	108(74%)
My salary is satisfactory in accordance with the position I hold	9(6.2%)	32(21.9%)	105(71.9%)
I am satisfied with my salary in accordance with the level of my education and experience.	9(6.2%)	42(28.8%)	95(65.1%)
My salary in accordance with the company standards I receive salary above the applicable government regulation	23(16%)	23(16%)	100(68%)
My salary is based on my performance hence motivating me to work better	28(19.2%)	68(46.6%)	50(34.2%)
The organization provides benefits related with my position, education level and tenure hence motivating me	6(4.1%)	36(24.7%)	104(71.2%)
Compensation is handled in the same way for all employees	8(5.5%)	11(7.5%)	127(87.0%)

As shown in table 5, a large number of respondents 83(56.8%) were pleased with the method the organization uses when awarding pay increases. 52(35.6 %) of the respondents were neutral to the statement that I am satisfied with the method the organization uses when awarding pay

increases. A very small percentage 11(7.5%) were not satisfied with the methods the organization uses when awarding pay increases.

On whether employees are happy with their pay as related to the amount of work allocated to them, the results indicated that majority 108(74%) are indeed satisfied with their current salary. 29(19.9%) of all those interviewed neither agreed nor disagreed to the statement that workers are contented with their remuneration in accordance with the amount of work allocated to them. Only a minuscule percentage 9(6.2%) specified that they were not contented with their current pay.

On whether the salary is commensurate with the position held in the organization majority of the respondents 105(96.6%) felt that salary is indeed commensurate with the position held. A 32(21.9%) neither agreed nor disagreed with the declaration that remuneration is proportionate with the position held. Only a small percent 9(6.2%) disagreed to the statement that salary is commensurate with the position held in the organization.

On whether employees are pleased with remuneration as per as level of education and experience is concerned, majority 95(65.1%) felt that, the salary is commensurate with the level of qualification. A very small proportion 9(6.2%) of those interviewed disagreed to the statement that I am pleased with pay in accordance with the level of education and experience. 42(28.8%) were neutral to the statement that I am pleased with pay in relation with level of education and experience.

On whether employees receive salary above the applicable government regulation, a large number of research participants 100(68%) opined that the salary they receive is in line with the laid government regulations. Less than 50% of those interviewed either felt that the salary they receive

is above the applicable government regulations or had no idea on whether the salary is in line with the applicable government regulations.

On whether salary is based on my performance, majority of the respondents 68(46.6%) had no idea on whether salary is based on performance or not while 50(34.2%) felt that salary is based on performance and this motivates them to work more. A relatively smaller percentage 28(19.2%) of those interviewed felt that salary is not based on performance.

Results also disclosed that many interviewees (71.2 percent) approved the statement that firms provide perks related to their job, education level and tenure. Only a small portion of the population More than half of those surveyed disagreed with the claim that their job, education level, and longevity at the organization were all factors in determining whether or not the business offered appropriate benefits.

The investigator also sought after to establishing whether there is equity in employee's compensation. As indicated in table 5, majority of the employees 127(87%) agreed that compensation is handled in the same way for all employees. Only a small proportion 8(5.5%) of those interviewed were of the opinion that there is no equity in employee compensation in parastatals while 11(7.5%) had no idea as to whether there is equity in employee's compensation in parastatals.

These findings seem to agree with those of Aruna and Anitha (2015) who led a study on factors that are vital to Generation Y and discovered that professional growth and managerial elegance are key factors in retaining employees within an organization.

When asked what criteria the organization uses to ensure fair compensation among its employee, HR managers had this to say;

“We look at market statistics and determine what rivals pay for comparable jobs, and what skillsets and expertise appear to be in demand. We also examine the workers' years of experience and educational attainment and establish income ranges to guarantee that worker force compensation is comparable to other companies. Further, we conduct regular wage reviews to authenticate that salary scales match contemporary industry compensation trends. When conducting an audit, the objective is to ascertain the competitiveness of certain occupations and the external market's requirements”.

HRM2

4.5.3 Flexible working arrangements

The study sought to establish whether state corporation offer flexible work environment to their employees. Studies elsewhere have linked flexible working environment to employee job satisfaction (Goldsmith, 2017; Leslie et al., 2016). Table 6 displays the results.

Table 4. 6
Flexible working arrangements

FLEXIBLE WORKING ARRANGEMENTS	Disagreed	Neutral	Agreed
Employees in state corporations are allowed to trade scheduled shifts with their colleagues	0(0%)	6(4.1%)	140(95.9%)
Shift arrangement helps in reducing accidents and fatigue hence improving employee job satisfaction	0(0%)	2(1.4%)	144(98.6%)

Flexible working arrangements in state corporations decreasing the level of employee absenteeism	0(0.0%)	0(0%)	146(100%)
Employees in Part-time working arrangement lack the opportunities for self-development hence affecting their job satisfaction	19(13%)	76(52.1%)	51(34.9%)
In terms of working hours and locations, the company offers a wide choice of options.	26(17.8%)	63(43.2%)	57(39%)
Because of the lack of assistance from my boss, it is difficult for me to implement a flexible work schedule.	102(69.9%)	4(2.7%)	40(27.4%)
If I worked on a flexible schedule, my dedication to the company may be called into doubt.	136(93.2%)	0(0%)	10(6.8%)
The organisation aggressively encourages women to adopt flexible work schedules.	1(0.7%)	30(20.5%)	115(78.8%)
My job gives me the flexibility to meet the needs to manage my work and non-work interests	17(11.6%)	87(59.6%)	42(28.8%)

Table 6 shows that 95.9% of respondents think state employees can switch shifts with coworkers. Very few 4.1% of respondents neither agreed nor disapproved that state employees can switch shifts. Respondents weren't sure if state supervisors understood and supported their career goals. 4.1% believed state corporation managers don't understand and support their professional objectives. On whether shift arrangement helps in reducing accidents and fatigue hence improving

employee job satisfaction, 144(98.6%) were of the opinion that shift arrangement helps in reducing accidents and fatigue hence improving employee job satisfaction. Only a very small percentage 2(1.4%) neither agreed nor disagreed to the statement that shift arrangement helps in reducing accidents and fatigue hence improving employee professional gratification.

The investigator further sought after to ascertaining the respondent's perception about flexible working arrangements in state corporations decreasing the level of employee absenteeism. From the results of the analysis, all the respondents 146(100%) were in agreement that flexible working arrangements in state corporations play a leading role decreasing the level of employee absenteeism. On whether employees in Part-time working arrangement lack the opportunities for self-development 51(34.9%) of the respondents approved the statement while 19(13%) of the respondents felt that the statement is not true. 52.1% of respondents had no idea at all pertaining to the statement.

