

**MULTIGENERATIONAL EMPLOYEE EXPECTATIONS
AND RETENTION IN SAFARICOM LIMITED, KENYA**

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DECLARATION

This research project is my original work and has not been submitted for a degree in any other university.

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This research proposal has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This project is dedicated to my wife Sara W. M. Njuguna, for her care, prayers and support; my children, Grace-Maria, Michael, Vicky and Yobel and my dear late parents Maria Wanjiru (Wairimu) and John Ruga for their parental love, prayers and devotion to my education.

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OPERATIONAL DEFINITION OF TERMS

Multigenerational Employees: Employees of different age groups and different characteristics, each of which has different expectations.

Multigenerational Employee

Expectations: Refers to certain needs and or desirous expectations by different categories of employees, which may tend to shape their attitudes, motivation and behavior towards work.

Retention: The ability of an organization to keep, maintain and engage the multigenerational employees and, therefore, make them want to stay and contribute to the organization's growth.

Workplace Flexibility: Applies where an employer allows employees to have a choice in terms of the time, the methods and the place of carrying out the work activities assigned to them, as long as they meet the set performance levels and standards.

Work Breaks: An expectation by multigenerational employees regarding being allowed to be away from work, or to rest frequently as a way of refreshing and or re-energizing

Teleworking: A modern trend with employment where employees and or organizations opt to have employees work from home rather than take residence at the work place.

Work Shifts:	Multigenerational employees seem to a flexible arrangement at work, where, for instance, they work in shifts, and therefore, can select or opt for a time friendly time period (shift) to suit their life circumstances.
Stop/Start times:	Refers to varied rather than fixed stopping and starting times, an expectation by multigenerational employees, who would rather flexibly determine or have a say over when they can start and stop work.
Over time working:	Refers to the choice to extend working hours beyond the normal period set, as a way of working more hours in advance of taking time off, having worked the set number of hours, for instance.
Total Reward:	A compensation package which integrates both the monetary as well as the non- monetary rewards, with emphasis on the latter, to motivate multigenerational employees.
Paid Time off:	Refers to an expectation that an employee will get paid for the time that they are off-duty. In some cases, organizations do not pay for time off.
Performance Related Pay:	An expectation that pay is pegged on performance, the harder one works, the more they get in pay and other benefits, therefore.

Career paths:	Refers to an expectation by multigenerational employees that they will be supported to grow their career in the process of working for an organization.
Wellness/health programs:	An expectation by multigenerational employees that they will be cared for through provision of health programs and related facilities
Mentoring and coaching:	An expectation by multigenerational employees that they will be mentored and coached, as a way of enabling career growth.
Communication Style:	Refers to the choice of a given appropriate means or technique of conveying messages, information, ideas and suggestions from a supervisor to a subordinate, or from one employee to another in the course work.
Continuous feedback:	An expectation by multigenerational employees that they will be informed promptly and continuously about the happenings and matters which affect them.
Transparency:	Refers to the expectation that managers and supervisors will be honest and open with them, in all matters concerning their plight as employees
Mixed formal / informal:	Refers to the balancing between formal and informal channels of communication.

Work-life Balance:	A state where the needs of work are weighted together to provide an equitable share of the time available such that a worker is able to complete his or her work and also take care of his or her private life.
Policy framework:	Refers to the existence of a supporting policy-based actions and decisions regarding work life balance by an organization.
Work-life balance training:	the specific interventions, teaching and training about work life balance to make employees aware and committed to work life balance and the benefits therein
Health/recreation facilities:	Refers to the expectation that the appropriate facilities which support health and recreational well-being are availed by the employer.
Awareness of work-life balance:	Related to training on work life balance be emphasizing the deliberate effort made or not, by an employer, to sensitive and entice/motivate employees to commit to work and life balancing.
Rate of Staff Turnover:	Refers to the number or a percentage of the workers who leave an organization over the total number of total workers in a given period of time, and who have to be replaced.

ABBREVIATIONS AND ACRONYMS

SHRM Society for Human Resource Management

HR Human Resource Management

Gen. X Generation X

Gen Y Generation Y

Gen Z Generation Z

UNC University of Northern Carolina

YEC Youth Evangelism Centre

ABSTRACT

The modern workforce is made up of age diverse generations of employees with different cultural backgrounds, work styles, work expectations and so on. This often raises conflict and tension. Organizations, therefore, need to be strategic at motivating and retaining these employees, without which they become dissatisfied, unsettled, disengaged and ultimately, may leave. This case investigated the influence of multigenerational employee expectations as the independent variable and retention as the independent variable, in safaricom limited in Kenya. The study hoped to help create awareness about this modern phenomenon, particularly as a human resource management concern. The study specifically set out to; evaluate the effect of workplace flexibility on retention, assess the effect of total reward on retention, identify the effect of communication style on retention and investigate the effect of work-life balance interventions on retention. Stratified sampling was used where the 1,186 target population was split into the four main departments at Safaricom Headquarters. Simple random sampling was applied to pick 10% from each stratum, making a sample size of 120 members. A Descriptive research design was used, coupled with correlation and regression analysis to test the relationships between the independent variable and the dependent variable. From the 59.17 response rate recorded, the typical characteristics of a multigenerational employee workforce, that is, age, marital status, and level of education were indicated at Safaricom Limited, including the existence of the multigenerational expectations which were the variables. The study found that there was a significant relationship between each of the independent variables; work place flexibility, total reward, communication style and work life balance, on retention at Safaricom. The study concluded that Safaricom's ability to retain its multigenerational employees was related to the reported declining rate of staff turnover. The respective findings for each of the multigenerational expectations investigated supported this. There was evidence that Safaricom had adequately addressed each of the respective multigenerational expectations investigated. The study, therefore, recommended that Safaricom, and other modern organizations ought to be alive to the modern multigenerational employee expectations, and to address these as part of their overall strategic human resource management. This study recommended further investigation of the multigenerational employee phenomenon, for instance, using a bigger target population and sample. This may increase the generalizability, unlike this current study which used one case.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In the dynamic world contemporary economy, organizations have to be able to anticipate technological innovations, and therefore, effectively compete with other companies worldwide. This makes it critical that an organization has the ability to integrate employee continuous learning and continuous development with effective and timely securing and retaining skilled employees. This is because employees' knowledge and skills are central to a modern organization's ability to be economically competitive (Kyndt and Dochy, 2017). The connection between retention and organizational competitive is well evidenced in empirical literature. Indeed, it has been established that Staff turnover is an expensive affair for all organizations today (Farwell, 2018).

The average organization loses about one million dollars with every ten employees who depart from the organization Fitz-enz (1990). Except for natural attrition where, as pointed out by Zabel and Keith Lynn (2016), employees leave on age and retirement related causes, or medical reasons, this should be a source of concern to organizations today. According to Fitz-enz, the total cost of one employee covers from a minimum of one year's total pay to a maximum of two years' total pay. Thus, according to Fitz-enz (1990), this creates a substantial economic and operational impact as an organization loses critical employees, particularly considering the knowledge which is lost with the departing employee. It would appear, therefore, that organizations have to be alive to the need to retain their employees as a matter of survival!

Employee retention can be defined as the totality of various organizational actions which help an organization to promote the well-being and satisfaction of the employees, and at the same time, to motivate them sustainably. (Hom, P. W., Mitchell, T. R., Lee, T. W., & Griffeth, R. W. (2012). Employee retention, therefore, refers to the extent to which an organization keeps its employees engaged and supportive. This can be captured by a simple calculation, where, for instance, a retention rate of 80% may usually imply that the organization was able to keep 80% of its employees over a given period of time. They added that in an organizational setting, the aim of an employer is to decrease employee turnover. This way, the employer is able to decrease costs, including training, recruitment and loss of talent and institutional knowledge. This requires strategy, therefore, on the part of employers, to improve retention rates and thereby minimize the associated costs of high turnover (Allen, 2008).

In the light of this, and more relevantly for this current study, modern organizations have to be alive to the ever evolving business environment, which is presenting certain trends that may impact on employee retention. One of these trends is the modern multigenerational employee workforce phenomenon. Much has been researched on and reported about the intergenerational conflict ensuing in modern workplaces (Iden, 2016).

Iden pointed out that with five age-diversified generations working side by side, researchers have identified and proposed a work environment full of tension and misunderstanding. It is not surprising, therefore, that organizations have to, more than ever before, get concerned about the impact of this tension on productivity and creativity of their employees.

There is no doubt that retention becomes an issue in these circumstances. Indeed, one of the latest commentaries on the future of human resource management refers to the multigenerational phenomenon as a leading challenge, going forward (SHRM, 2018).

Jones (2017) found that as employees in modern organizations become more age-diverse, organizational leaders and managers face many challenges managing a multigenerational workforce. According to Jones, this is because these types of employees have diverse expectations, attitudes and values. This study identified certain expectations common across the four generations, and pointed out that organizations have to act in kind, including; fostering a diversity-friendly workplace culture, implementing effective interpersonal communication strategies, employing a formal approach to management; encouraging a healthy work-life balance, valuing employees and their differences, offering professional growth opportunities and eliminating negative generational stereotyping. According to Jones (2017), these actions should result to the essential organizational change on the part of managers and leaders. In turn, this would strengthen the ability of an organization to retain its employees. Ultimately, the organization would increase employment stability, productivity, and employee relationships.

In Kenya, these findings were collaborated, to a certain extent through a study by Price Waterhouse & Coopers (2013). The study identified the various factors which affected the expectations and experiences of Millennials or Generation Y employees. These included; workplace culture, communication and work styles, compensation and career structure, career development opportunities and work/life balance.

From the foregoing, it is apparent that the existence of different generations with different backgrounds, cultures, expectations and work styles who are expected to work alongside each other as a team is a reality today, perhaps more than ever before. Because of the conflict and tension which may arise out of the generation-diverse expectations, the need for organizations to have strategies with which to manage the multigenerational expectations, therefore, becomes critical. This will ensure that the generation-specific expectations are addressed. This calls for generation-specific retention interventions without which, disgruntled, unhappy and dissatisfied employees would leave. The impact of the multigenerational workforce trend on retention, as far as this project was concerned, was empirically justified. Indeed, managing the expectations-diverse employees, with their diversified values and interests, would require organizations to rethink their traditional approaches to human resources management. The age-old approach where the 'one-size-suites-all' is definitely out of place in a multigenerational workforce environment. This is because the divergent expectations create a very fertile ground for employee-management conflict. This creates a dire need for strategies that will enable organizations to effectively address each generation's expectations to avoid potential tension, dissatisfaction and consequently, minimize employees leaving.

For this study, however, to what extent is the multigenerational phenomenon and the expectations therein, a reality in Kenya? More specifically, was the retention rate, on one hand, related to the management of these multigenerational expectations at Safaricom and or any other organization for that matter? This current study intends to address and empirically provide answers to these pertinent questions.

1.1.1 Multigenerational Employees.

Four generations of workers were said to be in the workforce for the first time in history (Milligan, 2016). If organizational leaders and managers fail to address the potential generational conflict, this may cause low productivity, high turnover rates, employee frustration, and reduced profits, added Milligan. In support of Milligan, Poepsel (2017) found that as organizations engage in generating maximum benefit for all stakeholders, they had to be alive to trending human capital developments in the business environment. These included; the multigenerational workforce, digital Technologies, the social contract, organizational design, employee experience, learning, workforce management and people analytics. The first trend on the list as prioritized by Poepsel was the subject matter of this current study.

The multigenerational employee phenomenon is well supported in the existing literature. For instance, Jones (2017) stated that employees in modern organizations have become more age-diverse. Therefore, this study pointed out that organizational leaders and managers are now facing many challenges in managing within this multigenerational environment. This was supported by Iden (2016) who stated that the multigenerational employees posed substantial challenge for organizations and managers today. This was because each generation has diverse expectations from their job, and most, from the employer. Consequently, added Iden, 58% of all the managers studied said they experienced conflict between the younger and the older employees in a typical work place. Tolbize (2008) pointed out that there were four generations currently existing in modern organizations in the United States of America.

Tolbize presented these generations as follows: The traditionalists, also referred to as the veterans, were the oldest generation in the workplace. They were born before 1943; the Baby Boomers were born between 1943 and 1965; generation X, were born between 1968 and 1979, while generation Y were born between 1980 and 1999. According to Tolbize (2008), each of these generations have unique characteristics and value systems which give rise to certain expectations on their employer and their work. Tolbize pointed out that some of the characteristics are similar across the generations yet, at the same time, some conflict among the generations. This creates challenging circumstances for the managers and leaders.

