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Relationship between Employee Retention Strategies and Career Sustainability in Travel and Tour Firms in Mombasa County, Kenya

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Abstract

Employees in organizations that have mechanisms for employee retention can experience higher career sustainability. However, there is limited literature that can provide more understanding on the link between employee retention and career sustainability. The specific objectives of this study were to assess the effect of employee retention strategies on career sustainability in the travel and tour companies. This study was grounded on Super's Self-Concept Theory, Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs Theory. The target population was comprised of 2,800 employees from 121 tour operator companies and 40 travel agent companies in the county. Using mixed research methods; stratified random sampling technique was used to select respondents to participate in the study. Interview schedules were conducted on 20 human resource managers and questionnaires administered to 350 tours and travel agency company employees. Four questionnaires were not filled fully, thus 346 fully filled questionnaires were used in the analysis. Descriptive and inferential statistics were used. The study findings showed that employee retention strategies [$r = 0.788$, $n = 346$, $p = 0.000$] have a stronger influence on career sustainability. This study provides the government through its Tourism Regulatory Authority (TRA) with significant information for formulation of policies that would encourage career sustainability among employees in the travel and tour companies. The government should take appropriate measures in terms of examining workplace efforts to increase employee retention, career sustainability, passion and productivity in the long term.

Keywords: Employee, Retention, Strategies, Career, Sustainability, Travel, Tour

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Introduction

A reasonable career is adaptable and dynamic; it demonstrates continuous learning, occasional restoration, the security that originates from employability, and a nice fit with skills and aptitudes (Valcour, 2013). It normally alludes to dealing with one's career in between extra or intra-hierarchical organizational setting. Career sustainability needs a progression of exercises or the on-going lifetime procedure of upgrading one's career (Kibui, 2015). It incorporates preparing on new aptitudes, moving to higher employment obligations, changing a career inside a similar organization or moving to another organization. Thus, employees may stay in the organization just if the business allows them to sustain their potential.

Studies on career sustainability are gaining momentum (Vos & Heijden, 2015; Kossek, Valcour, & Lirio, 2014; Valcour, 2013; Jones, 2013) especially on how individuals and organizations can develop pathways that lead to them. However, there is limited information

linking employee retention and career sustainability. With the current levels of global unemployment and the need for life-long learning and employability enhancement, these concerns assume a pressing significance (Vos, 2016). Therefore, the understanding of career sustainability and how it is influenced by employee retention factors will play an important foundation for the direction of future research (Valcour, 2013; Jones, 2013; Kossek, et al., 2014; Hosen et al, 2018).

Travel and tourism contribution to employment, comprising of jobs indirectly supported by the industry was 9.2 percent of entire employment (1,072,500 jobs) in 2016 though this is expected to rise by 3.0 percent in 2017 to 1,104,500 jobs and rise by 2.9% pa to 1,475,000 jobs (8.9% of total) in 2027 (World Travel and Tourism Council, 2017). This can be accomplished through preparing, assessing work costs and improving employment prospects by evaluating work structures and working conditions (UNWTO, 2014). Nonetheless, there is still a deficient investigation in the realm of employee retention in tourism, and the value of tourism to provide gainful work.

While travel and tourism employment in Africa is likely to grow by 2.3% annually for the next decade and reach 2.9% of total employment by 2022, the industry faces numerous investment and infrastructure challenges in the region. These challenges are dragging down its progress, and the change to service economies on the continent is not as progressive as experienced around the globe (Turner & Sears, 2013; Nguyen, 2018). Moreover, the robust growth experienced in many parts of Africa has certainly aggravated shortage in skills, and specialist and managerial workforce are in very short supply (PWC, 2012). An investigation on the potential and sustainable growth of certain economic sectors, including travel and tour companies, is necessary in order to establish its worth and ability to promote sustainable careers.

The tourism industry in Kenya has experienced steady growth since independence (Government of Kenya, 2013). Travel and tourism generated 429,500 jobs directly in 2017 (3.4% of total employment) and this is forecast to grow by 2.8% in 2018 to 441,500 (3.4% of total employment). This includes employment by travel agents and other passenger transportation services (excluding commuter services). By 2028, travel and tourism will account for 574,000 jobs directly, an increase of 2.7% pa over the next ten years (World Travel and Tourism Council, 2018). However, Kenya Vision 2030 (2007) forecasted the country to experience a decrease in qualified staff for the tourism sector between 2008 and 2012 due to demand for high level skills that would be required by the anticipated growth in the travel and tourism sector.