57(39%) of the respondents believed that the establishment's work arrangements are supple in terms of working duration and locality, whereas 26(17.8%) were of the opinion that the establishment's work arrangements are not supple in terms of working time and locality. As for how flexible the establishment's work arrangements are in terms of time and locality, the majority 63(43.2 percent) neither agreed nor disagreed.

It appears that managers in state firms do not restrict the adoption of flexible working arrangements, as claimed by 102 respondents (69.9 percent). This suggests that managers in state corporations don't make it difficult for employees to adopt flexible working arrangements. 40(27.4%) of the respondents agreed that managers suppress adoption of flexible working

arrangements. This consequently implies that some state corporations don't have provisions for flexible working arrangements. Only 2.7% of respondents were undecided about the claim that "it is trying for me to assume a flexible work plan due to the absence of backing from my manager."

The results also indicated that women are aggressively reinvigorated to adopt flexible working arrangements in state corporations at 115(78.8%) agreeing to the statement. A very small proportion of the respondents 1(0.7%) disagreed with the statement that "women are actively encouraged to adopt flexible working arrangements in this organization". However, 30(20.5%) of the respondents had no idea at all with regard to the statement that "women are actively encouraged to adopt flexible working arrangements in this organization."

The research similarly sought after establishing the employee's perception on whether "my work accords the suppleness to cater for the wishes to achieve my work and non-work interests". As per the results indicated that 42(28.8%) agreed that their profession accords them suppleness to satisfy their needs to manage their work and non-work interests while few respondents 11(11.6%) disagreed with the statement that "my work accords me the suppleness to cater for the needs to bring about my work and non-work benefits". However, they were happy to use their experience and talent in daily work. 19(13%) of interviewees.

97.3 percent of respondents felt that the company acknowledges training completion as an incentive for success. Only 2.7% of interviewees neither agreed nor disagreed that the firm sees training as an incentive for success.

These findings tend to agree with those of Idowu and Adebayo (2020) who did a study in Nigeria, to see how employees fared on in terms of their job performance and whether or not they stayed with the same company after being offered more flexible work schedules. The outcomes of the study indicated that employees benefit from flexible work-hour arrangements since it leads to greater employee performance, increased employee retention, and a reduction in employee work stress. The results also agreed with those of Key informants.

When asked “what flexible working arrangements does your organization use?” The HR managers stated the following who stated that the following flexible arrangements exist in the state corporations Flexitime, job sharing, telecommuting part-time work, compressed working schedule and special arrangements”.

4.5.4 Managerial Styles

The study sought to establish managerial styles influence employee’s retention in state corporations. Previous studies have linked managerial styles to turnover intentions (Hidayet et al., 2021.) Table 4.7 display the results generated.

Table 4. 7
Managerial Styles

MANAGERIAL STYLES	Disagreed	Neutral	Agreed
The management in state corporations always delegates some of the responsibilities to employees	0(0%)	29(19.9%)	117(80.1%)
The management in state corporations treats all staff as equal hence making them fill as part and parcel in the productivity of the organization	6(4.1%)	42(28.8)	98(67.1%)

The management in state corporations always consults with employees in all departments before making crucial decisions	2(1.4%)	34(23.3%)	110(75.3%)
The management in state corporations involves staff in decision making	28(19.2%)	47(32.2%)	71(48.6%)
The management in state corporations always finds time to talk to the staff hence making them feel appreciated	0(0%)	35(24%)	111(76.0%)
The management in state corporations encourages staff development and initiative hence reducing employee turnover rate	0(0%)	12(8.2%)	134(91.8%)
The management in state corporations ensures all the employees understand their roles hence making them feel acknowledged.	8(5.5%)	14(9.6%)	124(84.9%)

As shown in table 4.7, majority of the respondents 117(80.1%) felt that the management in state corporations always delegates some of the responsibilities to employees. A relatively small proportion **29(19.9%)** of those interviewed were indifferent to the declaration that “the management in state corporations always delegates some of the responsibilities to employees”.

On whether the management in state corporations treats all staff as equal, more than half 98 (67.1%) of those interviewed agreed that there is equality in as far as employees are concerned. Only a very small percentage 4(4.1%) felt that employees are not treated equally. However, a

sizeable number 42(28.8) of those interviewed had no idea as to whether employees in state corporations are treated equally or not.

The study also sought after determining whether the management consults employees before making crucial decisions. As per the data, majority of the respondents 110(75.3%) approved the statement that the management indeed consults employees before making crucial decisions. Only a small percentage 2(1.4%) felt that employees are not consulted before making crucial decisions. However, a relatively large number of the respondents were indifferent to the statement that “the management consults employees before making crucial decision”.

On whether the management in state corporations involves staff in decision making, majority 71(48.6%) were of the opinion that management involves staff in decision making while 28(19.2%) of all those interviewed felt that management does not involve staff in decision making. However, about 47(32.2%) of the respondent had no idea on whether or not workers are consulted in decision making.

On whether the management in state corporations always finds time to talk to the staff, majority 111(76.0%) of those interviewed agreed that the management takes time to talk to employees and this motivates the employees. However, 24% were unresponsive to the statement that the management in state corporations take time to talk to the employees.

The study also sought after establishing whether management in state corporations encourages staff development and initiative in a bid to reduce employee turnover rate. As per the results, majority 134(91.8%) of the respondents agreed that the management in state corporations

encourages staff development and initiatives aimed at reducing employee turnover rate. Only a small percentage 12(8.2%) neither disagreed nor agreed with the statement that “the management in state corporations encourages staff development and initiative hence reducing employee turnover rate.”

On whether “the management in state corporations ensures all the employees understand their roles hence making them fill acknowledged”, 124(84.9%) respondents were in agreement that management ensures that employees understand their roles while a small percentage 8(5.5%) of those interviewed felt that management in state corporations does not ensure that employees understand their roles. However, 14(9.6%) had no idea as to whether or not management in state corporations ensures staff understand their roles.

The finding agrees with those of Hiday et al. (2021) who investigated the effects of the COVID-19 outbreak on managerial, levels of occupational fulfilment, and the risk of employees quitting their jobs established that the intention to leave an organization is affected positively by transformative managerial, although this effect is not statistically significant, whereas the turnover intention is significantly impacted negatively by transactional managerial.

4.5.5 Staff Motivation

The study sought to ascertain the status of workers motivation in state corporations located at Mombasa County. Data on staff motivation was measured using 5-point likert scale. The collected data in form of five-point likert scale was further condensed into three-point likert scale using the compute function in SPSS version 26 and frequencies and percentages generated as suggested by Fisher et al. (1998). Table 8 displays the results.

Table 4.8
Staff Motivation.