Odera (2010) also identified the characteristics eminent in the various generations by pointing out that the members of Gen Y were born and bred with computers and the internet. Hence, they were Internet and Google adept, self-confident, optimistic, independent, goal oriented, blunt, contradictory, and demanding and were high-maintenance as an inclination, who evaluate their work by considering personal fulfillment, job interest and job satisfaction. Odera (2019) pointed out that this generation is entrepreneurial and seeks for responsibility, on which they expected immediate feedback. They have a good education and set personal goals above those of their work. Generation X, who were born between 1966 and 1976, expect diversity, and look at it as an opportunity rather than a challenge. They are global in mind set and they balance work life with personal life. Generation X are inquisitive and would promptly take up leadership roles, even without the promise of official compensation.

Baby Boomers, who were born between 1946 and 1965, generally grew up with a sense of security, and hence they were comfortable and in exploring and asserting their dissatisfaction. Youth, personal gratification, health and material wealth are highly valued by this generation, who tend to be optimistic, hopeful, peaceful and they believe that they actually make the world go round! Finally, according to Odera (2010), The Silent generation, born between 1933 and 1945, was the oldest generations at the workplace today. They tend to strictly follow rules, valuing respect for authority and compliance. They achieved success through discipline, hard work and teamwork. According to Odera, most members of this generation have retired.

As can be deduced from the above literature, the workforce of a typical organization today is age-diverse, with separable groups of employees, each group related by age.

It bears certain characteristics which make the group, hereto referred to as the generation, unique. This project intended to focus on four typical expectations the four generation and the fact that organizations should strategize and address each of the four expectations. This was because, failure to do so would create conflict and dissatisfaction and increased staff turnover.

1.1.2: Multigenerational Employee Expectations.

Lester, Standifer, Schultz, and Windsor (2012) indicated that employees from different generations had varying expectations concerning what employers valued in the workplace. Consequently, each generation creates their own distinct challenges on management, as far as motivating, engaging and retaining each generation is concerned.

Gausepohl (2016) pointed out that as the typical workplace changes to match the changing technologies and mobile work trends, there has been a resonating shift in expectations. This change could be an especially jarring transition for older workers, who for instance, are used to having their work performance measured according to the number of hours spent at work. Gausepohl added that for the majority of younger employees, the hours put in is not as important as the outcome. According to Gausepohl (2016), this is because they can do more by telecommuting, and thereby avoiding wasting time in traffic jams. Generation Y employees expect a healthy work-life balancing environment while the older workers would rather sacrifice their personal time working.

It was obvious that these expectations needed to be addressed by management in every organization; otherwise, the employees would be unhappy and probably seek to leave.

This was addressed by Gausepohl (2016) by pointing out that the expectations and characteristics of the various generations: Many Boomers are traditional workers who are going into retirement. As a matter of concern for organizations, they are likely to leave with the experience, knowledge and the capability to salvage an organization which experiences difficult times. In addition, Gasepohl (2016) pointed out that the mentoring and coaching skills of this leaving generation would be invaluable to Gen X and Y. There was, therefore, a dire need to retain, as long as possible these skilled and experienced employees, while at the same time accord them opportunities to mentor and coach the younger generations.

According to Tolbize (2008) the major factors which tend to shape the multigenerational employee expectations include; work ethics, respect feedback on supervision, loyalty to employer, work-life balance and perceived success in the workplace. This was supported by Celeste (2017) who aptly captured the multigenerational employee expectations by highlighting that each generation presents a distinct set of values, attitudes and behaviors and at the same time, each has their own expectations, priorities, approaches to work and communication style. Celeste added that if and when these expectations were identified and managed properly, organizations were likely to target their competitive edge by selectively utilizing the talents and skills of each generation, and thereby get the best performance from each generation. Celeste (2017) added that each group was unique and managers had to strategize on hiring, management styles, rewards, training and, therefore, retention.

As implied from the foregoing, any attempts to retain employees in a modern organization must be strategic. This was because given the four generations and the complexity of their expectations; each generation and its expectations must be identified and addressed, within the larger human resource strategy. Otherwise, the organization in question would suffer from dissatisfied, aggrieved and unsupportive employees who would tend to leave.

1.1.3 Multigenerational Employees and Retention

The impact of non-retention of employees in an organization, was perhaps best summed up by Dilmi Aluwihare-Samaranayake (2017).

He observed that insufficient employee planning, unplanned recruitment, existing retention policies, lowly compensation coupled with inferior career support systems and inefficient quality of work-life working conditions, all have influence on nurses' intentions to leave or stay in their profession, work, organization or even country. Generally speaking, although this observation was based on a research focusing on nurses as employees, it is obviously very relevant in this current study. More specifically, however, James and Mathew (2012) defined workplace retention in a modern organization as an attempt by an employer to establish a supportive environment in an organization. Such an environment would be able to promote long-term employee engagement.

According to James and Mathew, all the generations of employees in an organization expect to have a favorable work environment, encounter management and leadership styles in line with their own preferences, enjoy a socially supportive work environment and the existence of self-development opportunities, coupled with work autonomy, total compensation, and conditions which promote work-life balance. These expectations, according to James and Mathew, are critical factors in retaining these employees. These sentiments were aptly supported by Knott (2016) who associated talent management, employee performance and retention. The importance of having the ability to retain multigenerational employees was empirically supported by Wangechi (2014), who found that 86% of employers experienced difficulty in attracting new employees while at the same time, 58% faced problems retaining their employees.

Needless to add, therefore, for every organization, understanding why employees leave is crucial. According to Eversole, Denneberg & Crowder (2012), this should start by first of all determining the organizational environmental characteristics which make people want to stay with an employer or to leave. According to Eversole et al. (2012), therefore, a flexible workplace for multigenerational employees would be necessary to ensure appropriate management of talent across all the four generations. This would promote effective use and retention of an organization's key asset. Kovary (2013) discussed the impact of the multigenerational workforce on retention and other related human resource practices. Kovary said that as organizations grapple with the challenges of an ageing workforce in a competitive business environment, with multigenerational employees who were sufficiently interested, they had to utilize these expectations and behaviors.

According to Kovary (2013), the human resources departments in such organizations must seek to understand and assert their roles in supporting the various other departments effectively using the strengths of the multigenerational employees. In the same way, human resource leaders and planners are expected to be good change agents so that they can promote a workplace which is conducive enough to sufficiently attract, keep and grow potential talent across the four generations.

Bennett, Pitt & Price (2012) corroborated the above sentiments by pointing out that an understanding of how to manage in the new multigenerational dispensation was vital and that the consequences of not doing so often impacted on job dissatisfaction, decreased productivity, low morale, sporadic attendance problems and ultimately, terminations or resignations. Furthermore, Jones (2017) explored strategies that leaders at a university in Northwest Florida implemented to retain their age-diverse workforce.

It was found that for organizational leaders to retain a multigenerational workforce, such an organization would have to foster a diversity-friendly workplace culture, institutionalize effective interpersonal communication strategies, effectively balance between formal and informal approaches to management and encourage a healthy work-life balance. In addition, the organization would have to attach due value to employees and their differences, offer professional growth opportunities, and deliberately eliminate negative generational stereotyping.

There was little doubt, if any, that modern organizations which operate in a competitive business environment, with an age-diverse workforce, could not afford to use a ‘one-size-suits-all’ type of approach in motivating, and, therefore, retaining their employees. However, the extent to which organizations in Kenya realized this gave rise to the concern in this current study.

1.1.4 Retention of Multigenerational Employees at Safaricom Kenya Limited

Safaricom Limited, Kenya's leading telecommunications operator, was formed in 1997 as a fully owned subsidiary of Telkom Kenya. She has been listed on the Nairobi Stock Exchange. The Key reason why Safaricom was chosen for this study was that she prides herself in being an employer of a diverse workforce, allocating substantial resources towards diversity initiatives. Safaricom believed that diversity was a business virtue for the success of the enterprise.

In this regard, management had implemented various workforce diversity strategies, including ensuring a team environment where teams are well diversified, comprising employees across all generations and nationalities (Makonyango and Bichanga, 2015). As far as this current study was concerned, an organization that effectively retains its employees was likely to be one that also fosters good HR practices. There were many indicators that Safaricom Limited fits this profile. For instance, a recent employee experience documentary (Safaricom Employee Experience, 2015) suggested that the organization had very high levels of employee satisfaction. This in turn suggested that Safaricom Limited had a good employee environment which fostered effective employee retention. Indeed, Safaricom had received many accolades as an employer since its inception in 1997.

Career Point Kenya (2017), a prominent local consulting firm on matters related to human resource management ranked Safaricom position two, only second to Google Kenya and Kenya Airways respectively, as Kenya's best companies to work for. Safaricom also had won the African Employer of Choice Award in 2015, and was ranked 7 in Africa's Employer of Choice Top 100 (African Business Magazine, 2017). Besides, it was the considered opinion of this current study that Safaricom was a successful business brand in Kenya and the East Africa Region. This implied a very high likelihood that the organization was one of the most, if not the most popular destination for young as well as older and more established employees seeking to grow and develop their careers. This in turn implied that the modern multigenerational employee phenomenon was most likely manifest in Safaricom's workforce.

Indeed, in the recent documentary mentioned above, Safaricom claimed to have the whole range of the four generations represented in her workforce, for whom she endeavored to provide a very impressive employee management environment, including an internal arrangement where breast-feeding mothers were able to come to work with their infants, who would be taken-care-of while the mothers worked (Safaricom, 2017). Even more relevantly for this current study, Safaricom published an annual sustainability report. The Safaricom Sustainability Report (2017) report revealed some interesting information relevant to this study: The overall employee morale appeared to have improved significantly during the years, with the latest satisfaction index survey results which suggested that 84% of employees were happy with the employment conditions at the company. The majority of employees were reasonably motivated and engaged all round. This overall perception of high morale was supported by a healthy and declining staff turnover of only 5.2% in 2017, 5.6% in 2016 and 5.7% in 2015.

This was a comparatively low rate, compared to the typically high turnover rates usually recorded in service industries in Kenya and world over. For instance, several empirical studies had found that the average staff turnover rate for hotel employees in the United States was approximately 50% for non-management staff and about 25% for management staff. Research also showed that estimated average annual employee turnover was between 60 to 300 percent according to a research conducted by the American Hotel and Motel Association (Mwilu, 2016).

So, how did Safaricom attain the comparatively low staff turnover rates in spite of having an age diverse workforce, which, as pointed out earlier, had diverse expectations, of which, as literature review suggested, could have created an environment of widespread employee discontent and excessively high rates of staff turnover? A study on the multigenerational employee expectations at Safaricom and how these expectations had or had not been addressed, on the one hand, and whether or not there was a relationship between the strategies which Safaricom had been using to address the multigenerational employee expectations on the one hand and the low rate of staff turnover (implying high retention rate) on the other hand, as indicated above has never been done before.

1.2 Statement of the Problem

Today's workforce includes a diverse population of employees from multiple generations. As each generation holds different expectations on the part of the employer, it was important for organizations and managers alike to understand these different multigenerational expectations, in order for them to effectively address them. Not doing so was likely to create tension, dissatisfaction and eventual departure (Jones, 2017). However, whereas, in Kenya, vis-à-vis the rest of the world, a number of studies had been done concerning the multigenerational workforce trend, there was an empirical gap which concerned this current study. Almost all the studies done locally seemed to focus on generation Y. For instance, Synovate (2011) in a study titled 'Generation Y Shakes Up the Corporate Workplace', reported that the two thirds of Kenyans who were employed formally and aged below 30 years were not satisfied at their places of work, and were likely to leave as a result of this dissatisfaction.

According to this study, these employees were unwilling to stay in the same job for long and that those organizations and managers in particular were duly concerned because the cost of recruitment had continued to rise as more and more of the Generation Y employees entered and left the workforce. Likewise, evidence of multigenerational employees in Kenya was presented by Bunyoli and Kwasira (2016) who found that mentoring programs, careers development and succession planning contributed to integration of multigenerational workforce. Odera (2013) studied the Effects of Generation Y Traits on Project Performance.

The study found that while generation Y had useful characteristics which could improve on project performance, the project managers were not well equipped to handle these traits which seemed to be new and unique at the workplace. The study recommended that project managers improve on their communication and management style and that they should provide gen Y with proper atmosphere for their innovation abilities if the full potentials of the generation were to be realized. Aply, the study recommended further research on the suitable communication and management styles which may be adopted by project managers to accommodate Generation Y employees. As is evident from the above studies carried out in Kenya, all of them focused on generation Y, rarely mentioning the other three generations.