In addition, dynamics of employment in Kenya has shown that there have been shifts in forms of employment as characterized by increased casualization of work, outsourcing of jobs, temporary and subcontracting employment and contract engagement (Omolo, 2012). Study conducted on economic and social upgrading in worldwide production systems has shown that most women are in job-segregated sets in tour-operating offices and are not driver or guides who have the opportunity to make some of the best wages with tips (Christian, 2012). The tour organizations also took advantage of labour codes that segmented workers between permanent, contract and casual. Most firms used various labour strategies, which related to stratified benefits. Various tour operators mainly had permanent workers, with the exception of some few casuals. The fact that employees with high potential are career-minded is important for organizations to create employee values that support career sustainability.

According to Shepell (2017), human resource leaders identified their top three areas of interest as improving employee engagement (65%), attracting and retaining employees with the right skills (56%), and helping their organizations adapt better to ongoing change (55%). The focus on employee retention is driving companies to adjust their plan of action keeping in mind the end goal to enable and connect with their employees (Breevaart, Bakker, Demerouti, & Van den Heuvel, 2013; Islam, Jantan, Khan, Rahman, & Monshi, 2018). This is reinforced by (Kular, Gatenby, Rees, Soanne, & Truss, 2008) that those companies that have large amounts of worker engagement encounter positive authoritative outcomes. Thus, employee engagement is viewed in

this research as of vital significance as a moderator between successful employee retention and career sustainability.

The County Government of Mombasa (2014) indicated that in its economic projection of 2012, the county had a labour force of 65.24 % of the entire county population, literacy level of 86.2%, and tourism contributed to 68% of the wage employment. Kuria, Wanderi and Ondigi, (2011) in their study on the factors influencing labour turnover in three and five star-rated hotels noted that majority of the respondents were more willing to re-locate to the major towns and cities where they believe better employment terms were presented. Eurostat (2012) observed that increased employee retention provides support to the economies in the thriving regions and ease the skills shortage in the region. Notably, Mombasa city has numerous tours and travel companies, both locally and foreign owned.

Maru and Kieti (2013) profiled business-related organizations taking part in tour operations in the Kenyan Coast. The authors observed that tourism polarized around a few dozen large and global international operators on the one hand and millions of Small Medium Enterprises (SMEs) on the other hand. Tour operator firms are successful business set ups that have been doing business at the Kenyan Coast for a number of years with most of them showing periods of between 11 and 15 years (61%). This is an indication that the firms have been in business long enough to withstand the tests of business survival and with employee retention strategies to outsmart the competition in the tourism market as well as promote sustainable careers. Therefore, this research was designed to analyze the influence of employee retention on career sustainability in the travel and tour companies in Mombasa County, Kenya.

The Republic of Kenya (2016) in its outline of the Sustainable Development Goals (SDGs) identifies the promotion of sustainable and inclusive economic growth, full and productive sustained employment and decent work for all organizational employees. However, the Government of Kenya (2013) in its National Tourism Strategy 2013 – 2018 observed that the Kenya tourism industry has some challenges in attracting the required skills and is faced with a high employee turnover. A study on Kenya's tourism industry by Ondieki and Kung'u (2013) shows that, nearly 64 percent of jobs are either unskilled or semi-skilled. The low skills profile of jobs leads to low pay, poor working conditions and low status. Furthermore, numerous studies touching on employee retention have been carried out in the hotel sector (Ladkin & Kichuk, 2017; Msengeti & Obwogi, 2015; Kuria, et al., 2011), yet scanty information is available on the employee retention in travel and tour companies. In spite of all these, the concept of career sustainability has been missing in sustainable tourism narrative and debate.

Literature Review

Career Sustainability

Crafting a sustainable career is an interactive process that relies on facilitative interactions between the individual employee and others in the organization, including managers and human resource professionals (Vos and Van der Heijden, 2015). In other words, employees who enjoy sustainable careers execute work that maximizes their skills and challenges them to develop new ones. Unlike the prior generations, current workforce takes the responsibility for their own professions and cannot depend much on permanent employment in one organization (Pendo, 2011). A fundamental system for valuing the human measurement of sustainability is the capacity for employees to thrive or be associated with the work environment (Florea, Cheung and Herndon, 2013). A focus on employee engagement may be the difference between businesses prospering or just barely getting by (Neault and Pickerell, 2010). Human resource should leverage sustainability to advance their objectives such as winning the war for talent, getting the talent engaged, developing and retaining them (Jena and Pradhan, 2014).