Staff Motivation	Disagreed	Neutral	Agreed
The management in state corporations always recognizes employees for work well done	120(80.5%)	10(6.7%)	19(12.7%)
I am awarded salary increment each year as per my job Grade	122(81.8%)	7(4.7%)	20(13.2%)
The work environment is conducive for me	118(79.2%)	3(2.0%)	28(18.8%)
My salary is commensurate with my qualifications and experience	75.2%)	8(5.4%)	29(19.4%)
Employees are offered opportunities for career advancement	108(72.5%)	14(9.4%)	27(18.1%)
Employees are treated equally in as far as access to promotions and organizational benefits	113(75.8%)	18(12.1%)	18(12.1%)

The results presented in table 8 indicated that staff motivation remains to be an issue of concern to staff working in stake corporations in Mombasa. More than 70% of the respondents disagreed to all statements touching on employee motivation

4.5.6 Employee Retention

The study focused on establishing the status of employee retention in state corporations. To achieve this, 9 items with 5-point likert scaled responses were formulated. For ease of interpretation, the responses were compressed into 3-point responses as shown in table 9.

Table 4. 9

Employee Retention

EMPLOYEE RETENTION	Disagreed	Neutral	Agreed
I would recommend this organization as a great place to work	1(0.7%)	20(13.7%)	127(87%)
Corporate code of my organization lets me feel comfortable at the work	7(4.8%)	20(13.7)	119(81.5)

The working conditions that are provided by the organization are appreciated and valued by the employees.	8(5.5%)	78(55.5%)	60(41.1%)
Working conditions are continuously improved for the employees' comfort	6(4.1%)	16(11.0%)	124(84.9%)
Employees are allowed to participate in the decision-making process	0(0%)	17(11.6%)	129(88.4%)
Employees are rewarded and recognized for their good work	3(2.1%)	10(6.8%)	133(91.1%)
Employee teamwork is always encouraged within the company	1(0.7%)	4(2.7%)	141(96.6%)
Employees are well-trained	4(2.7%)	24(16.4%)	118(80.8%)
Employees have increased feelings of job security	2(1.4%)	10(6.8%)	134(91.8%)

As shown in table 4.9, majority of the respondents 127(87%) would recommend their organization as a great place to work. Only a very small proportion 1(0.7%) would not recommend anyone to work in the state corporations. On whether “corporate code of my organization lets me feel comfortable at the work”, majority of the employees 119(81.5%) felt that indeed the organization’s corporate code makes them feel comfortable at the work. Only a small number 7(4.8%) of those interviewed disagreed that organization’s corporate code makes them feel comfortable at the work.

The study also sought to determine the respondent's perception about the organizations working environment. Those who were fully satisfied comprised 41.1% of the total number of respondents while those who were not satisfied were the minority at 5.5%. The majority (55.4%) were neither satisfied nor dissatisfied with the working environment.

On whether working conditions are continuously improved for the employees' comfort, majority 124(84.9%) felt that the working conditions are continuously improved for the employees' comfort. Only a very small proportion 6(4.1%) felt that the working conditions are not improved continuously to enhance employee comfort. However, 16(11%) of the interviewed respondents neither agreed nor disagreed with the statement that "working conditions are continuously improved for the employees' comfort".

On whether employees are allowed to participate in the decision-making process majority of the respondents 129(88.4%) felt that the company allows employees to actively participate in decision making. Only a small percentage 17(11.6%) neither agreed nor disagreed with the statement that employees are allowed to participate in decision making.

On whether employees are rewarded and recognized for their good work, majority of the respondents 133(91.1%) agreed that employees are rewarded and recognized for their good work. A very small proportion 3(2.1%) disagreed with the statement that "employees are rewarded and recognized for their good work". In terms of team work, the highest percentage 141(96.6%) of those interviewed were of the opinion that team work is encouraged within the organization. A very small proportion 1(0.7%) were not in agreement with the statement that "team work is encouraged within the organization". Out of the respondents surveyed, 132 (or 90.4%) said that the companies they work for provide them with possibilities that are in line with their career

aspirations. 8% of those polled (or 5.5 percent) said they were unsure whether or not the organization offers them possibilities that are in line with their professional aspirations. Only 6 (4.1%) of those surveyed disagreed with the statement that the company offers possibilities that match with their career goals.

Additionally, the study aimed at determining how satisfied employees were with the opportunity they had to use their experiences and talents in the workplace. More than 126 (86.3%) participants in the survey said they were satisfied with the availability of opportunities to use their experience and talents in their everyday work.

According to the survey results, 142 (97.3%) of the respondents agreed that the company rewards employees who successfully complete training. There were just 4 (2.7 percent) people who neither agreed nor disagreed with this assertion that the company rewards employees who successfully complete training.

4.6 Diagnostic Test

A variety of presumptions underlie the development of the traditional linear regression model. Normality, linearity, non-multicollinearity, independence, and homoscedasticity are the terms used to describe these assumptions. It was important to perform assumption testing in order to guarantee that the data satisfies all of the fundamental assumptions (Nimon et al., 2012). The table below illustrates the outcomes of the study.

Table 4. 10
Classical linear regression Assumptions

Tests	N	Results	Interpretation

Normality (Shapiro Wilks Test)	146	<ul style="list-style-type: none"> • Career Development: P-Value = 0.390>0.05 • Employee Compensation P-Value = 0.573>0.05 • Flexible work arrangements :P-Value = 0.084>0.05 • Managerial Styles:P-Value = 0.164>0.05 • Employee Retention :P-Value = 0.028>0.05 	Threshold of the assumption is met
Linearity (ANOVA Test)	146	<ul style="list-style-type: none"> • Career Development: P-Value = 0.074>0.05 • Employee Compensation: P- Value = 0.293>0.05 • Flexible work arrangements: P-Value = 0.635>0.05 • Managerial Styles Structure :P-Value = 0.136>0.05 	Assumption Violated.

Independency (Durbin Watson test)	146	<ul style="list-style-type: none"> • Career Development: P- Value = 0.077>0.05 • Employee Compensation: P- Value = 0.125>0.05 • Flexible work arrangements: P-Value = 0.073>0.05 • Managerial Styles:P- Value = 0.344>0.05 • Employee Retention: P- Value = 0.329>0.05 	Threshold of the assumption is met
Homoscedasticity (Levene Test)	146	<ul style="list-style-type: none"> • Career Development: P- Value = 0.112>0.05 • Employee Compensation: P- Value = 0.120>0.05 • Flexible work arrangements = 0.137>0.05 • Managerial Styles:P- Value = 0.257>0.05 	Threshold of the assumption is met

		<ul style="list-style-type: none"> Employee Retention: P-Value = 0.528>0.05 	
Multicollinearity (VIF, 146 Tolerance test)		<ul style="list-style-type: none"> Career Development: VIF=3.046<10 Employee Compensation: VIF=3.138<10 Flexible work arrangements: VIF=3.305<10 Managerial Styles: P-Value = 0.167>0.05 Employee Retention:P-Value = 0.055>0.05 	Threshold of the assumption is met

The linearity assumption was not met by the data, as demonstrated by the fact that the p-value for the ANOVA test was greater than 0.05, as indicated in table 9. The Durbin-Watson test was utilized in order to conduct an evaluation of the degree of independence. The findings suggested that there was no autocorrelation because the p-value was more than 0.05. Homoscedasticity test on the other hand was determined with the use of the levene's test. The findings indicated that the p-value was more than 0.05; hence, the assumption of homoscedasticity and constant variance of errors was confirmed to be correct. In regard to multicollinearity which is a test that examines the existence of correlation between the variables independently studied, the variance inflation factor, and tolerance value values were all lower than 10 but greater than 0.1. Thus, there was no high

correlation between the independent variables. Since one of the assumptions for classical linear regression was violated, the study adopts nonlinear models to test the hypotheses. analysis could be done.