Secondly, none of the same studies referred or dwelt on the diversity of expectations of these age diverse workers and how these expectations related to retention. Indeed, no study had been identified referring to Safaricom and multigenerational employees' retention.

Thirdly, compared to Europe and other parts of the world, Kenya had comparatively few empirical studies undertaken locally regarding the multigenerational workforce phenomenon. More specifically, however, the focus of this study was on the fact that Safaricom seemed to be able to retain its employees successfully, given for instance the low (5.7%) rate of staff turnover. Was this comparatively low rate of staff turnover a result of effective management of the expectations of multigenerational employees by Safaricom? This study intended to empirically respond to this question.

In summary, therefore, it was the considered opinion of this study that empirically, too little was known about the multigenerational workforce phenomenon in Kenya beyond generation Y. Also, even less was known concerning multigenerational workforce expectations on one hand, and retention on the other. Indeed, no study was found in literature, relating multigenerational employees to retention, and more so, no study was found relating multigenerational employee expectations and retention at Safaricom Limited. Therefore, covering all the four generations, and using Safaricom Limited as a case, this study intended to investigate, and hopefully fill this gap. Using selected multigenerational employee expectations as identified from literature review, as the independent variable, on one hand, and retention, as indicated by the rate of staff turnover as the dependent variable, on the other, the study investigated the extent to which Safaricom's employee retention success could be positively related to whether or not she had adequately addressed her multigenerational employee expectations studied.

1.3 Research objectives

This study was guided by four objectives, each of which focused on each independent variable as each affects the dependent variable

1.3.1 General objective

The main objective of this study was to investigate the effect of Multigenerational Employee Expectations on Retention at Safaricom Limited in Kenya.

1.3.2 Specific objectives

More specifically, the study pursued to achieve the following objectives:

- i. To evaluate the effect of workplace flexibility on retention in Safaricom Limited.
- ii. To assess the effect of total reward on retention in Safaricom Limited.
- iii. To identify the effect of communication style on retention in Safaricom Limited.
- iv. To investigate the effect of work-life balance interventions on retention in Safaricom Limited.

1.4 The Hypotheses of the study

The following null hypotheses were tested:

- H₀₁ Workplace flexibility does not affect retention in Safaricom Limited
- H₀₂ Total reward does not affect retention in Safaricom Limited
- H₀₃ Communication style does not affect retention in Safaricom Limited.
- H₀₄ Work-life balance does not affect retention in Safaricom Limited.

The results of the respective tests are presented in chapter four.

1.5 Significance of the study

This study was expected to aid Safaricom Limited, and all the other similar organizations in Kenya. Whether small or large, private or public, such organizations would gain appreciation and knowledge to enable them to manage their age-diverse employees successfully. This is because; different age-categories of employees have certain unique expectations, which, if not addressed, would affect the attitudes and motivation of the said employees, to the detriment of their performance.

This study was also expected to have immense value for organizational policy and decision makers, particularly HR Directors and Managers. They would find the empirical information on the multigenerational expectations insightful and useful when making decisions and taking action regarding recruitment, maintenance and retention of multigenerational employees. The study would also add to the wealth of knowledge regarding the multigenerational workforce trend within the human resource management and the other related academic circles in Kenya and abroad.

1.6 Scope of the study

This study involved the use of a descriptive research design to investigate the impact of the modern multigenerational workforce, on retention, at Safaricom Limited. It encompassed a selected four multigenerational workforce expectations; work place flexibility, work-life balance, reward and compensation and Communication style as the independent variables.

The relationship, if any between these expectations on one hand, and retention rate of employees as the dependent variable, as indicated by rate of staff turnover was investigated, at Safaricom Limited as a case in point. A sample size of 120 respondents, out of 1186 employees was used for data collection.

1.7 Limitations of the study

The administration of the questionnaire at Safaricom Limited took place on working days. During these days, as is often the case in most organizations, workers were too busy. As the questionnaires were distributed, the research assistants reported feeling, though not told by anyone, that they represented a distraction on the part of the employees, who appeared to be very busy on their seemingly demanding work schedules. As it turned out, this affected the response rate. However, through the letter of introduction, and the assistance of the supervisors at the various departments, this was adequately managed. In addition, one of the questions in the questionnaire had to do with the age of respondents. In most cases, respondents tend to be shy or uncomfortable with this type of information and may not, therefore, readily divulge it. This limitation was addressed through the assurance of confidentiality and discreteness on the questionnaire.

1.8 Organization of the study

In chapter one, the background of the study and the statement of the problem are provided, based on a thorough literature review. In Chapter two, a thorough review of literature was done and provided, accompanied by a discussion of the concepts and the variables in this study.

The research gap and the research problem were determined and highlighted accordingly. In chapter three, the most appropriate research design and methodologies were identified, as well as the most appropriate data collection and analysis techniques and instruments in line with the objectives and questions of the study. Just before the administration of the research instruments, a pilot phase was undertaken to test the instruments. After this the instruments were distributed, data analyzed. In Chapter four, the respective findings were made, followed by their summary, discussion, conclusion, recommendations and suggestions for further research in chapter five. A reference list was provided, followed Supporting appendices at the end of the document.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter gives a comprehensive review of the related literature concerning the Multigenerational workforce as a modern trend in organizations. The chapter was broken down into theoretical review, empirical review, summary of the review containing the research gap and the conceptual framework.

2.2 Theoretical Review

It was the considered opinion of the study that multigenerational expectations on one hand, and retention on the other, the two variables under investigation in the study, were both hinged on motivation. It followed, therefore, that the independent and the dependent variables which concerned this study were all related, in as much as they had motivation as a common factor. With this in mind, all the theories on motivation were, therefore, considered as relevant in the study. However, there were too many theories of motivation, and this study picked and focused on a few, which were considered most relevant. The theory of generations and the few theories of motivation were discussed as follows:

2.2.1 Theory of Generations

Manheim (1923) was said to have been among the first theorists to introduce the concept of generations. According to Mannheim, people are usually affected by the socio-historical events of their youth.

This experience creates a basis with which they share experiences. Generational cohorts are, therefore, created out of this, which in turn affect the events which define future generations. This theory, however, has been criticized as being biased by focusing on Westernized ideas, and therefore, missing out on the wider cultural understanding surrounding generations. This theory aptly captures the theme of this study by looking at the origin of generations which provides a historical perspective of the modern multigenerational employees as investigated in this study.

Other than Mannheim (1923), Eyerman and Turner (1998) supported and gave credence to the theory of generations by defining a generation using years and the origin. This brought forth generational cohorts. According to Eyerman and Turner, these refer to generational sociological substance, which places emphasis on the issues to do with dissolution of a generational cohort as its members evolve via retirement and physical decline. Eyerman and Turner (1998), therefore, saw the time frame as the distinguishing factor in multigenerational differences as it captured the prevailing strategic opportunities and complexities for specific generational cohorts.

Likewise, Strauss and Howe (1997) defined a social generation as the totality of all people who were born over a period of approximately twenty years or the equivalent length of one phase of life-cycle; childhood, youth, adulthood, midlife, and old age. Generations were, therefore, identified from the first birth year to the last year, by identifying cohort groups of this length which share a three-set characteristic system; members of each generation share an age location in history. This meant that they faced major historical events and social trends at the same phase of their life (Strauss and Howe, 1997).

All the members of a given generation are defined by the eras they encountered as children and young adults, sharing certain common beliefs and behaviors. This implied that, because they were conscious of the experiences and traits which they shared with their colleagues, they would naturally share a sense of a perceived membership as a generation. Consequently, according to the researcher, the different generations, survived by holding on to the total memory of their origins, history, political and historical events and other major characteristics. More recently, Codrington (2011) presented what he referred to as the latest application of the generational theory. Along with the Tomorrow Today research team, they conducted a survey on how the Generational theory could be applied to the various countries of the world. Codrington pointed out that understanding the generations and the gaps among them presents many implications on families at home, business people dealing with older and younger clients and to managers who have to work with employees of different ages at the same time. He explained the current day application of the generational theory by looking at the generational characteristics of the respective generations:

Generation One, who were born between 1900s and 1920s, are the oldest living generation. This generation had by then exceeded the 47-years life expectancy as expected of them at birth. Their major characteristic was their civil mindedness; the Silent Generation, which was born between 1920s and 1945, was conservative, hard-working, structured, preferring rules, order and formal hierarchies. They hated wasting and getting into debt, and preferred slow, incremental advancement.

By then, according to Codrington, they were becoming adults, able to use new technology well, and enjoy the modern niceties of life; Baby Boomers who were born between 1946 and early 1960s, were the postwar generation involved in the then drugs, sex, and rock and roll trends.

They grew up during the times of grandiose visions of politicians and those fighting for freedom, all of who energized this young generations into a revolutionary and rebellious culture. They loved free spending and have created more wealth, but had accumulated more debt than any other generation. They were free spending workaholics who were driven by goals. They desired participation in the workplace, and hence, were motivated by vision, mission and strategy, and cared for creating a fair and level playing ground for all who agree with them; the Boomer-Xcuspers, born between 1964 and 1969, constituted the group of people who created an overlap between two generations. Born between two eras, they were affected by both and, therefore, had a tendency to choose characteristics of one or other of the generations they linked, instead of displaying characteristics of both. According to Codrington (2011), there was a cusp generation between each of the main generational types. The Xcuspers liked close supervision, and preferred freedom and an outputs-driven workplace. Because they loved change they actually needed it and they yearned for balance in their lives;

The Millennial Generation, born between 1989 and 2000s, grew up after the Cold War and in the new era of globalization, communication technology and wireless connectivity. They were by then living in the age of unprecedented diversity and were exposed to many other cultures.

They were considered to have grown too quickly, and were confident, and almost arrogant, and demanded reasons and rationale for every decision at work. They were emerging as ethical consumers who intended to change the world. The above theories gave empirical credence to this study, in as much as they explained the origin of the multigenerational employee phenomenon. However, did they hold true in our local setting? Indeed, apart from the theoretical propositions, to what extent was the multigenerational knowledge appreciated, known and applied or practiced in organizations in Kenya? It was the considered opinion of the current study that little was known and or practiced regarding multigenerational employees in Kenya, and, therefore, the significance of this study was underscored.

2.2.2 Employee Engagement, Motivation and Retention

Nohria, Groysberg and Lee (2008) proposed that there were four typical workplace indicators of motivation; engagement, satisfaction, commitment and the intention to leave. According to Nohria et al, engagement referred to the energy, effort and initiative that employees pour onto their jobs. Satisfaction implied the degree to which employees perceived that the employer was likely to meet their expectations at work, which in turn fulfilled their contractual expectations with them. Commitment was about employees being involved in corporate citizenship and the intention to leave represented the likelihood of employee turnover. These four indicators, according to Nohria et al. (2008), determined employee motivation, and consequently the drive to acquire, bond, comprehend and defend.

The drive to acquire was about the yearning to get hold of scarce goods which improved their sense of wellbeing, and which was generally insatiable. The drive to bond concerned the strong and positive emotions, including love and caring. This bond caused the increase in motivation when employees felt proud of belonging to the organization and hence, fulfilment of this drive caused the greatest effect on employee commitment.

The drive to comprehend was about looking for meaning in the job and employees got motivated by jobs which were challenging and which promoted growth and learning. The Fulfillment of this drive greatly impacted on employee engagement. The drive to defend referred to the basic human instinct of fight or flight, which was common to most animals. The satisfaction of this drive brought about security and confidence, fear and resentment, if not satisfied. This drive also explained why people were generally resistant to change. According to Nohria et al. (2008), employers had to address all the four drives to sufficiently motivate their employees

Not only did this theory refer to the issue of employee retention, which was pertinent in this current study, but also to the expectations that employees had, on the employer. Multigenerational employees exhibited certain expectations, which in turn determined their level or otherwise of satisfaction, and hence their willingness to stay and support a given employer. Nohria et al.'s (2008) theory was, therefore, considered relevant in this current study.

2.2.3 The Hierarchy of Employee Needs, Motivation and Retention

Developed by Maslow (1948) the hierarchy of needs theory stated the order in which human needs were satisfied based on their level of importance.

According to Maslow, the most basic needs were first to be satisfied as a matter of necessity. After which other needs followed. The needs identified by Maslow, starting with the most basic, formed a hierarchy starting from the bottom going up, and hence; physiological needs, safety needs, social needs, esteem needs and self-actualization needs. Maslow asserted that since every individual is different, the order of importance of needs would vary from person to person.