According to Kimani and Waithaka (2013), the current employees are more career conscious than ever and demands for personal growth and advancement, hence growing high potential people presents one of the methods by which companies can beat their competitive constraints. The rise of new career has underscored the requirement for workers to be worried

about vocation improvement and employability (Chitalu, 2011). Creating worker abilities in an information-based economy forms a critical portion of organization competencies.

Muliawan et al. (2009) in the US on Information System Auditors, demonstrated that expert development in connection to career advancement was identified with turnover expectations. Most organizations were thus encouraged to have predictable expert development and professional advancement opportunities for their workers keeping in mind the end goal to retain them. Likewise, There has been also a connection between human resource practices, for example, profession advancement, benefits and pay, training and improvement, expectation to stay and leadership style (Othman and Lembang, 2017; Islam et al, 2018). It was discovered that exclusive pay and benefits, training and improvement, and transformational management style were essentially related with an expectation to remain.

Many employees were willing to continue staying in the organization if proper career advancement opportunities are provided (Ahmad and Azumah 2012; Hosen et al, 2018). Gorenak (2016) studied 34 driver guides to determine their attitude towards the sustainable development of their careers in the tourist agencies engaging them. It was found out that the sustainable development of human capital must be one of the essential points of sustainable development in general. It is imperative for human resource supervisors to address and prevail on employee turnover expectations in their companies (Long, Kowang, and Chin, 2017).

Career sustainability can solve these worries to lessen turnover and profession advancement can likewise help with retention since employees can build up a feeling of loyalty to companies that will invest in them (Gomez, 2014). At the point when most workers perceive that their companies promote career improvement, they feel more certain about their long term career path. Unfortunately, this is not the situation in the different organizations throughout the world, especially among the travel and tour companies.

Baum et al. (2016) examined the employee's position and employers' considerations inside the sustainable tourism narrative and the researchers featured cases of critical work measurements and work across different tourism settings, where sustainability is of expanding significance and influence. However, the workplace considerations and employee careers are by and large ignored in the rising contest in connection to sustainable tourism, and are still a major source of dispute thus it is both baffling and peculiar that few analysts, scholarly or expert, seem to perceive this oversight.

A study carried out by Gaji, Kovačević & Penić (2014) on the human resource satisfaction at travel organizations in Novi Sad, Serbia discovered that the satisfaction of workers influenced profitability. Their findings demonstrated that regardless of their pay satisfaction, the essential parameters of inspiration; and interpersonal relationship still feel insecure about their employment. This can be because of a moderately unstable political and economic performance in Serbia. This study concurs with this additional proof supporting the reality of how external factors may influence career sustainability.

Employee Retention Strategy

The employee retention strategy predictors in this study were aligned to these previous researches on employee retention (Scott, 2016; Deery and Jago, 2015; Valentine, 2011). In particular, this study sought to investigate whether the tours and travel companies: give more prominent transparency about internal opportunities, incorporate interdepartmental moves and progression; organized and subsidized the advancement employees required for professional growth; gave more chances to cross-departmental work or job rotation; or whether the company effectively recruited from outside of the organization to fill different available positions utilizing worker referrals.

The tourism industry has been battling with recruitment issues for quite a long while, and the sectors' normal development will absolutely not make its task any simpler (RDEE, 2017). Though, given the exceptionally seasonal nature of tourism business, its dependence on interns and unpredictable hours, the industry needs to fight with numerous human asset challenges. Workers who are employed through referrals tend to remain with the organization longer than other applicants (Tourism HR Society, 2017). Furthermore, dissimilar to other recruiting techniques,

which tend to draw just dynamic occupation searchers, worker referral programs offer access to passive employment searchers - qualified individuals who have not flagged a readiness to move but rather who may under the correct conditions when supported by a companion, associate, or confidant. The common usage of entry level positions and interns by professionals while selecting and recruiting is not astonishing, given the quantity of power internships have when they are considered as a supplement to company recruitment and selection (Philip, 2013).