4.7 Hypothesis Testing

At a 5 percent level of significance, the following hypotheses were verified to find out if there occurred any statistically substantial association between employee retention and talent management practices in state corporations. Employee retention, which was rated as "low" or "high," was the subject of concern. This was done by adding up all of the answers to the retention test and coming up with a score. On a five-point scale, the questionnaire had nine items that measured how long employees stayed with the company. According to this study, a retention test score between 9 and 27 means that employees stay with the company for a long time. Scores above 27 mean that it's hard to keep employees. The chi-square test of significance was preliminarily employed in testing the formulated hypotheses. Chi square is usually a good way to find out if two categorical variables are related or not. All of the variables in this study are of this type. Cross tabulations in SPSS version 25 were used to get the chi square statistics. But it's important to remember that correlation doesn't always mean there exist causality. Because of this, logistic regression was used to utilized in order to test the existence of cause and effect relationship among the variables studied. Logistic regression is applicable when the dependent variable can only take on two mutually exclusive possible values. As was said earlier in this section, the compute function in SPSS was used to compress the nine items measured via 5-point Likert scale into employee retention with a binary outcome. On the basis of the formulated hypotheses, the outcomes of the test were as follows:

4.7.1 Hypothesis 1

H₀: There is no substantial connotation amongst career development and the retention of employees in state corporations in Mombasa County

The researcher was able to accomplish the above task by running a cross-tabulation of the answers received on employee career development prospects and the retention of employee. The findings showed that there is a robust association between employee career growth and employee retention knowledge. The Pearson's chi-square test yielded these results: $\chi^2 = 11.202$, $n = 146$, and $p = 0.000$. This indicates that the relationship is statistically significant. As a result, given that the p-value for rejecting the null hypothesis was just 0.05, we came to the conclusion that a substantial association between employee retention and employee career development exist. The results match those of Hamed et al. (2018), who found that training of employee and career advancement are connected to retaining of employees in telecommunication firms in Yemen.

4.7.2 Hypothesis 2

The study also sought to determine employee compensation is significantly associated with retention of employee in state corporations. To guide in the achievement of this objective, the following hypothesis was framed and verified at 5% level of significance.

H₀: There is no substantial association amongst compensation of employee and their retention in state corporations in Mombasa County.

Results of the analysis were as follows: The Pearson's chi-square, $\chi^2 = 10.470$, $n = 146$, $p = 0.000$. This imply that workers recompense is significantly associated with preservation of employee's in state corporations operating in Mombasa. Therefore, the null hypothesis was rejected at $p = 0.05$ and it was concluded that employee's compensation is significantly associated with employee's retention in state corporations. These findings agree with those of a study in USA by Locke (2017) on employees' payment and turnover prevalence among USA firms which revealed that

remuneration systems of employee's was a key factor influencing increased rate of employee's turnover among USA organizations.

4.7.3 Hypothesis 3

The study also aimed at establishing whether supply work provisions are significantly linked to holding back employee in state corporations. To guide in achieving this task, the following hypothesis was formulated and tested at 5 percent level of significance.

H₀: Flexible work arrangement and employee retention are not significantly associated in State corporations operating in Mombasa County.

The outcome was as follows: The Pearson's chi-square, $\chi^2 = 21.249$, $n = 146$, $p = 0.001$. These results indicate that the flexible work environment is statistically and meaningfully linked to workers retention in state firms operating in Mombasa County. The finding compares with those of Cotti et al. (2016) who investigated how job satisfaction levels of employees' workplace flexibility are correlated, and found that satisfaction at job was considerably influenced by flexibility in the workplace.

4.7.4 Hypothesis 4

The fourth objective of this investigation was to evaluate the connotation amongst staff motivation and employee retaining in state corporations in Mombasa County. The null hypotheses tested was:

H₀: Staff motivation initiatives and employee retention are not significantly associated in State corporations operating in Mombasa County.

The results were: The Pearson's chi-square, $\chi^2 = 16.347$, $n = 146$, $p = 0.001$. These results indicate that the staff motivation initiatives are statistically and meaningfully linked to employee retention among employees working in state firms operating in Mombasa County. The findings compare

with those of Ikechukwu et al. (2017) who established existence of association between motivation and retention of non-academic staff's performance in Universities.

4.8 Multivariate analysis

The chi-square results earlier discussed only demonstrated whether a relationship exist between the dependent and each independent variable. However, it did not show the cause-and-effect relationship existing between the dependent variable and each of the explanatory variables. Consequently, binary logistic model was fitted so as to establish the cause-and-effect relationship existing among the study variables. Binary logistic model is utilised when the response variable is dichotomous in nature. Besides, the testing of assumptions of the classical linear regression model showed that the data violated one of the model assumptions (See section 4.6). In this case, the dependent variable was employee retention in state corporations which was categorised into 'high' and 'low'. Logistic regression also facilitated in ascertaining the influence of each explanatory variable on the response variable. The explanatory variables in this study were four in number, namely: career development, employee compensation and flexible working arrangements and staff motivation. Managerial styles were taken as a Moderating variable. Section 4.8.1 presents the influence of the independent variables while controlling for the influence of managerial style. Section 4.8.2 presents the Moderating role of managerial styles on the relationship between employee retention and talent management practices in state owned firms operating in Mombasa County.

4.8.1 Association between Employees Retention and the Talent Management practices controlling for the effect of Managerial styles

Table 4. 81

Omnibus Test of the model Coefficient

	Chi-square	df	P-value
Step1	41.274	11	0.000
Block	41.274	11	0.000
Model	41.274	11	0.000

The omnibus test of model coefficients is a key indicator of the models predictive ability when you consider all the study variables as a block. As shown in Table 4.8 the p – value of the model as a block was $p < 0.01$ which indicates that the model has great predictive ability.

Table 4. 92

Summary the Model

-2 Log likelihood	Cox & Snell's R Square	Nagelkerke's R Square
508.783	0.453	0.531

As shown in Table 4.11 the three independent variables account for about 53.1 percent of the variations in the retention of employees in Mombasa County. As a result of this, about 46.9 percent of the variations in retention of employee is still not accounted for in this study. This calls for more studies in this area to unearth all the factors influencing employee retention in Parastatals.