It was easy to see the relationship between the needs referred to by Maslow (1948) and the multigenerational expectations which concerned this current study. Indeed, it was the considered opinion of the current study that the human needs suggested by Maslow usually gave rise to the expectations of every human being, whether employed or not. A good understanding of the human needs theory should, therefore, enable managers and organizations to understand the modern multigenerational expectations even better. On the same note, Herzberg (1964) proposed that job satisfaction and dissatisfaction derived from two factors which he called motivation factors. Herzberg referred to the motivation factors as intrinsic elements and hygiene factors as extrinsic elements.

According to Herzberg (1964, 1966), the intrinsic factors of motivation, which gave rise to increased retention were job satisfaction and enhanced motivation. Herzberg also pointed out that job satisfaction and motivation tended to encourage higher levels of work performance and increased efforts from employees. This was because intrinsic motivators had more to do with emotional but less tangible needs (Herzberg, 1968).

On the other hand, added Herzberg, the extrinsic factors of motivation create job dissatisfaction and may cause increased staff turnover, which would negatively affect retention rates. By directly linking motivation and satisfaction to retention, Herzberg's theory was considered to be very relevant for this current study. This was especially because, the existence of four generations simultaneously in the workforce, each with a diverse set of expectations, would require, on the part of the employer and the managers in particular, an in-depth comprehension of the factors of motivation and satisfaction. Indeed, Herzberg's intrinsic factors, in the considered opinion of this current study, were easily related to work place flexibility, total reward, communication style and work-life balance, which made up the multigenerational expectations which were investigated by this study. Except for reward and compensation, which had an element of extrinsic factors (given pay as a reward), all the other factors relate to Herzberg's intrinsic factors.

Therefore, although Herzberg's theory did not directly deal with the multigenerational expectations as conceptualized in this current study, it was related to the multigenerational expectations. As a matter of fact, the multigenerational employee expectations were, to a large extent, supported by Herzberg's categorization of motivation into intrinsic and extrinsic factors. Each generation, in the opinion of this study, had both intrinsic and extrinsic expectations, which must respectively be identified and provided for effectively, in order to retain all the employees across the four generations.

2.3 Empirical Review

In this section, reviews of the relevant empirical studies concerning the variables under investigation follow. A critical perspective of each study was given revealing the title, author/s and the major findings. Finally, a table summarizing the studies and highlighting the gap was given.

2.3.1 Workplace Flexibility and Multigenerational Employee Retention

Workplace Flexibility applies where employees and their supervisors can choose when, where and how work gets done, including the tasks which workers and teams perform (Pitt-Catsouphes, Matz-Costa and Bessen, 2009). According to this definition, there were about five categories or alternatives to work flexibility: the number of hours worked per day, scheduling of start and stop times; the place or the location of working; time off and flexibility breaks, including transfer to work with less responsibility alternatives. After gathering information about the modern multigenerational employee work teams where 2,200 employees participated, it was found that they had access to flexible work options. This impacted their overall quality of life at work.

Likewise, the results showed that flexibility work options which were most availed by organizations included; control over breaks, input into overtime, decisions about shifts, remote work and changes in start and stop times, among others. However, the study found that the alternatives which were most requested by employees were to do with change in start and stop times, control over breaks, taking paid or unpaid time off for education, input into overtime and decisions about shifts.

It was noted that among the employees who participated in the study, the older Boomers and Traditionalists reported having used five or more of a list of 19 options listed. Traditionalists reported not having used a large number of flexible work options available, as compared to the other generations. According to the study, many employees were in a position to consider whether or not to use different types of flexible work options by applying certain factors, including the attitudes of supervisors and co-workers, and the intended and or unintended consequences associated with using flexible work options. They would, therefore, avoid the options if they believed that a negative impact on their careers (Pitt-Catsouphes et al. 2009).

This study aptly captured the parameters of work place flexibility as envisaged in this current study. However, it did not link the types of flexibilities to retention, as intended by this current study. Randstat (2008) explored the perceptions of employees of different ages regarding the flexibility they need at work, and their engagement with work. Using 49,209 observations representing 183,454 employees in 22 different companies, the study used a hierarchical linear model (HLM) to study variation in employee engagement as a function of flexibility fit and age. It was found that although flexibility fit was a strong predictor of engagement for all employees, it was a more powerful indicator of engagement for employees who were aged 45 years and above. The study also found that flexible work hours were among the first three benefits which employees attributed to happiness at work. In addition, added Randstat, more than 4 of every 10 employees reported that flexible work hours and paid time off are important, notably just after competitive pay and health insurance.

Similarly, the ranking differed by generational group; for instance, flexible work hours ranked 4th among generation Y employees, 3rd among generation X, 3rd among baby boomers and 4th among traditionalists. It was also found that when employees had the flexibility they needed, there were positive results, including higher employee engagement, less perception of high work overloads, better mental health and more positive assessments of work-family balance (Randstat, 2008). There was no doubt, as could be verified from the above literature, that modern employees, who came in generations, expected to work in flexible arrangements. The question was; to what extent did modern organizations in Kenya understand and apply this knowledge in managing their employees, and therefore minimizing on the potential conflict, dissatisfaction and high rates of staff turnover? In addition, the above study did not relate the expectations of multigenerational employees specifically to retention.

2.3.2 Total Reward, Multigenerational Employees and Retention

Organizations must consider an appropriate variety of rewards which made up the total reward package. This would encourage employees to reciprocate with increased performance, in a sustainable and reliable way (Robert, L. (2008). A worldwide survey conducted by WorldatWork (2008) to gather information about how employers dealt with the challenges of rewarding a multigenerational workforce, found that increasing awareness of the issue did not show any significant change in the design of total rewards programs by organizations. According to this survey, 56 percent of the organizations surveyed had not even considered the impact of generational disparities when designing total rewards schemes.

According to the World at Work survey, this could have implied that these organizations may not have been aware of the importance of multigenerational employee needs and, therefore, the purpose of rewarding them appropriately. At the same time, 80 percent of the respondents had no institutionalized formal or informal strategies for the same, indicating a lack of concern among the employers. It was also found that the generational differences regarding total rewards rarely mattered to these organizations (WorldatWork, 2008). The World at Work survey also reported that there was a considerable relationship between the existing total rewards in an organization on one hand, and the general awareness of the various generations.

For example, there was a phased retirement reward which was most utilized by baby boomers and the silent generations, while flexible work arrangements were most often used by generation Y. According to Worldat Work (2008), fewer than 50 percent of baby boomers said they used flexible work arrangements. This was found to be unusual because this generation was considered the cusp generation, which had enjoyed both child care and elder care responsibilities, and therefore, it was expected that they would have preferred the use of flexibility options. Out of all the programs included in the survey, it was found that recognition programs (85 percent) and wellness programs (80 percent) had the greatest usage by all generations.

This survey identified the typical rewards found in these organizations, including; time off, wellness initiatives, flexible work arrangements, career ladders/pathways, community volunteer programs, financial planning services, education, diversity/inclusion initiatives, access to information networks, college/scholarship information, mentoring programs, phased retirement and work redesign (WorldatWork Survey, 2008).

As evidenced by this survey, most generational reward programs focus on elements other than pay. It is interesting to note flexible work arrangements as a reward element, according to this survey. This makes the WorldatWork survey, as far as this current study is concerned, quite representative in terms of covering the essential elements of total reward, and therefore very relevant to this current study. However, the survey did not specifically evaluate how total reward may affect retention of multigenerational employees.

An investigation of whether perceptions of reward strategy differed across generations in a large financial institution in South Africa was carried out by Bussin & Van-Rooy (2014). The study investigated whether specific reward preferences associated with generations existed and whether offering rewards based on these preferences would successfully attract and retain staff. A quantitative survey design was used where a total of 6,316 employees from a financial firm completed a survey investigating their experiences and perceptions of reward strategies. The main findings of the study were that significant differences in reward preferences existed across generational cohorts.

In addition, according to Bussin & Van-Rooy, employee perceptions reported willingness by employees to have reward strategies targeted to their needs and to have greater influence on their reward strategies (Bussin & Van-Rooy, 2014). It was also found that generations valued rewards differently. This should enable management to design better and flexible generation-specific reward strategies to support staff retention and attraction. (Bussin & Van-Rooy, 2014). In addition, the study concluded that there were different preferences amongst the generational groups on certain reward components in the total reward package; Baby Boomers expected a fixed salary, with the variable pay component in form of shares in the organization.

Also, they preferred organization specific benefits as well as other benefits like medical and pension fund benefits. According to Bussin & Van Rooy, work-life factor was not as important as getting long service awards and informal methods of training. Generation X had a more balanced view on compensation, and preferred health and balanced lifestyle, using gym facilities at work and flexible work hours. They also expected recognition and development more than the Baby Boomers. Generation employees preferred variable pay in the form of cash and commissions, with a higher preference for nonmonetary rewards much more than the other two generations. There was a specific need for recognition and career development amongst Generation Y which employers should be aware of (Van-Rooy, 2010).

It was increasingly clear that rewarding multigenerational employees cannot be taken lightly any more.

Given the diversified reward expectations, an organization had to strategize per generation, and come up with a total reward package which cut across all the generations. Otherwise disgruntlement and acrimonious separation would follow. This study, however, did not delve directly into the relationship between the typical total rewards identified, and retention.

2.3.3 Communication Style and Multigenerational Employee Retention

A recent Resource study which was drawn from surveys of more than 2,200 chief financial officers from twenty U.S organizations (Brooks, 2017). The study revealed that communication was one of the most difficult aspects in a workplace with four different generations of employees (Brooks, 2017). Specifically, according to Brooks, 30 percent of the managers surveyed said communication styles showed the greatest variations among employees from varying generations. The research found that baby boomers tend to be more reserved, while generation X Preferred an authoritarian style. Contrarily, generation Y employees expected a more collaborative style while the youngest workers liked personal interactions best. Zandan and Goldberger (2013), reported on a study by UNC's (University of Colorado) Kenan-Flagler Business School.

The study looked into the differences between the preferred communications styles of each generation by analyzing how the written communication style of Millennials compared to the written communication of Baby Boomers. The study found that with regard to written communication, the two generations are not entirely different, as both generations used language that is equal, in terms of trustworthiness, engagement, persuasiveness and level of confidence.

However, there was one major difference; the millennial blogs had more than twice as many questions as the baby boomer blogs. According to Zandan and Golberger (2013), this could have been explained by the fact that they did not like being kept in the dark, and that they tended to look for transparency in a leader. Another finding was that 80% of the millennials said they expected regular feedback from their managers, and 75% yearned for mentors. Generation Y was used to instant responses to their text messages, face book posts, and tweets (Zandan and Golberger, 2013). The study concluded that the key to successfully working in a multi-generational environment is to let go off the stereotypes and seek to understand the communication styles of everyone in the office. While preferred methods of communication may be different, however, everyone appreciated effective, authentic communication (Zandan and Goldberger, 2013). Deal (2007), studied the various generations in the workplace to determine how they were similar.

Deal found that all generations were similar in many areas: They valued structure and, therefore, the values which mattered most to them included family, integrity, honesty and trustworthiness. All generations looked for respect, which implied that they wanted to be heard and valued for their contribution. They preferred trustworthy leaders, without which relationships failed and communication stopped, and ultimately, productivity would be lost without this. According to Deal, the famed generation gap was usually brought about by miscommunication and misunderstanding, which in turn, would be worsened by common personal and job insecurities and the desire for influence by all generations.

Therefore, if organizations and managers were to pursue common ground by seeking to understand the preferred communications methods and styles across the generations, they would stand a much better chance of building valuable relationships which would have the needed impact on the pursuit of organizational goals and objectives. Although this study captures the elements of communication style as they affect multigenerational employees, it did not directly link these to retention as envisaged in this current study.

Elsewhere, a study on engaging a multigenerational workforce found that there were three major trends taking place in a typical workplace, each of which had the potential to create barriers or opportunities (Hannam, and Yordi, 2011). These included: A multi-generational workforce, where the American workforce then spanned four generations; an increasingly dissatisfied workforce with over half of the American workforce then being unsatisfied with their jobs, which involved a rapid technological change and innovation where the ability to connect with anyone, anywhere, anytime were not possible before. Because of these shifts, managers in modern organizations were faced with a myriad of challenges, one of which concerns the impact of technology on communication (Hannam and Yordi, 2011).

According to Hannam and Yordi, the fast demographic generational and ethnic change, led to communication problems within an organization, where managers did not give due attention to the dynamics in their organization. If managers did not awaken to these realities, misperceptions and misunderstandings as well as a less productive work environment would abide. Managers, therefore, had to rethink how they could communicate with multiple groups of employees who had divergent communication expectations.