Retention strategies reinforce the capacity of organizations to pull in and hold their workers. Once the correct staffs have been enlisted, retention plans offer the instruments expected to help staff (Yukon Government, 2010). A vital way to deal with worker retention incorporates embracing operational engagement techniques and making adaptable work courses of action. Retention guidelines helps make a comprehensive and varied workforce where obstructions are diminished and people can participate in the work environment. Working environments that show the value they put on their workers and that set up arrangements and practices that reflect viable retention practices will profit from laborer dedication and performance.

Conerly (2013) confirms that high pay, acknowledgment and trust, adaptability, benefits and search for stressors are a portion of the retention techniques which an organization ought to have. The investigation results in Richardson (2014) propose that company managers may strengthen work productivity by improving methodologies that give a positive variety of motivational instruments and openings. Furthermore, these discoveries propose that collective decision making amongst managers and employees has a positive association with work attitude and the engagement of workers.

As per 2013 Global Recruiting Trends Survey of 3,379 HR and talent acquisition experts in 19 nations, 70% of Canadian, 69% of American, 68% of Indian, 67% of British and 63% of Australian organizations have a well-defined internal retention strategy that most employees know about. Moreover, Ngaira and Oyagi (2016) discovered that a positive relationship existed between recruitment systems and institutional performance of public health facilities in Mombasa County.

Hospitality and tourism industry faces the challenge of employing and retaining employees and such an occurrence experienced by organizations include massive layoffs due to restructuring and business failures in some sectors of economies (Howison, 2011). There has been a competitive shift of business environment not only in the business world but also in the mindset of the people that work in those organizations (Madueke and Emerole, 2017), and employees are ready to switch over whenever they are dissatisfied with any reason in the job. Therefore, the increasing attention paid towards retention among tours and travel companies is justified because of several reasons.

Nyanjom (2013) demonstrated that a relative significance of elements impacting worker retention in the state organizations in Kenya positioned career development and employee training first as the most critical factor. This is followed by employee empowerment, worker commitment, appraisal of performance and pay (Nyanjom, 2013). Nevertheless, having such arrangements and directions in the corporations has not prevented the movement of employees from organizations and thus it is essential to attempt to comprehend the employee retention strategies and build up the connection between employee retention and career sustainability, particularly among the tours and travel organizations. Human resource departments should use sustainability to propel human resource objectives, for example, winning the war for talent, getting the talent engaged, advancing and retaining them, and guaranteeing that employees are all around inspired and motivated (Jena and Pradhan, 2014). The key factors in employee retention that are considered in this study comprise of employee retention strategies.

Theoretical Framework

This study is anchored on two theories within the scope of employee retention and career sustainability. These include Self-Concept Theory and Fredrick Herzberg's Two Factor Theory. Among the many theories of career choice and development, the theory by Super has received much attention in the USA as well as in other parts of the world. Super (1969, 1980, 1990) suggested that career choice and development is essentially a process of developing and

implementing a person's self-concept. According to Super (1990), self-concept is a product of complex interactions among a number of factors, including physical and mental growth, personal experiences, and environmental characteristics and stimulation.

Building on Super's notion that self-concept theory was essentially a personal construct theory, Savickas (2002) took a constructivist perspective and postulated that the process of career construction is essentially that of developing and implementing vocational self-concepts in work roles. However, self-concept is not a static entity and it would continue to evolve as the person encounters new experience and progresses through the developmental stages. Life and work satisfaction is a continual process of implementing the evolving self-concept through work and other life roles. Self-concept is a prominent feature of Super's theory, and the implementation of one's interests, values, and skills in a work role is instrumental to vocational development and satisfaction. This study utilized Super's theory of Self-Concept which indicates that employees who are satisfied about their careers mostly look for avenues to enhance their career sustainability.

According to Herzberg's Two Factor Theory of motivation. There are two sets of factors namely: hygiene or maintenance factors and motivating or satisfier factors influencing the attitudes of an individual towards work (Herzberg, Mausner, and Snyderman, 1959). Herzberg's hygiene factors, which he named as dissatisfiers as a rule don't contribute much on work fulfillment as their essence just averts disappointment, however, it is not motivating to people. These variables are outward in nature and are identified with the work conditions under which it is performed. Nonetheless, propelling variables likewise named as satisfiers are considered as powers of employment fulfillment.

The dissatisfiers or also known as hygiene factors include salary and benefits, policies and administrative practices, status, supervision, job security, co-workers, promotion and personal life. This theory was relevant to the study because Herzberg's theory emphasizes the significance of reward frameworks and checking when and how workers are remunerated. This theory implies that a simple act of recognition is only enough to encourage employees and increase job satisfaction, career satisfaction and subsequently career sustainability.