Table 4. 103

The Hosmer & Lemeshow's Test

Chi-square	Df	p-value
11.262	8	0.157

The Hosmer and Lemeshow Test is another measure of binary logistic model which help to establish whether the model is fit for prediction. The null hypothesis tested is that the model is

appropriate against the alternative that the model is not fit. As per the results presented in Table 4.13, the chi-square results, were $\chi^2 = 11.262$, $p=0.157$. Thus, we failed to reject the null hypothesis. This implies that the model is fit for this study and possess significant predictive ability. It was concluded that the model is appropriate for this study.

4.8.2 Multivariate logistic regression results.

The ultimate goal of performing multivariate logistic regression as earlier discussed was to investigate the influence of each predictor variable on the outcome variable. The procedure involved performing iterations using multivariate logistic regression. Table 4.12 displays the outcomes of the analysis. Reasons as to why multivariate logistic was chosen has been earlier discussed.

Table 4. 114

Multiple logistic regression results

Variables	B	S.E.	p-value	Odds Ratio
Career Development				
No Prospects for Career Development (RC)	-	-	-	1.000
Prospects for Career Development	-0.609	0.245	0.007	0.542
Employee Compensation:				
Poorly Compensated (RC)	-	-	-	1.000
Well Compensated	-0.764	0.344	0.032	0.467
Flexible Work Arrangements:				
No Flexible work Arrangements (RC)	-	-	-	1.000
There exist Flexible work Arrangements	-0.828	0.260	0.009	0.436

Staff Motivation

No Staff Motivation initiatives (RC)	-	-	-	1.000
There exist Staff Motivation initiatives	-0.615	0.219	0.009	0.541

According to the findings, there is a relationship that can be considered to be statistically and significantly associated with employee retention and career progression among the employees of state corporations located in Mombasa County. Employees who are exposed to opportunities for professional advancement were 0,542 times less likely to quit the organization when compared to employees employed in parastatals which never offered their employees opportunity to progress their career. At a threshold of 5 percent, the results were statistically significant. The findings are in agreement with those of Hamed et al. (2018), who found that career development and training and are connected with the retention of employees in telecommunication enterprises in Yemen. The findings also corroborated with those of a study that done by Mwiti et al. (2021) to determine the extent to which teachers in sampled in public secondary schools located in Igembe North, were satisfied not only with their jobs, but also the relationship between work satisfaction and career progress. As per the findings of the analysis, the teachers who served as the primary subjects of the study reported significantly greater levels of job satisfaction when they had participated in professional development opportunities.

The findings also suggested that the likelihood of employee retention among state firms in Mombasa County is highly correlated with the amount of remuneration offered to workers within those corporations. When compared to workers who did not receive adequate compensation, workers who received adequate compensation had a probability that was 0.467% lower that they would leave the organization. At a threshold of 5 percent, the results were statistically significant. The findings are connected to the outcomes of a study that was done by Kidagisa and Mukanzi

(2021) that looked into the connection between employee compensation and employee performance. The findings of the study lead to the knowledge that employee compensation had a favorable impact on employee performance. The findings also relate to an outcome of a study that was conducted by Hanai and Pallangyo (2020) in Dar es Salaam, Tanzania, on the influence compensation has on the employee's retention in financial institutions. According to the findings, the amount of money a person makes has a substantial bearing on how satisfied they are with their job. In addition, it was shown that the salary aspect has a big impact on the retention of employees.

Moreover, the findings suggested that there is a substantial connection between the availability of flexible work arrangements and the rate of retention of employee in state owned firms located in Mombasa County. When compared with their counterparts in other parastatals, employees who worked in parastatals where it was permitted for them to trade work schedules with their coworkers had a 0.436 times lower likelihood of quitting their jobs and leaving the organization. At a threshold of 5 percent, the results were statistically significant. The finding compare with those of Cotti et al. (2016) who investigated how job satisfaction levels among workers was related to flexibility at workplace and found that job satisfaction was greatly correlated to flexibility in the workplace. Idowu and Adebayo (2020) did a research in Agbara, Nigeria, to determine how employees fared in terms of their job performance and whether or not they stayed with their employer after being offered more flexible working conditions. The findings of the study indicate that flexible work arrangements lead to greater employee performance, increased employee retention, and a reduction in the amount of job-related stress experienced by employees.

Finally, the findings of the study established that staff motivational initiatives are significantly associated with employee retention in state corporations. Employees in state corporations which offered staff motivational initiatives were 0.541 times less likely to quit their job when compared

to their counterparts in state corporations which rarely offered staff motivational initiatives. The results were significant at 5% level. These findings compare with those of Ikechukwu et al. (2017) who established existence of association between motivation and retention of non-academic staff's performance in universities.

4.8.2 Moderating role of Managerial styles in the relationship between Talent Management practices and employee retention

This section examines whether managerial styles of managers has a Moderating role in the relationship between talent management activities adopted by state owned firms and the retention of employees. The analysis also indicates the magnitude of changes in the retention of employees that can be accounted for by introducing managerial style in the relationship between talent management and retention of employees.

The outcome of the analysis was as follows:

Table 4. 125
The Summary of the Model

Deviate Score	Cox & Snell R Square	Nagelkerke R Square
502.506 ^a	0.147	0.417

Source: Research Data (2022)

As shown in table 4.15, Nagelkerke R=0.417. Converting the r square into percentage gives 41.7%. This implies that managerial style accounts for about 41.7 % of the variation in retention of employees. Other variables not included in this research explain 58.3 percent of the variance in the dependent variable which can be analyses by other studies

Table 4. 136
Parameter Estimates

B	S.E.	P-value	Odds Ratio
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Managerial Style	0.369	0.234	0.000	1.4460
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Source: Research Data (2021)

As shown table 4.16, managerial style significantly influences retention of employees in state corporations (p-value<0.05). Employee retention was 1.446 times more in state corporations where the managerial styles paid more emphasis on employee welfare when compared to those that never considered employee welfare as a priority.