For instance, research showed that employees did much better in a team environment, engaging frequently and freely through social media. Often, the members of this generation would feel that older workers were incapable of operating in this environment of technology. Baby Boomers, on the other hand, tended to communicate to younger generations in a personalized way which took into consideration their different perspectives. Hannam and Yordi, (2011), suggested various techniques in effectively communicating across generations; that organizations should strive to build awareness of the fact that the four generations had different ideas, challenges and opportunities at the workplace. This would promote effective communication, and ultimately creativity and innovation. In addition, organizations should consider offering generational training and facilitate open dialogue on how to utilize the unique skills and abilities of each generation to unlock hidden potentials; organizations should strive to speak and communicate in such a way that motivated each generation.

This was because effective communication was necessary for motivating the multiple generations, not to forget that misplaced or misunderstood comments, which could not be retrieved, tended to have long-lasting repercussions, particularly among less experienced employees (Hannam et al., 2011). They proposed the following communication styles, methods and ways of communicating to respective generations: Traditionalists prefer memos, letters, personal notes and individual Interactions. Managers would communicate to them better if their words and tone of voice was respectful, used good grammar, applied clear diction without slang or profanity and preferred formal and professional language; Baby Boomers preferred face-to-face, phone Calls, personal Interaction and structured networking.

Managers would do a better job of communicating with them if they used conversations which were more informal, for instance over coffee or lunch. Because they often saw relationships and business results as being intertwined, they should talk to them about mutual/personal/social/family interests, remembering to make the conversation participatory by getting their input, always linking the message to the team or individual; Generation X prefer voice mail, e-mail, all of which should be casual, direct and Immediate. They were time conscious, and so did not seem to waste their time. Managers should be direct and straightforward, avoiding corporate-speak (Hannam, and Yordi, (2011).

They added that this generation preferred sending an e-mail or to leave a voice mail that stated clearly what they expected. Millennials preferred digital communication styles, including instant messages, blogs, text Messages and the like, all of which promoted collaborative Interaction. To communicate effectively to them, therefore, managers had to be positive, use text message or meet face-to-face (Hannam, and Yordi, (2011).

Clearly communication style is a critical element which, in the opinion of this current study on multigenerational workforce, becomes even more critical in a generational diversity environment. The studies cited above, however, did not directly link communication style to retention of multigenerational employees.

2.3.4 Work-Life Balance and Multigenerational Employee Retention

Work-life balance had been defined along the lines of how people prioritized the elements of their work on one hand, and those involving family, individual, and community responsibilities on the other (Munn, Rocco, Bowman & Loo, 2011).

Work-life Balance was also said to refer to the avoidance of high levels of incongruence between work on the one hand, and non-work related demands on the other (Ross and Vasantha, 2014). Heckerson and Laser (2006) also took work-life balance to imply the situation where the demands of work were weighted together to provide an equitable amount of time, thereby enabling work to be completed on the one hand, and a worker's private life to be given attention, on the other. These definitions implied that work-life balance was a complex issue, and presented a myriad of challenges for managers as they responded to the generational employees' needs for work-life balance.

This view of work life balance was supported by an empirical report by Demilade and Fatogun (2013), who found that work life balance was a predictor of employee behavior. Haeger and Lingham (2014) carried out a study to explore how certain technology trends at work influenced the relationship between work and life among the generations. In this study, a multi-group analysis across generations returned clear indications of a change towards a fused approach concerning managing work and life respectively. This was especially in the younger Millennials. The study found that there was a significant trend in generational differences related to Work–Life Fusion. The most interesting discovery was that there was a clear relationship between a normative shift towards Work–Life Fusion and the age of a generational cohort, as a cohort becomes younger. It was also found that the only element which all three cohorts groups agreed upon was the reduced need for physical face-to-face interaction.

According to Haeger and Lingham, (2014), there were clear differences in methods and preferences across generations as far as the use of technology to manage work and personal life was concerned.

Furthermore, there were significant differences in the use of technology to manage both work and life domains with the Millennials. Furthermore, this ability was found to be strongly transmitted through what they termed as a Psychological Job Control mechanism. Baby Boomers and Generation X employees had a partial or no transmittal effects and only the Millennials had full mediation of Psychological Job Control as they had the ability to concurrently control both work and life domains. Haeger and Lingham (2014), attributed this finding to a trend towards the collapse of both work and life domains, leading to an integrated Work–Life Fusion level. Haeger and Lingham (2014) also found that Generation X and Y both used social media to manage work and life issues while at work. However, they added, for Boomers, Social media did not have much value at work because Boomers were not given to managing work and life in a fused manner. Social media was used mainly after work, if at all for them, so the boundaries still existed.

However, and interestingly, this was the opposite for Skype usage. Gilley, Waddell, Hall, Jackson and Gillet (2015), explored the perceived influences of managerial behaviors and practices on employee perceptions of their managers' abilities to support work-life balance, by manager age. The study investigated the organizational practices as derived from managerial behaviors as far as the rest of the employees are concerned. A total of 463 respondents were involved in a survey where a quantitative analysis found that the perceptions of work-life balance differed for Baby Boomers, Generation X, and Millennial managers.

It was also found that the managers who were in the same generational groups had differing levels of success in promoting work-life balance in the organization. However, no managerial generation was significantly better than the others while differing generations of managers were found to have differing skills or behaviors which influenced respondents' perceptions (Gilley et al., 2015). They added that there could be various reasons to explain why failed to show concern for work-life balance. Millennial managers for instance, were perceived by their subordinates as engaging in activities that supported work-life balance more frequently as compared to any other managerial generation. Likewise, Generation X and Baby Boomer managers were not perceived as supportive of work-life balance, unlike their colleagues, in spite of the desire by their employees in the same generational categories. According to Gilley et al. (2015), therefore, treating subordinates fairly had the greatest influence on employee perceptions of managerial ability to promote work-life balance.

The study concluded that managers' actions significantly influenced the work-life balance experience of their employees. Organizations, therefore, had to make known their work-life balance policies as they empowered the managers to provide the needed flexibility in the workforce. In addition, added Gilley et al., (2015), organizations needed to rethink managerial expectations, training and development, coaching, and accountability with regard to work-life balance initiatives. Managers who were in the Generation X and Baby Boomer categories should be given greater attention in developing them and enhancing their ability to treat all employees fairly (Gilley et al., 2015).

The findings of this study were equally supported by Margaret Deery and Leo Jago (2015), who associated management of work life balance with talent management. There was little doubt, if any, that a multigenerational workforce environment presents unique challenges regarding the provision of work-life balance as an element of worker satisfaction. This was even more of a reality considering the unique needs of each generation regarding the same. Even more interesting in this study by Gailley et al., was a look at work-life balance from the managerial perspective. However, although work-life balance as an expectation by multigenerational employees as discussed in the above study obviously implied its effect on retention, none of the studies above linked work-life balance directly to retention as this current study intended to do.

2.4 Summery of Empirical Review and Research Gaps

Based on the objectives of the study, the empirical review revealed a lot concerning the impact of multigenerational workforce expectations and retention. There was no doubt that these expectations played and would continue to be critical in shaping the attitudes and actions of the modern multigenerational workers in organizations and that organizations had to be alive to the need for appropriate strategies focusing on multigenerational employee expectations as one of their human resources management interventions. However, as the literature revealed, very few of the studies reviewed were done in Kenya. Indeed, not only do we have very few studies on the multigenerational workforce in Kenya, but there was no study which had addressed the possible relationship between the multigenerational expectations and retention. This was the gap and the focus of this current study. Table 2.4 summarizes the studies reviewed, and the respective research gaps.

Table 2.4: Summary of Empirical Review and research Gap

AUTHOR/YEAR	STUDY FOCUS	STUDY FINDINGS	GAPS	FOCUS OF CURRENT STUDY
Pitt-Catsouphe, Matz-Costa and Bessen (2009)	The effect of workplace flexibility on Contemporary Multigenerational work teams	<p>It was found that the majority of employees had access to flexible work options which contributed to overall quality of life at work.</p> <p>The study found that there were options most often requested by employees including; change in start and stop times, control over breaks, taking paid or unpaid time off for education, input into overtime etc.</p> <p>It was found that employees chose whether or not to use different types of flexible work options.</p>	This study did test the relationship between flexible work options and retention, rather than the relationship between workplace flexibility and multigenerational work teams	The relationship between flexible workplace options and retention of multigenerational employees.
Randstat (2008)	The perceptions of employees of different ages regarding the flexibility they need at work	The study found that Flexible work hours are among the top three benefits employees attribute to happiness at work	Did not relate flexible work arrangements to retention	To evaluate the effect of flexible work options on retention of multigenerational employees

		<p>That flexible work hours ranked 4th among generation Y employees, 3rd among generation X, 3rd among baby boomers and 4th among traditionalists.</p> <p>That when employees have the flexibility they need, there are positive outcomes</p>		
WorldatWork Survey (2008)	How employers approached the challenges of rewarding multigenerational workforce.	<p>The survey found that increasing awareness of multigenerational employee expectations on reward did not lead a significant change in the design of total reward programs.</p> <p>That 56 percent of organizations had not considered generational differences in designing total rewards programs</p> <p>That of all the programs included in the survey, organizations viewed recognition programs (85 percent) and wellness programs (80</p>	The study did not show the effect of generation-specific rewards on retention	To assess the effect of total reward expectations on retention.

		percent) as having the greatest usage by all generations		
Bussin& Van-Rooy, (2014)	The perceptions of reward strategy across generations in an organization	<p>The study found that there were significant differences in reward preferences across generational cohorts</p> <p>That there was an opportunity for managers to link components of the total reward strategy to specific generations in the workforce by offering a wider variety of reward options to employees</p>	Study did not identify the effect of multigenerational employee reward expectations and retention	To measure the effect of total reward expectation on retention

<p>Brooks (2017)</p>	<p>The impact of Communication skills in a multigenerational worker force environment</p>	<p>The study found that communication is the most difficult aspect of managing a multigenerational workforce.</p> <p>That baby boomers tend to be more reserved, Gen Xers prefer a control-and-command style, Gen Y employees prefer a more collaborative approach, the youngest workers, like in-person interactions best.</p>	<p>The study did not evaluate the communication styles as expectations on the part of multigenerational employees, and the effect of the styles on retention</p>	<p>To evaluate the effect of communication style on retention.</p>
<p>Zandan and Goldberger (2013)</p>	<p>The possible generational cohort differences among the preferred communication styles of each generation.</p>	<p>The study found that on written communication, the two generations may not be as different as everyone believes them to be.</p> <p>That one major difference was in the amount of questions used. The millennial blogs contained more than twice the amount of</p>	<p>Study did not illustrate the communication styles as expectations on the part of multigenerational employees, and the effect of the styles on retention</p>	<p>To identify the effect of communication style on retention</p>

		<p>questions as the baby boomer blogs</p> <p>That millennials are used to (and crave) immediate Gen-Y is accustomed to instant responses to their text messages, Facebook posts, and Tweets feedback</p>		
Deal (2007)	Existence of various generations in the workplace and how they were similar	<p>The study found that all generations are similar in many areas: They value Structure and therefore, the values that matter most, i.e. family, integrity, honesty and trustworthiness; they want respect, that is, to be heard and value for their contribution; the want trustworthy leaders without which relationships falter, communication stops, and productivity is lost.</p>	<p>The study considers multigenerational values as a function of effective communication, rather than communication style as a function of retention.</p> <p>The study did not measure the effect of communication style on retention.</p>	To identify the effect of communication style on retention

<p>Hannam, S., and Yordi, B. (2011)</p>	<p>Engaging a Multigenerational Workforce Through Communication</p>	<p>The study found that managers in modern organizations are faced with a myriad of challenges, one of which concerns the impact of technology on communication</p> <p>That there were three major trends taking place in a typical workplace, each of which has the potential to create barriers or opportunities, one of which was a rapid technological change and innovation where certain things which were not possible before are now possible at work.</p>	<p>The study did not determine the direct relationship between communication style and retention</p>	<p>To measure the relationship between communication style and retention</p>
	<p>How certain technology trends at work are shifting</p>	<p>The study found that Technology affected relationship between</p>	<p>The study did not show the effect of work-life balance on</p>	<p>To investigate the effect of work-life</p>

<p>Haeger and Lingham (2014)</p>	<p>the relationship between work and life among the generations.</p>	<p>work and life among the generations at work.</p> <p>That there are clear indications of a shift to a fused approach toward work and life management especially in younger cohorts (Millennials).</p> <p>That there was a significant trend in generational differences related to Work–Life Fusion as cohort becomes younger</p> <p>That the only element that all three cohorts seemed to agree upon was the diminished need for physical face-to-face interaction</p> <p>. That Social Media Usage was a useful means by which Generation X and Millennials manage work and life issues while at work</p>	<p>retention.</p>	<p>balance on retention</p>

<p>Gilley, Waddell, Hall, Jackson and Gillet (2015)</p>	<p>The perceived influences of managerial behaviors and practices on employee perceptions of their managers' abilities to support work-life balance, by manager age (generation).</p>	<p>The study found that managers within the same generational categories exhibited varying degrees of success in promoting work-life balance in the organization.</p> <p>That Millennial managers were perceived by their subordinates as engaging in activities that supported work-life balance with slightly greater frequency than any other managerial generation.</p> <p>That Generation X and Baby Boomer managers age were not perceived as supportive of work-life balance as their counterparts, despite the desire of their employees in the same generational categories.</p>	<p>This study, though relevant focused on managers as opposed to the rest of employees other than managers The study did not attempt to link work-life balance to retention.</p>	<p>To investigate the effect of work-life balance on retention</p>
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2.5 Conceptual Framework.