Research Methodology

A mixed methods design was utilized in this study and is characterized by the combination of at least one qualitative and one quantitative research component. Mixed methods research design was used as the gathered data possessed a better description of the relative characteristics of the general population.

The underlying foundations of the quantitative and qualitative methodologies stretch out into various philosophical research ideal models such as positivism (described by interpretivism) and post-positivism. This study also adopts a rationalist approach which centers around the epistemological status of sense data (empirical) and the primacy of reason (theoretical) respectively (Markie, 2012). Modern rationalism adds a third 'system of thinking', the empirical, the theoretical and the abstract and holds that all three are of equal importance. The mixed methods denote the use of both qualitative and quantitative research methods in a single study. In this study, both qualitative and quantitative research, provided a better understanding of the research problem as compared to the either research approach alone.

The statistics of the tours and travel company employees, who were the respondents were obtained from 121 tour operator companies and 40 travel agent companies registered in Mombasa County. Tourism Regulatory Authority (TRA) is responsible for registration of all tourism enterprises and professionals working in the tourism industry (TRA, 2015). The study population was made up 2800 employees comprised of 160 finance officers, 736 marketing officers, 368 operations officers, and 1536 driver guides. The target population also comprised 161 human resource managers.

In order to determine the sample size proportions from the number of travel and tour companies in Mombasa County, the study adopted Yamane's (1967) formula. At 95% confidence level, $P = 0.05$, the sample size was computed as hereunder:

$$n = \frac{N}{1 + N(e)^2}$$

Where; n = the sample size, **N** = the population size, **ε**= the acceptance sampling error.

$$n = \frac{2800}{1 + 2800(0.05)^2}$$

= 350 respondents

With a target population of 2,800 respondents, this study used proportionate sampling to select 350 respondents. From a total population 2800 employees, 20 finance officers, 92 marketing officers, 46 operations officers and 192 driver or tour guides were sampled. The overall sample size was 350 respondents.

Sampling is a procedure of choosing a segment of population on which research is conducted, which guarantees that conclusions from the examination can be summed up to the whole population. During the study the stratified random sampling was used to select respondents. Stratified sampling involved categorizing the companies into two strata's: tour operator companies and travel agent companies. From each of the strata the respondents were selected using simple random sampling based on their job titles, which included driver guides, finance officer, marketing officer and operations officer. This method was appropriate as each individual respondent was picked altogether by chance and every individual from the populace has an equivalent chance of being incorporated into the study. Twenty human resource managers were selected using stratified random sampling from each of the tour operator firms and travel agencies in the county.

Collection of data involved the use of questionnaires and interview schedules. The interview schedules were subdivided into five sections. These were comprised of Demographic Information (A); Intrinsic Motivation (B); Extrinsic Motivation (C); Employee Retention Strategies (D); Employee Engagement (E) and Career Sustainability (F). Interviews were conducted to obtain data from the human resource managers in each of the travel and tour firms identified for research. The information gathered in the interviews was valuable in interpreting results.

Questionnaires were administered to the sampled respondents from travel and tour companies within Mombasa County. Questionnaires were mainly useful when undertaking a research with geographically spread populations. Open-ended response questions are included in Part A and C to provide for self-expression among the respondents, thus, giving appropriate suggestions from their own point of view. This was particularly useful during the discussion for this study.

A pre-test of the study was conducted through questionnaire administration to ten employees and semi-structured interview schedules on four human resource managers in two travel agency companies and two tour operator companies selected randomly within Mombasa County. Responses were voluntary and anonymous. It was suitable for clarity of responses and enhanced collection of adequate information for data analysis.

Content validity of an instrument can be improved through expert judgment (Borg and Gall, 1989). The interview schedule and questionnaire were developed through consultation with the supervisors to determine whether all the desired study concepts had been included. Reliability of data collection tool is the ability to consistently produce the same results over time when repeated measurements are taken of the same individuals under the similar conditions. Cronbach's alpha was used to measure reliability of the questionnaires, which is a measure of internal reliability and ranges from 0 (poor reliability) to 1 (perfect reliability). In practice, anything above a 0.67 is considered sufficiently reliable (Sauro, 2012). The reliability of Cronbach's coefficients were calculated to maximize internal consistency among the variable considered.