Table 4. 147

Model Summary of Binary regression analysis accounting for each variable contribution to employee retention

Variable	Deviate Score	Cox & Snell R	Nagelkerke R
		Square	Square
Career Development	406.024 ^a	0.244	0.406
Employee Compensation	492.700 ^a	0.139	0.205
Flexible Work arrangements	472.308 ^a	0.142	0.245
Staff Motivation	451.216 ^a	0.112	0.211
Managerial style	502.506 ^a	0.137	0.417

Source: Research Data (2021)

Nagelkerke R Square indicates the contribution of each predictor variable to the response variable. As shown in table 4.16, employee career development accounts for 40.6 percent of the variation in employee retention. Employee compensation on the other hand contributes about 20.5% of the variation in employee retention. Flexible work arrangements contribute about 24.5 % of the

variation in employee retention. Managerial style contributed 41.7% of the variation in employee retention while staff motivation contributed about 21% of the variation in employee retention in

Table 4. 158

Moderating Role of Managerial style in the relationship between talent management practices and Employee Retention

Variable	B	S.E.	P-value	Odds Ratio
Career Development				
No prospects for career development (RC)		-	-	1.000
Prospects for career development	-0.719	0.105	0.016	0.487
Employee compensation				
Poorly compensated (RC)	-	-	-	1.000
Well compensated	-0.921	0.22	0.078	0.398
Flexible work arrangements:				
No flexible work arrangements (RC)	-	-	-	1.000
There exist flexible work arrangements	-0.921	0.22	0.078	0.398
Staff motivation:				
No staff motivation initiatives (RC)	-	-	-	1.000
There are staff motivation initiatives	-0.701	0.24	0.009	0.496
Managerial style:				
Bad (RC)	-	-	-	1.000
Good	-0.962	0.004	0.047	0.382

Source: Research Data (2021)

As shown in table 4.18 managerial style plays a Moderating role in the association between talent management activities and the retention of employees in state corporations. First, and foremost, managerial style itself is a significant determinant of employee's retention. In state corporations which rated management managerial style as good, employees were 0.382 times less likely not to leave the organization when compared with those in organizations where the employees rated management style as bad. The results were significant at 5 percent level.

Further, the outcome of the analysis showed that managerial style not only influence employee's retention but also plays a Moderating role in the association between talent management activities and the retention of employees in state owned firms. First and foremost, the results indicate that when managerial style is incorporated in the model, flexible work arrangement ceases to be a key factor influencing employee retention. Secondly, an examination of the odds ratio which in essence demonstrate the effect size and comparing them with the results in table 4.17 show that by incorporating managerial style in the model reduces the odds of employees exiting the state corporations. The odds ratios are relatively lower after introducing managerial style in the model.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary of the research outcomes are presented organized per research objectives in this section. By paying attention to the results of the study, conclusions and recommendations both for policy and more investigation are made. Finally, a model linking, talent management to employee retention is proposed.

5.2 Summary of the research findings

The goal of this investigation was to explore whether managerial style has a Moderating role in the association amongst retention of staffs and the talent management activities in state corporations. Several hypotheses were put out and tested at a 5% significance level to help guide the fulfillment of this study. The following are the findings, categorized according to the study's objectives:

5.2.1 Association between employee career development approaches and retention of employee in state corporations in Mombasa County

First purpose of this investigation was to explore the connection between the employee professional growth programs offered by state firms and the retention rates of such employees. As per the study results, a significant association exists amongst employee career growth prospects and retention of employees. As a direct result of this, the null hypothesis was disproved. When compared to workers in parastatals that never offered their employees opportunity to enhance their career, workers who were given access to career development opportunities had a probability that was 0.542 times lower of leaving the organization. The results were significant at 5 percent level.

5.2.2 Relationship between employees compensation approaches and the retention of employees in state corporations in Mombasa County.

Second purpose of this investigation was to evaluate the association amongst compensation of employees and their retention in state owned firms in Mombasa County. The findings revealed that the likelihood of retaining an employee in states owned firms in Mombasa County is highly correlated with the amount of remuneration offered to workers within those corporations. When compared to workers who did not receive adequate compensation, workers who received adequate compensation had a probability that was 0.467% lower that they would leave the organization. The findings were statistically significant at the 5 percent level.

5.2.3 Relationship between flexible working arrangements and retention of employees in State owned firms in Mombasa County.

Third objective sought to examine the link amongst flexibility in job arrangements and retaining of employees in State owned firms situated in Mombasa County. The outcomes of the study indicated that a substantial relationship exist between flexibility in working arrangements and retaining of staffs in state corporations located in Mombasa County. In parastatals where employees are allowed to swap schedules with their colleagues, they were 0.436 times less likely to exit the organization when compared with their counterparts in the other parastatals which do not offer flexible work arrangements. The results were significant at 5% level.

5.2.4 Relationship between staff Motivation and retention of employees in State owned firms in Mombasa County

The fourth objective was to ascertain whether motivation of workers is connected to staff retention in state corporations. The findings of the study established that staff motivational initiatives are significantly associated with employee retention in state corporations. Employees in state

corporations which offered staff motivational initiatives were 0.541 times less likely to quit their job when compared to their counterparts in state corporations which rarely offered staff motivational initiatives. The results were significant at 5% level.

5.2.5 The Moderating influence of Managerial styles in the association between talent management and retention of employees in state corporation, Mombasa County.

The Fourth goal of this research was to explore the association among state-run firms in Mombasa County that offer flexible working conditions and a higher rate of employee retention. According to the findings, there is a meaningful connection between offering workers more flexible work arrangements and the success of state firms in Mombasa County in terms of retaining their employees. When compared with their counterparts in other parastatals that do not offer flexible work arrangements, employees in parastatals that allow employees to swap schedules with their coworkers have a 0.436 times lower likelihood of leaving the organization. This is in comparison to the parastatals that do not offer flexible work arrangements. The findings were statistically significant at the 5 percent level.

The results also indicated that managerial style not only influence employee's retention but also has a moderating role in the association among talent management methods and the retention of employee in state owned firms. When managerial style was incorporated into the model, flexible work arrangement ceased to be a key factor influencing employee retention. Secondly, an examination of the odds ratio which in essence demonstrate the effect size and comparing them with the results in table 4.12 showed that by incorporating managerial style in the model reduces the odds of employees exiting the state corporations. The odds ratios were relatively lower after introducing Managerial style in the model. This implies that managerial style plays a Moderating

effect in the association among talent management activities and the retaining of staffs in state owned firms located in Mombasa County.

5.3 Conclusion, Contribution and Recommendations

5.3.1 Conclusion

The study outcome revealed that retention of employees had a positive and significant association with employees career advancement prospects. When compared to workers in parastatals that never offered their employees opportunity to enhance their career, workers who were given access to career development opportunities had a probability that was 0.542 times lower of leaving the organization. According to the findings of the study, employee salary is a critical and major element in determining whether or not employees choose to remain with state firms. When compared to workers who did not receive adequate compensation, those who did receive adequate compensation had a probability that was 0.467% lower of leaving the organization.