Four selected four multigenerational expectations were picked and used as the dependent variables, hence; the following indicators; workplace flexibility, total reward package, communication style and work-life balance. These were expected to affect the dependent variable; retention, which was measured using retention rate or the rate of staff turnover.

Figure 2.5 illustrates.

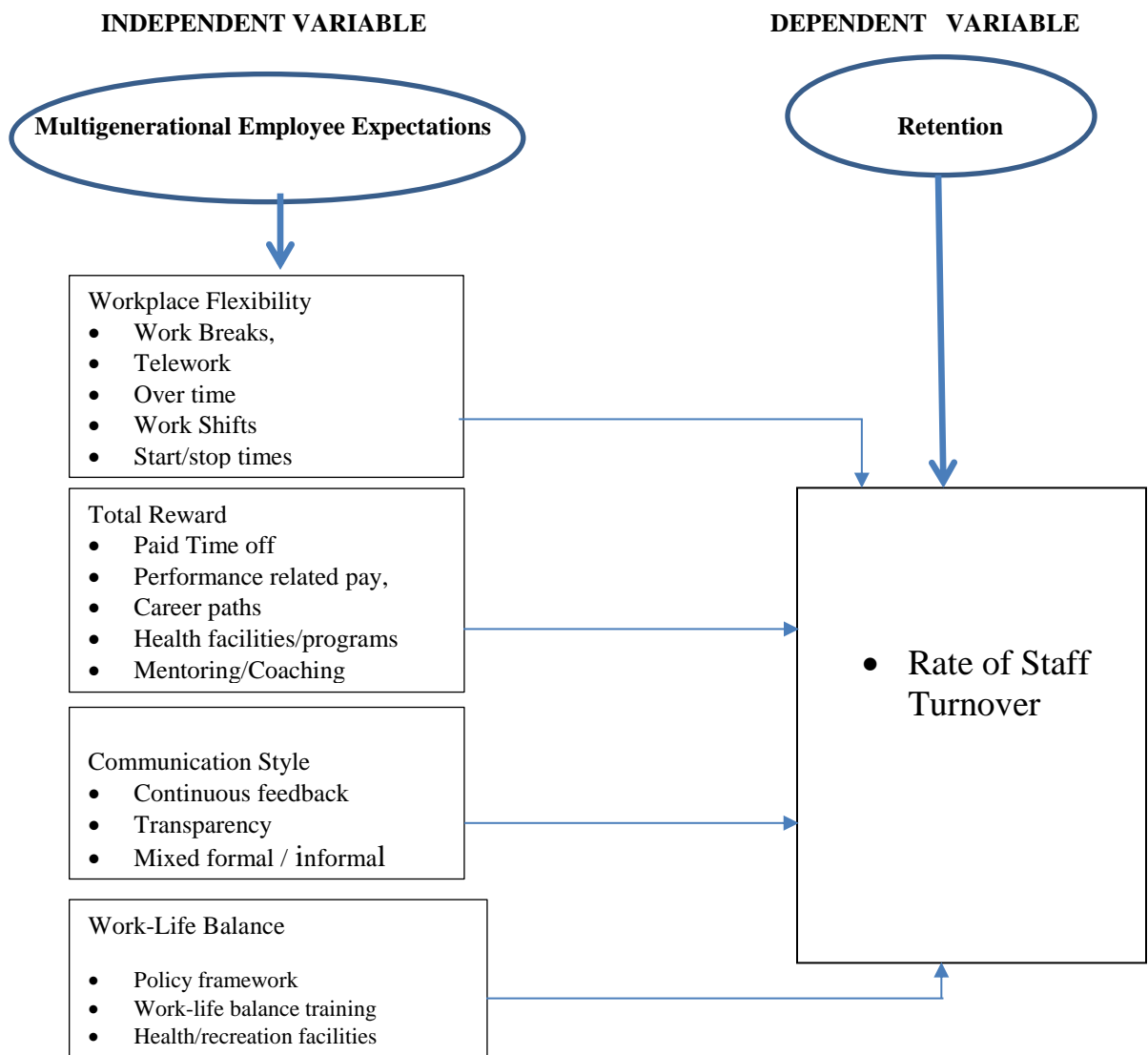


Figure 2.5: Conceptual Framework. Source: Researcher (2018)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents all the details concerning the methodology used in this study, including research design, the target population, the sampling design, data collection instruments, data collection procedure, data analysis and presentation and ethical considerations.

3.2 Research design

A research design enables a researcher to get answers or achieve the objectives of a research problem Ogula (2005) According to Kerlinger (1973), the design guides a researcher in creating a framework by which a study would be undertaken. This study adopted a descriptive research design to gather the needed information using a questionnaire.

3.3 Target population

The target population of interest was Safaricom Limited employees. The respondents constituted all the Safaricom Limited employees located at Safaricom Headquarters in Nairobi, drawn from the four largest departments as indicated below.

Table 3.1: Population Distribution at Safaricom Limited Head office.

Department	Number of Employees	Percentage (%)
Information Technology	85	7.3
Commercial services	380	32.1
New products & Mpesa	300	25.2
Technical services	421	35.4
Total	1186	100

Source: Safaricom (2017)

3.4 Sampling Technique and Sample Size

3.4.1 Sampling Technique

Sampling is a technique applied to in choosing a sample from a population to participate in the study (Ogula, 2005). Sampling is done in such a way that the individuals selected represent the large group from which they were selected. This current study applied stratified sampling where the 1,186 members of the sample were distributed into the four main departments in the organization. From each stratum, simple random sampling was applied to pick the number of members to take part in the study. At least 10% of the total population was considered adequately representative (Borg and Gall, 2003). Thus, 10% of 1,186 population were considered to be a sufficient sample size to enhance validity as well as reliability in this study. From each department, 10% of the total was determined using a simple random technique where, with the assistance of the respective departmental supervisors, the sample respondents from each department were picked from a ballot box containing a list of the staff per department.

3.5 Sample Size

Sample size has been said to be a determined group of respondents representing the whole population (Cooper and Schindler, 2008). Mugenda and Mugenda (2003), and Borg and Gall (2003), recommend that 10% of the population is an adequate sample. Based on this criterion, the sample size was extracted as in Table 3.2.

Table 3.2 Sample Size

Department	Number of Employees	Sample
Information Technology	85	9
Commercial services	380	38
New products & Mpesa	300	30
Technical services	421	43
Total	1186	120

Source: Research Data (2018)

3.6 Data Collection Instruments

A semi-structured questionnaire was administered on a drop and pick basis over a period of four weeks to a sample of 120 employees at Safaricom headquarters. Data was collected, analyzed and findings, conclusion and recommendations on each of the objectives were made as presented in chapter four. A questionnaire was considered appropriate for collecting data because the nature of data was descriptive and it was possible to cover the large population easily. Also, a questionnaire is effective in reaching out to a large number of respondents within a short time and would give the respondents adequate time to respond to the items, with a sense of security and confidentiality. The questionnaire also promotes an objective method since it has little bias as compared to an interview (Mugenda and Mugenda, 2003).

3.7 Pilot Study

Piloting of the questionnaire was done prior to the actual study, ensuring that the respondents who took part in the pilot did not take part in the actual study. Four respondents were selected randomly, one respondent from each of the four main departments according to the distribution table above. As Mugenda and Mugenda (2003) pointed out, a successful pilot study should use one to ten percent of the actual sample size. Likewise, according to Borg and Gall (2003), piloting of research instruments was important for validity and reliability tests of the instruments. This study used 3% of the 120 members of the sample. Hence, four questionnaires were issued to one respondent from each of the four departments at random. Typographical, semantic and formatting errors were identified and rectified accordingly, before the questionnaire was administered.

3.7.1 Validity of the Research Instruments

A research instrument can be considered to be valid if it measures what it was supposed to measure (Borg and Gall, 2003). Although this study intended to ensure that all the types and thresholds of validity are met. Three of these; content validity, internal validity and external validity were particularly pursued. Content validity, which measures the extent to which the constructs being measured met the content domains involved (Borg and Gall, 2003) was promoted through strict supervision by university content lecturer experts in Human Resource Management. Internal validity which measures the accuracy with which the independent variables acts on the independent (Borg and Gall 2003) was ensured through close supervision during the administration of the questionnaire, as well as keen designing and construction of the questionnaire items.

External validity, which concerns the extent to which results can be generalized (Borg and Gall, 2003), was promoted through the choice of a case (Safaricom Limited), which bears a profile and characteristics of most other modern prominent enterprises in Kenya, given her status as a preferred employer in the region. The results were, therefore, in the considered opinion of this study, adequately generalizable.

3.7.2 Reliability of the Research Instruments

According to Cooper and Schindler (2003) and Mugenda and Mugenda (2003), reliability of instruments is about the degree to which a particular instrument gives similar results over a number of repeated tests. For this purpose, the main questionnaire was pre-tested in the piloting, ensuring that the respondents used in the pilot sample were not used in the main study. The questionnaire was tested in piloting, and verified for structure, the sequence and formatting of the questions as well as for any potential ambiguity in the questions. This helped in cleaning and enhancing the reliability of the research instruments before they were applied in the actual research. All the identified errors were corrected.

In addition, Cronbach's (1951) formula, which measures reliability, was applied to ensure

an acceptable level of reliability. Hence, the formula;

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Where N = the number of items, \bar{c} = average covariance between item-pairs and \bar{v} = average variance (Chopde and Gajbhiye, 2017), was used. This test helped in determining the extent to which the multiple questions in the questionnaires promoted reliability.

The threshold of α was taken to be 0.7, to represent the coefficient or the degree of internal consistency. This was as supported by Mugenda and Mugenda (2003), who suggested that at least a 0.7 threshold should be sufficient. The results of this test are presented in table 3.3.

Table 3.3: Cronbach’s Reliability Test

Variable	No. of Items	α	Conclusion
Work Flexibility	11	0.874	Consistent
Total Reward	9	0.965	Consistent
Communication Style	12	0.790	Consistent
Work Life Balance	8	0.965	Consistent
Total	40	0.868	Reliable

Source: Research Data (2018)

As table 3.3 showed, all the variables of the study returned the acceptable and recommendable level of Cronbach’s Alpha (at least 0.7), with an overall value of 0.868.

3.8 Data Collection Procedure

A questionnaire was administered on a drop and pick arrangement for four weeks, at Safaricom Limited Headquarters. Two assistants (who were appropriately briefed), distributed the questionnaires to the sampled individuals at Safaricom Limited. The questionnaires were collected, organized, coded and readied for processing and analysis appropriately.

3.9 Data Analysis and Presentation

Data collected was both quantitative and qualitative. Quantitative data was coded and entered into the computer software. Descriptive and inferential statistics were used to analyze the data. Descriptive statistics were used to summarize the information into mean and standard deviation values. Multiple linear regression was used to evaluate the co-relationships as well as the effect of each of the independent variables on retention at Safaricom Limited. Multiple linear regression was deemed appropriate for this study because the dependent variable, retention, presented a relationship between one continuous dependent variable and four independent variables (Field, 2009). Hence, multiple linear regression was appropriately used to identify the strength of the effect that each of the independent variables; workplace flexibility, total reward, communication style and work-life balance had on retention as the dependent variable. The general regression model for this analysis was as shown in equation 3.1

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots\dots\dots 3.1$$

Y = Retention, B_0 = Constant, B_1 to B_4 Beta Coefficients, e = error term. Taking X_1 = Flexible Work Arrangements, X_2 = Total Reward, X_3 = communication Style and X_4 = Work-life Balance. The strength of the relationship between the dependent variable Y and each of the independent variables was measured by calculating their better coefficients respectively.