Both qualitative and quantitative statistics were used to analyze study results where frequencies, percentages, means, standard deviations and chi-square were used for descriptive results. In addition, content analysis was also used to analyze data from the interview schedules and open-ended questions. Multiple regression analysis was utilized for measurement of independent and dependent variables. Inferential statistics were used to analyses quantitative data which involved the derivation of explanations and making of interpretations of the findings basing on

descriptions. To test the significant relationships between variables. Regression analysis and were performed to determine the relationship between employee retention strategies and career sustainability.

Results and Analysis

This study used multivariate regression model to identify the correlation between retention strategies and career sustainability. It was used to predict career sustainability in the study. The prediction was undertaken based on the effect of the independent variable retention strategies in tour firms.

The R^2 represented the measure of variability in career sustainability among selected tour firms that had adopted retention strategies is accounted for by the predictor. From the model, ($R^2=0.621$) shows that all the predictors account for 62.1% variation in career sustainability. The predictors used in the model have captured the variation in the career sustainability in tours and travel companies. The change statistics were used to test whether the change in adjusted R^2 is significant using the F-ratio. The model caused adjusted R^2 to change from zero to 0.621 and this change gave rise to an F- ratio of 620.41, which is significant at a probability of 0.05.

Analysis of Variance on Retention Strategies and Career Sustainability

This study used ANOVA to test if the model could significantly fit in forecasting the result than using the mean. It can be seen that the regression model significantly improved the ability to predict the career sustainability and the F- ratio was 620.41 and significant ($P<0.05$) thus the model was significant leading to rejection of the null hypotheses (H_0).

Coefficients of Retention Strategy and Career Sustainability

In order to test the hypothesis under study, β coefficients for independent variable were created from the model where the t-test was used as a measurement tool to ascertain whether the predictors were making a significant contribution to the model.

The β -value for retention strategies had positive coefficient, depicting positive relationship with career sustainability as summarized in the model as:

$$Y = 1.033E-013 + 0.788X + \varepsilon \dots 1$$

Where: Y = career sustainability, X_i = retention strategies, ε = error term

From the findings, the t-test associated with β -values was significant and the retention strategies as the predictor were making a significant contribution to the model. The coefficients result exhibited that the predicted parameter relating to the independent factor was significant; $\beta_1=0.788$ ($P<0.05$) which suggests that we reject the null hypothesis (H_0) which states that there is no significant relationship between retention strategies and career sustainability in tours and travel companies. This indicates that for each increase in retention strategies, there was 0.788 times rise in career sustainability tours and travel companies. Moreover, the effect of retention strategies was indicated by the t-test value = 24.91 which indicates that the standard error associated with the parameter is over 24.91 times that of the error related with it.

This study supports the assertion by the Yukon Government (2010) that retention strategies strengthen the ability of businesses to attract and retain their workforce. Once the right employees have been recruited by the tours and travel companies, retention practices provide the tools necessary to support them in enhancing their career sustainability. In addition to the strategies identified in this study, Richardson (2014) points out that company leader may expand employee work performance by upgrading strategies that give a positive mix of motivational instruments and opportunities.

Conclusion

There was a significant relationship between retention strategies and career sustainability in tours and travel companies. Once the right employees have been recruited by the tours and travel companies, retention practices provide the tools necessary to support them in enhancing their career

sustainability. In addition to the strategies identified in this study. The tours and travel sector provide a lifetime employment for many people. In spite the continuous labour movement across establishments and departments that has been observed in the industry, many employees usually remain within the tours and travel companies.

Recommendations

This study provides the government through its Tourism Regulatory Authority (TRA) with significant information for formulation of policies that would encourage career sustainability among employees in the travel and tour companies. The government should take appropriate measures in terms of examining workplace efforts to increase employee retention, career sustainability, passion and productivity in the long term.

The Kenyan universities and tourism training service providers should incorporate employee retention as a key area in the curriculum to teach the employers and the employees the importance of enhancing career sustainability. The scholars and academicians with interest on career sustainability will find the use of mixed methods research design very handy in their analyses.

The tour operator and travel agent companies should communicate the employee retention goals and strategies of the organization as well as the specific job responsibilities of employees at recruitment and at their yearly meetings throughout the organization. The employers should not also be tempted into thinking that high unemployment rates or a weak economy carry promises of ready replacements as it is not a guarantee that the new hire will perform as well, or better. Tours and travel company employees should develop goals, strategies, action plan and an evaluation plan with measurable results.

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