Further, the results indicated that flexible work arrangements positively influence employee retention in state corporations. In parastatals where employees are allowed to swap schedules with their colleagues, they were 0.436 times less likely to exit the organization when compared with their counterparts in the other parastatals which don't offer flexible work arrangements. Lastly, the study established that managerial styles of managers in state corporation plays a Moderating role in the association among talent management practices and staffs retaining in state owned firms. First and foremost, the outcomes of the study demonstrated that when managerial style is incorporated in the model, flexible work arrangement ceases to be a important factor influencing employee retention. Secondly, an examination of the odds ratio which in essence demonstrate the effect size and comparing them with the results in table 4.12 display that by incorporating

managerial flamboyance in the model reduces the odds of employees exiting the state corporations. The odds ratios are relatively lower after introducing managerial style in the model.

5.3.2 Contribution

Based on the study findings, the following model is proposed that link employee retention to talent management practices. The model demonstrates that employee's retention can be affected singly and collectively by a number of factors namely: Employee career development, employee compensation, staff motivation and manager's managerial style. The model is as follows:

Figure 5.1

Proposed Employee retention model

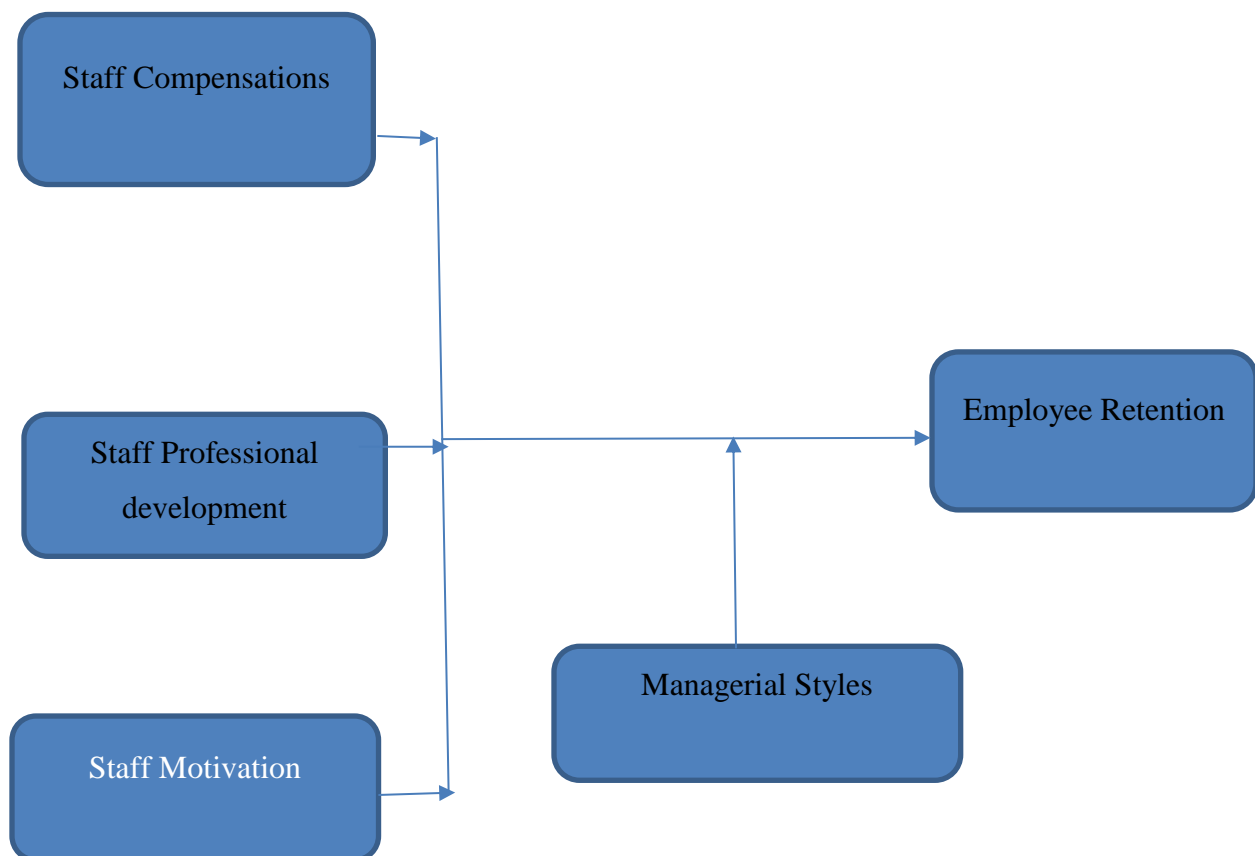


Figure 5.1 shows an empirical model that was proposed and developed. The model link two talent management procedures namely staff professional progression and staff compensation to

employee retention with managers managerial style Moderating the relationship. The model was advanced grounded on the study conclusions that member of staff professional advancement, staff compensation and managerial styles have a substantial association with retaining of personnel at 5% significance level.

5.4 Recommendations

5.4.1 Recommendations to Policy management

It was established in the study that managerial style mediates the association among talent managing practice and workforce's preservation. The research recommends that managers of government owned firms should embrace managerial styles that motivate employees in terms of enhancing their career prospects and good compensation commensurate with skills, training and experience. Further managements of state corporations should understand dimensions of talent management. The study outcome will assist management practitioners to develop long term human resource development strategies to address rampant turnover in state corporations and enhance capacity utilization/productivity in the sector.

In order to guarantee staffs are retained in government owned firms, the public sector ought to fund some of the trainings attended by staff members. Government owned firms also ought to give staff equal opportunities to advance studies and subsequently align their new skills with existing and related tasks in the firm.

The management in the public sector need to understand the career aspiration of its employees so as to be able to guide them appropriately by considering the available opportunities in the organization and by doing so, employees will be motivated to acquire the relevant skills so as to achieve their career goals in the same organization.

5.4.2 Areas for Further Research

A cross-section research plan was used for this research plan. Accordingly, future research should focus on longitudinal methodologies that allow data to be collected at multiple times over the course of time. Cross-sectional research is less likely to help us learn more about how talent management practices, managerial styles, and keeping employees around change over time. A future study should look at other types of organizations

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Munira Abdulkader Ali

KeMU

Nairobi

To Whom It May Concern

Dear Sir / Madam,

RE: DATA COLLECTION

I am a student pursuing Doctor of Philosophy degree in business administration and management of the Kenya Methodist University. I am currently carrying out a research on “the relationship between talent management and employee retention as moderated by Managerial styles among state corporations in Mombasa County.”

Please take a few minutes to complete this questionnaire. Your views, in combination with those of others, are extremely important. Please be assured that the information you are going to provide will be completely anonymous and will be used purely for the intended academic purposes.

Thanks for your support in this study.

Yours faithfully,

MUNIRA ABDULKADER ALI

APPENDIX II: RESEARCH QUESTIONNAIRE

PART A: GENERAL INFORMATION

Please tick (✓) appropriately.