3.9.1 Multiple Linear Regression Assumptions and Diagnostic Tests

According to Field, (2009), a number of assumptions exist for multiple linear regression analysis; the relationship between the independent and dependent variables should be linear. This was often tested using scatterplots; that the errors between observed and predicted values be normally distributed. This could be tested by consulting a histogram, or a goodness of fit test, which must be conducted on the residuals themselves; it assumes no multicollinearity which applied when the independent variables were too correlated with one another. This could be tested using a correlation matrix. Lastly, it assumed no clear pattern in the distribution, such that, if there was a cone-shaped pattern, for instance, the data was heteroscedastic. A scatterplot of residuals and predicted values could be used to check for homoscedasticity. For this current study, the essential diagnostic tests were carried out using the data collected as follows:

Normality Test: The rule of thumb that a variable is reasonably close to normal if its skewness and kurtosis have values between -0.1 and + 0.1 as recommended by Dancey (2004), was applied in this study. Hence, to test that the distributed data was fit for further statistical analysis without resulting to inflated statistics or under-estimated standard errors (Field, 2009), the results of the normality test is presented in chapter four.

Linearity Test: Dancey (2004) and Wooldridge (2000) recommended Pearson's correlation coefficient to test the linearity of the relationship between variables.

Correlation coefficient could show the strength as well as the direction of the linear relationship, where; a negative correlation indicates an inverse relationship such that an increase in one variable caused a decrease in the other, whereas a positive correlation indicates a direct influence, and an increase in one variable caused an increase in the other variable (Field, 2009). The results of this test were presented in chapter four.

Multicollinearity Test: Multi-collinearity was tested using variance inflation factor (VIF). Here, a mean VIF above 2 indicates the presence of multicollinearity (Field, 2009). Multicollinearity is an important element because as collinearity rises, the standard error of coefficients also rose, making them less reliable in determining the relationships between variables. The results of the test were presented in chapter four.

Heteroscedasticity Test: Heteroscedasticity was tested using Breusch-Pagan test as recommended by Warner (2008). According to the Breusch-Pagan null hypothesis, there was a constant of error term, and therefore, it was recommended that the probability value should be greater than .05 to meet the homoscedasticity assumption, and to allow the regression model to be used for further analysis. The results were presented in chapter four.

3.9.2 Hypotheses Testing

The four hypotheses were tested to determine whether influence by independent variable would be significant or not. If $P \leq 0.05$, then null hypotheses were rejected based on the following statistics as presented in table 3.4.

Table 3.4: Hypothesis Testing Models

Objectives	Hypothesis	Statistical Model	Research Question	Interpretation Model
To evaluate the effect of workplace flexibility on retention in Safaricom Limited	There is no significant relationship between work place flexibility and retention.	$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$	Part B Question 2(b)	Adjusted r^2 F-value Level of significance 0.05 $P \leq 0.05$ reject null hypothesis
To assess the effect of total reward on retention in Safaricom Limited.	Total reward does not affect retention in Safaricom Limited	$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$	Part B Question 3(b)	Adjusted r^2 F-value Level of significant 0.05 $P \leq 0.05$ reject null hypothesis
To identify the effect of communication style on retention in Safaricom Limited.	There is no significant relationship between communication style and retention in Safaricom Limited.	$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$	Part B Question 4(b)	Adjusted r^2 F-value Level of significant 0.05 $P \leq 0.05$ reject null hypothesis

To investigate the effect of work-life balance interventions on retention in Safaricom Limited.	Work-life balance does not affect retention in Safaricom Limited.	$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$	Part B Question 5(b)	Adjusted r^2 F-value Level of significant 0.05 $P \leq 0.05$ reject null hypothesis
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Source: Research Data (2018)

3.10 Ethical Considerations

To ensure the highest possible ethical standards in this study, all the necessary documents, including an introduction letter from Kenyatta University, were obtained. Prior to distribution of the research instruments, audience with Safaricom Limited was sought to clarify the purpose of the study and to get the necessary approval. A research permit was sought, and issued as per NACOSTI procedures. The permit was duly appended. In addition, through the letter on the questionnaire, the researcher explained and assured the respondents that the information they gave was to be used for the research purpose only. The respondents were assured that their participation was entirely on voluntary basis, and that they were free to decline or withdraw at any time during the research period.

CHAPTER FOUR: RESEARCH FINDINGS

4.1 Introduction

This chapter presents the data collected from the respondents of the study. Frequency distribution tables and figures are used to present the data. Descriptive statistics and regression analysis were used to discuss and interpret the data.

4.2 Response Rate

120 questionnaires were distributed among the respondents in the selected departments, over a period of four weeks. 71 questionnaires were received back, representing a response rate of 59.17%. This rate was considered satisfactory for data analysis and findings because, as Mugenda and Mugenda (2012) observed, a 50% response rate was adequate. Therefore, although this rate was relatively lower than is usually accomplished in many other studies, under normal circumstances, it was achieved through a laborious drop off and pick system over four weeks. Repeated follow up through visits and phone calls also helped. Otherwise, according to the departmental supervisors at Safaricom, April was a relatively busy period for all employees, with relatively higher workloads and shorter time lines. In this kind of environment, they pointed out that a 59% response rate was commendable, given that a good number of employees had external assignments during the same period. Table 4.1 represented a summary of the response rates as per department.

Table 4.1: Distribution of Responses per department

Department	Number of Employees (Population)	Sample (s)	Respondents (r) (Received questionnaires)	Percentage (r/s*100)
Information Technology	85	9	6	66.67
Commercial services	380	38	21	55.26
New products & Mpesa	300	30	15	50.00
Technical services	421	43	29	67.44
Total	1186	120	71	59.17

Source: Research Data (2028)

4.3 Demographic Profiles of Respondents

The respondents were required to indicate their gender, age, marital status and highest level of education. The responses were presented respectively below.

4.3.1 Distribution of Respondents by Gender

The questionnaire sought to identify the profiles of the respondents by age. As represented in table 4.2 below, men were more (62%) than women (38%). Both genders were, therefore, represented.

Table 4.2: Distribution of Respondents by Gender

Gender	Frequency	Percent
Male	44	62.0
Female	27	38.0
Total	71	100.0

Source: Research Data (2018)

4.3.2: Distribution of Respondents by Age

The questionnaire sought to confirm the categorization of respondents by age as expected by the typical multigenerational employee age groups. As shown in table 4.3, a majority of respondents were in the 25-39 year bracket (32.4%). These employees happened to be in the millennial or Y generation. There was a good number in the 50-59 bracket (20%) and also in the 40-49 year bracket (18%). As expected, there was a sizeable number in the 24 years and below bracket (8.5%) and even in the 60 years and above bracket (5.6%). These ranges belong to generation Z and generation Veterans respectively. Therefore, each of the five generations of employees was represented.

Table 4.3: Distribution of Respondents by Age

Age Range	Frequency	Percent	Valid Percent	Cumulative Percent
60 years and above	4	5.6	5.6	5.6
50-59 years	20	28.2	28.2	33.8
40-49 years	18	25.4	25.4	59.2
25-39 years	23	32.4	32.4	91.5
24 years and below	6	8.5	8.5	100.0
Total	71	100.0	100.0	

Source: Research Data (2018)

4.3.3: Distribution of Respondents by Marital Status

The respondents responded as per table 4.4 regarding their marital status, where the majority of employees were married (67.6%), while 29.6% were single. The others were either not sure or did not want to disclose (2.8%).

Table 4.4: Distribution of Respondents by Marital Status

Marital Status	Frequency	Percent
Single	21	29.6
Married	48	67.6
Other	2	2.8
Total	71	100

Source: Research Data (2018)

4.3.4: Distribution of Respondents by Level of Education

The questionnaire asked the respondents to indicate their highest level of education. 46.5% of the employees had master's degree, closely followed by 43.7% who had bachelor's degree. There were 2.8% PhD's and 7% diploma holders. The responses were presented in Table 4.5.

Table 4.5: Distribution of Respondents by Level of Education

	Frequency	Percent
College/Diploma	5	7.0
Bachelor Degree	31	43.7
Master's Degree	33	46.5
PhD	2	2.8
Total	71	100.0

Source: Research Data (2018)

4.4: Descriptive Analysis

The driving proposal of this study was that an organization's ability to retain its multigenerational employees is influenced by the extent to which that organization addresses the generation-specific expectations. Typical expectations were extracted from empirical literature and evaluated at Safaricom using questions which required respondents to evaluate and determine the extent to which they had been addressed at their work. The responses are presented below.

4.4.1 Work Place Flexibility and Retention

Workplace flexibility as an independent variable was measured using five typical indicators as extracted from literature review. The respondents were required to answer two questions:

Q.1: The respondents were asked to state the extent to which they agreed or disagreed to certain statements referring to the five indicators of work place flexibility. A five point Likert scale was used to measure the items where 1 represented 'strongly disagree', 2 for disagree, 3 for agree, 4 for strongly agree for neither agree nor disagree. The objective was to measure the extent to which respondents were satisfied or otherwise, with work place flexibility at their work in Safaricom. All the items in the scale were expected to derive responses where a rating of 3 or 4 implied high satisfaction with flexibility. Likewise, a rating of 1 or 2 implied a negative perception or dissatisfaction. A rating of 5 implied neutral. The responses as presented on table 4.6 showed that most of the respondents indicated an answer around 3 and 4 for each of the indicators. This implied agree or strongly agree.

This was supported by both the mean and the standard deviation. However, some indicated 1, 2 and even 5. The later, however are comparatively few. Hence, 81.7% and 1.7% respectively agreed and strongly agreed to enjoy regular daily/weekly breaks from work, 21.1 and 23.9 respectively agreed and strongly agreed. 26.8 disagreed while 16.9 were neutral to the existing of work-from home (teleworking) arrangements.

For the stop and start times varying suitably according to circumstances, 70.4% and 9.9% agreed and strongly agreed respectively. 59.2% and 23.9% agreed and strongly agreed with working in shifts, while 54.9% and 18.3% agreed and strongly agreed with that over time working was encouraged/allowed. These results are depicted in table 4.6.

Table 4.6: Workplace Flexibility and Retention

WORK PLACE FLEXIBILITY		Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly agree (4)	Neutral (5)	Total	Mean	Std. Deviatio
We enjoy regular daily/weekly breaks from work	Percentage Frequency	0% 0	7% 6	81.7% 58	8.5% 6	1.4% 1	100% 71	3.55	0.897
work-from home (teleworking) arrangements exist for me/others	Percentage Frequency	2.8% 4	26.8% 19	21.1% 15	23.9% 17	16.9% 14	100% 71	3.923	0.784
In the course of work, the stop and start times vary suitably according to circumstances	Percentage Frequency	8.5% 6	2.8% 2	70.4% 50	9.9% 2	7.0% 5	100% 71	3.097	0.866
Working in shifts is practiced for me/others	Percentage Frequency	7.0% 5	8.5% 6	59.2% 42	23.9% 17	0% 0	100% 71	3.900	0.565
Over time working is encouraged/allowed	Percentage Frequency	7.0% 5	8.5% 6	54.9% 39	18.3% 13	8.5% 6	100% 71	3.898	0.899

Source: Research Data (2018)

Q2: An open ended question was posed, asking the respondents to recommend improvements on work place flexibility at their work. Here are the responses: Flexible managers -4.2%; better job rotation-2.1%; work from home, teleworking -78%; work interaction/communicate with compassion-7.6%; Interconnect workers homes/ fiber/ internet- 8.1%. Apparently, the majority of employees expect even higher levels of flexibility towards teleworking and working from home.

4.4.2: Total Reward and Retention

There were two questions which sought to measure the relationship between the independent variable, total reward on one hand, and the independent variable Retention, on the other.

Q.1: A five level Likert scale was used, and statements given to the respondents, and they were asked to assess the extent to which they agreed or disagreed with the various statements regarding total reward at their work. Data was collected, showing that the majority of respondents positively agreed and or strongly agreed. The mean which centers between 3 and 4, and the standard deviation showing consistent variation of responses towards zero seemed to confirm this. 71.80% and 19.7% agreed and strongly agreed respectively that there were personal welfare-promoting wellness/health programs/facilities for them. 53.5% and 46% agreed and strongly agreed respectively that professional career guidance, training and development existed as supported by policy and practice. On whether they enjoyed organized mentoring and coaching programs, 43.7% and 50.7% respectively agreed. The responses were presented on table 4.7.