Gender (please tick in the box)

i. Male ☐

ii. Female ☐

For how long have you been in organization?

i. Less than a year ☐

ii. 1-5 years ☐

iii. 6-10 years ☐

iv. 11 years and above ☐

Education Level of the respondent

i. Certificate ☐

ii. Diploma ☐

iii. 1st degree ☐

iv. Master's degree ☐

v. Doctorate degree ☐

PART B: EMPLOYEE CAREER DEVELOPMENT

Please tick the numerical value corresponding to your opinion for each statement. Use the scale provided to guide you. Please tick (✓) appropriately.

1=Strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree

	EMPLOYEE CAREER DEVELOPMENT	1	2	3	4	5
1.	The manager understands and supports my career aspirations					
2.	I am pleased with the career advancement opportunities available to me					
3.	My organization conducts employee orientation to new employees and to any employee being transferred to a new department					
4.	My organization conducts performance evaluation to all employees with an aim of ensuring that all employees understand all their responsibilities					
5.	The company offers sufficient training to handle the systems and processes that need to get my work done					
6.	There is assistance from management to help match their personal goals and the available opportunities in the organization.					
7.	The organization has opportunities that align with my career goals.					
8.	I am satisfied that I have the opportunity to put my experience and talent in my daily duties					

9.	The firm recognizes completion of training as incentives for successful outcomes					
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PART C: EMPLOYEE COMPENSATION

Please tick the numerical value corresponding to your opinion for each statement. Use the scale provided to guide you. Please tick (√) appropriately.

1=Strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree

	EMPLOYEE COMPENSATION	1	2	3	4	5
1.	I am satisfied with the method the organization uses when awarding pay increases.					
2.	I am satisfied with my salary in accordance with the amount of work allocated to me.					
3.	My salary is satisfactory in accordance with the position I hold					
4.	I am satisfied with my salary in accordance with the level of my education and experience.					
5.	My salary in accordance with the company standards I receive salary above the applicable government regulation					
6.	My salary is based on my performance hence motivating me to work better					
7.	The organization provides benefits related with my position, education level and tenure hence motivating me					
8.	Compensation is handled in the same way for all employees					

PART D: FLEXIBLE WORKING ARRANGEMENTS

Please tick the numerical value corresponding to your opinion for each statement. Use the scale provided to guide you. Please tick (✓) appropriately.

1=Strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree

	FLEXIBLE WORKING ARRANGEMENTS	1	2	3	4	5
1.	Employees in state corporations are allowed to trade scheduled shifts with their colleagues					
2.	Shift arrangement helps in reducing accidents and fatigue hence improving employee job satisfaction					
3.	Flexible working arrangements in state corporations decreasing the level of employee absenteeism					
4.	Employees in Part-time working arrangement lack the opportunities for self-development hence affecting their job satisfaction					
5.	The organization's working arrangements is flexible in terms of working time and working location					
6.	It is difficult for me to adopt a flexible working arrangement because of a lack of support from my supervisor.					
7.	My commitment to the organization would be questioned if I worked flexibly					
8.	Women are actively encouraged to adopt flexible working arrangements in this organization.					
9.	My job gives me the flexibility to meet the needs to manage my work and non-work interests					

PART E: MANAGERIAL STYLES

Please tick the numerical value corresponding to your opinion for each statement. Use the scale provided to guide you. Please tick (✓) appropriately.

1=Strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree

	MANAGERIAL STYLES	1	2	3	4	5
1.	The management in state corporations always delegates some of the responsibilities to employees					
2.	The management in state corporations treats all staff as equal hence making them fill as part and parcel in the productivity of the organization					
3.	The management in state corporations always consults with employees in all departments before making crucial decisions					
4.	The management in state corporations involves staff in decision making					
5.	The management in state corporations always finds time to talk to the staff hence making them feel appreciated					
6.	The management in state corporations encourages staff development and initiative hence reducing employee turnover rate					
7.	The management in state corporations ensures all the employees understand their roles hence making them feel acknowledged.					

PART F: STAFF MOTIVATION

Please tick the numerical value corresponding to your opinion for each statement. Use the scale provided to guide you. Please tick (✓) appropriately.

1=Strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree

	MOTIVATION	1	2	3	4	5
1.	The management in state corporations always recognizes employees for work well done					
2.	I am awarded salary increment each year as per my job grade					
3.	The work environment is conducive for me					
4.	My salary is commensurate with my qualifications and experience					
5.	Employees are offered opportunities for career advancement					
6.	Employees are treated equally in as far as access to promotions and organizational benefits.					

PART G: EMPLOYEE RETENTION

Please tick the numerical value corresponding to\ your opinion for each statement. Use the scale provided to guide you. Please tick (√) appropriately.

1=Strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree

	EMPLOYEE RETENTION	1	2	3	4	5
1.	I would recommend this organization as a great place to work					
2.	Corporate code of my organization lets me feel comfortable at the work					
3.	Employees are fully satisfied with the working environment existing in the company					
4.	Working conditions are continuously improved for the employees' comfort					

5.	Employees are allowed to participate in the decision-making process					
6.	Employees are rewarded and recognized for their good work					
7.	Employee teamwork is always encouraged within the company					
8.	Employees are well-trained					
9.	Employees have increased feelings of job security					

APPENDIX III: INTERVIEW GUIDE FOR THE HR MANAGERS

Employee Career Development

What methods does the organization use to steer career development in its employees?

.....
.....

What criteria does the organization use to encourage career advancement among employees?

.....
.....

What are some of the methods the organization is using to ensure that the training programs are in line with employees' needs analysis?

.....
.....

Does the organization support employees to develop any new skills?

If yes how.....

What criteria does the organization use to ensure that they identify and develop all employees' skills?

.....
.....

How does the organization handle employees who have undergone career development?

.....

.....

Employee compensation

What criteria does the organization use to ensure fair compensation among its employees?

.....

.....

What criteria does the organization use to determine increment of employee salary?

.....

.....

Does the organization have a policy on employee compensation?

If yes, how do the policies contribute to employee retention?

.....

.....

Are employee views accommodated when reviewing the general employee's compensation structure, and how often is the structure reviewed?

.....

.....

What suggestions would you propose to improve employee compensation in the organization so as to increase the level of employee retention?

.....

.....

Flexible Working Arrangements

What flexible working arrangements does your organization use?

.....

.....

Does your organization allow employees to work from home?

.....

If yes, how does it affect employee's satisfaction?

.....

.....

What criteria does the organization use to determine flexible working options?

.....

.....

What projects would you have to improve flexible working arrangements in the organization so as to increase the level of employee retention?

.....

.....

Employee Retention

What criteria's does the organization use to ensure that they retain its employees?

.....
.....
What changes have you seen since the last employee engagement survey/employee feedback?

.....
.....
What is the organization doing to ensure that it has a clear understanding about its employee's career path and promotion plan?

.....
.....
What circumstances make employee retention challenging in your organization?

.....
.....
Are there any ways in which the organization needs to improve so as to increase the level of employee retention?