Table 4.7: Total Reward and Retention

Statement		Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Neutral 5	Total	Mean	Deviation
We enjoy paid time off / holiday/leave from work	Percentage	5.60%	1.40%	71.80%	19.70%	1.40%	100%	3.965	0.877
	Frequency	4	1	51	14	1	71		
There are/is personal welfare-promoting wellness/health programs/facilities for us	Percentage	0%	0%	53.50%	46.50%	0%	100%	3.999	0.765
	Frequency	0	0	38	33	0	71		
Professional career guidance, training and development, supported by policy and practice	Percentage	0%	1.40%	47.90%	45.10%	5.60%	100%	4.000	0.454
	Frequency	0	1	34	32	4	71		
We enjoy organized mentoring and coaching programs	Percentage	0%	2.80%	43.70%	50.70%	2.80%	100%	3.934	0.888
	Frequency	0	2	31	36	2	71		

Source: Research Data (2018)

Q2: The respondents were asked to indicate any other rewards which were not on the list. They suggested: Off-days- 20%; training sponsorship/opportunities- 25%; long service awards and promotion – 10% and allowances/remuneration. 45 % did not indicate anything.

4.4.3 Communication Style and Retention

Data was collected on the independent variable, communication style, using four indicators. The extent to which the multigenerational employees at Safaricom experienced the selected indicators of communication style by management was measured through two questions:

Q1: The respondents were asked to indicate the extent to which they agreed or disagreed with various statements regarding Communication Style as practiced by managers and supervisors at their work. The responses were presented on table 4.8, showing that the mean of between 3 and 4 for all of the indicators illustrates a choice around agree and strongly agree, while the standard deviation tends towards zero, indicating minimal variation. The majority of respondents either strongly agreed or agreed with the respective statements for each selected communication style. 71.8% and 12.8% agreed and strongly agreed respectively to the question of whether or not all their supervisors were good communicators. This also measured whether they practiced continuous feedback and consultation. 63.4% and 23.4% agreed and strongly agreed respectively, to the question of whether or not there was a healthy mix of both formal and informal communication channels practiced in the organization.

Likewise, 63.5% and 15.4% agreed and strongly agreed respectively to the question of whether or not there was a communication environment which promoted trust, transparency and honesty in all interactions with supervisors.

Table 4.8: Communication Style and Retention.

Statements		Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Neutral 5	Total	Mean	Deviation
All our/my supervisors are good communicators who practice continuous feedback and consultation	Percentage	1.4%	9.9%	71.8%	12.7%	4.2%	100.0%		
	Frequency	1	7	51	9	3	71	3.972	0.998
There is a healthy mix of both formal and informal communication channels are practiced in the organization	Percentage	0%	2.8%	63.4%	23.9%	9.9%	100.0%		
	Frequency	0	2	5	17	7	71	4.121	0.899
There is a communication environment which promotes trust, transparency and honesty in all interactions with supervisors	Percentage	1.4%	8.5%	63.4%	15.5%	8.5%	97.3%		
	Frequency	1	6	45	11	6	69	3.899	0.799

Source: Research Data (2018)

Q2: The respondents were asked to indicate any changes towards improving the state of communication style by managers. They responded, showing expectations for: more bonding sessions (25); team building activities (15) and more interactions between management and the rest (9). However, the rest of the respondents did not respond to this question.

4.4.4: Work Life Balance and Retention

To investigate the relationship between work life balance and Retention at Safaricom, two questions were posed to the respondents:

Q1: The respondents were asked to indicate the extent to which they agreed or disagreed with various statements regarding work life Balance at their work. The responses are presented on table 4.9. The distribution of responses as per the mean and the standard deviation indicates a consistent tendency to agree or strongly agree, given the mean of between 3 and 4 on each indicator of work life balance. Apparently, majority either agreed or strongly agreed with the respective statements pointing to the existence of work life balance at Safaricom. 75.9% agreed, 8.5% strongly agreed that balancing between work and social life was supported by policy at Safaricom. 53.5% and 17.7% agreed and strongly agreed respectively that most employees at Safaricom were are of the need for work-life balance. Likewise, 74.6% and 19.7 % agreed and strongly agreed that there was programmed training, guidance and counseling on work life balance and other social dynamics which affected them at work. Finally, 64.8% and 23.9% agreed and strongly agreed respectively that they enjoyed adequate health and recreational physical facilities.

Table 4.9: Work Life Balance and Retention

Statement	Frequency/ Percentage	Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Mean	Standard Deviation
Balancing between work and personal/social life is supported by policy and practice	Percentage	1.4%	9.9%	75.9%	8.5%	3.964	0.821
	Frequency	1	7	56	6		

Most employees at Safaricom are aware of the need for work-life balance	Percentage	0.0%	25.4%	53.5%	19.7%	2.987	0.986
	Frequency	0	18	38	14		
There is programmed training, guidance and counseling on work life balance and other social dynamics which affect me/us at work	Percentage	0.0%	4.2%	74.6%	19.7%	3.861	0.896
	Frequency	0	3	53	14		
We enjoy adequate health and recreational physical facilities	Percentage	1.4%	8.5%	64.8%	23.9%	2.998	0.879
	Frequency	1	6	46	17		

Source: Research Data (2018)

Q2: Using an open ended question, the respondents were asked to give their view of Safaricom as an employer. The responses are presented below: Fairly good but can improve on Communication overall (11); so far so good in comparison with others (24); some few resignations which is a bit worrying (2); Safaricom should pay like other multinationals in the world (10); workloads and work times can be too much (3); consider job evaluation in compensation more (7) and one of the best (14).

4.4.5 Retention

Data was collected on retention as the dependent variable in this study. Two questions were posed:

Q1: The respondents were asked to indicate the period of service at Safaricom as an indicator of retention rate.

The majority of employees (62%) had been with Safaricom for 3 to 5 years. 23.9% had stayed for between 11 to 15 years, 9.9% had been there for 6 to 10 years, and 2.8% had been working for less than 2 years while the least number (1.4) had worked for more than 16 years. The responses are presented on table 4.10.

Table 4.10: Distribution of Respondents by Period of Service

Period of Service	Frequency	Percent
less than 2 years	2	2.8
3 to 5 years	44	62.0
6 to 10 years	7	9.9
11 to 15 years	17	23.9
More than 16 years	1	1.4
Total	71	100.0

Source: Research Data (2018)

Q2: The respondents were asked to indicate the extent to which they agreed or otherwise to being well motivated and satisfied to stay with Safaricom. 66% agreed, 25% strongly agreed. Very few (1%) disagreed. The responses were presented in table 4.11.

Table 4.11: Responses on Satisfaction and Retention

STATEMENT		Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly agree (4)	Neither agree nor disagree 5	Total	Mean	Deviation
I am satisfied and well-motivated to stay with my current employer for the foreseeable future.	Percentage Frequency	0 0	1.4 1	66.1 47	25.4 18	7.0 5	100 71	3.716	0.971

Source: Research Data (2018)

1.3 Results of Regression Analysis

This section presents the regression analysis of the four independent variables on the dependent variable in the study. The general model for this analysis was

$$Y = \beta_0 + \beta_1X + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e \dots\dots\dots 3.1 \text{ where;}$$

Y = Retention, B₀ = Constant, B₁ to B₄ Beta Coefficients, e = error term, X₁ = Flexible Work Arrangements, X₂ = Total Reward, X₃ = communication Style and X₄ = Work-life Balance. Before using this equation and the regression analysis, respective diagnostic tests as highlighted in chapter three above (3.9.1) were done to ensure the data collected fitted the mode (goodness of fit) as recommended by Hair (2006). Hence;

4.5.1: Multilinearity Regression Tests

The following tests were carried to test Multilinearity.

4.5.1.1: Normality Test:

Data relating to measures of shape, including skewness and kurtosis, were identified as presented in Table 4.12. As Dancey (2004) suggested, the rule of thumb was that a variable is reasonably close to normal if its skewness and kurtosis have values between -1.0 and + 1.0. As illustrated in Table 4.12, the skewness and kurtosal statistics for Retention, the dependent variable are -0.26 and 0.8 respectively. For each of the dependent variables; work place flexibility (0.54 and 0.45), total reward (0.71 and 0.62), communication style (0.68 and 0.34) and work life balance (0.65 and 0.58) respectively, all of which are within the recommended threshold. This implied that the average distribution for all the variables was satisfactorily close to normal, and therefore, the ordinary least squares regression as suggested by Field (2009) could be applied.

Table 4.12: Results of Normality diagnostic test

Variable	Skewness	Kurtosis
Retention	-0.26	0.8
Work Place Flexibility	0.54	0.42
Total Reward	0.71	0.62
Communication Style	0.68	0.34
Work Life Balance	0.65	0.58

Source: Survey Data (2018)

4.5.1.2: Linearity Test

Pearson's correlation coefficient test was used to test for linearity between the four independent variables and the dependent variable in this study. Table 4.13 shows that there was a significant and positive linear relationship between work place flexibility and retention, total reward and retention, communication style and retention and work life balance and retention. For Work place flexibility ($R= 0.1201$, $p \leq 0.001$, for reward, ($R=0.195$, $P \leq 0.001$), for communication style ($R=0.1020$, $P \leq 0.001$ and work life balance ($R=0.1200$, $P \leq 0.001$). This implied that there is a co-movement in the variables in the same direction; although this does not necessary imply that there is a direct causal relationship.

Table 4.13: Results of Correlation Linearity Test

Independent Variable		Dependent Variable – Retention
Work Place Flexibility	Pearson Correlation Sig. (2-tailed) N	0.1201 0.000 120
Total Reward	Pearson Correlation Sig. (2-tailed) N	0.192 0.000 120
Communication Style	Pearson Correlation Sig. (2-tailed) N	0.1030 0.000 120
Work life Balance	Pearson Correlation Sig. (2-tailed) N	0.1200 0.0003 120

Source: Survey data (2018)

4.5.1.3: Multicollinearity Test:

Variation inflation factor was used to test for multicollinearity. As illustrated in table 4.14, work place flexibility has a mean regression VIF of 1.22, total reward has a mean VIF of 1.13, communication style has a mean VIF of 1.45 and work life balance has a mean VIF of 1.64. All the variables returned a mean VIF which was less than 2, meaning that the level of multicollinearity can be tolerated as it would not influence the validity of the results.

Table 4.14: Results of Multicollinearity Test

Variable	Multicollinearity Mean VIF
Work Place Flexibility	1.22
Total Reward	1.13
Communication Style	1.45
Work Life Balance	1.64

Source: research Data (2018)

4.5.1.4: Heteroskedasticity Test:

The Breusch Pagan test was used. As table 4.15 shows, the Breusch Pagan statistic was 0.10 with a P-value of 0.8998 for work place flexibility, for total reward, the Breusch Pagan test statistic was 0.100 with a p-value of 0.8897. For communication style, the Breusch Pagan statistic was 0.06, with a p-value of 7234 and for work life balance, the test statistic was 0.020, with a p-value of 0.654. This implied that the null hypothesis of constant variance could be accepted at % level of significance since probability value was above 0.05. The error term was most likely homoscedastic and, therefore, t-statistics and p-values could reliably be applied to test the significance of coefficients in the respective variables and models.

Table 4.15: Results of Breush Pagan Test

Variable	Heteroskedasticity statistics
Work Place Flexibility	Test statistic: 0.10 P-value: 0.8998
Total Reward	Test statistic: 0.100 P-value:0.8897
Communication Style	Test Statistic: 0.06 P-value: 0.7234
Work Life Balance	Test statistic: 0.020 P-value: 0.654

Source: Research Data (2018)

4.6: Correlation Analysis for the Influence of the Independent Variables on Dependent Variable

The correlation analysis for the effect of the four variables on the independent variable were presented on table 4.16, which showed that at the overall, the adjusted R-squared was 0.685 (68%). The four independent variables were considered as jointly explaining approximately 68 percent of variations in the dependent variable. The remaining 32% could be explained by other intervening variables not included in this study. Therefore, regression analysis could be used reliably to measure the relationship between the four independent variables and retention. Likewise, the F statistic was 64.453, with an overall P-value of 0.000***. This could be taken to mean that that the independent variables were jointly significant in explaining the variations in retention at Safaricom.

Therefore, this could be construed to mean that work place flexibility, total reward, communication style and work life balance, were jointly significant in explaining the movements realized in retention rate at Safaricom. Furthermore, the results showed that correlation was significant at the 0.05 level (2- tailed). **.

For each independent variable, coefficient was positive and significant, with a P value =less than 0.05 ($0.001 < 0.05$). Therefore:

H₀₁ - There was no significant relationship between work place flexibility and retention

As table 4.16 showed, the coefficient of work place flexibility was 2.132; the t-statistic and corresponding p-value were 7.21 and 0.001 respectively. This implied that at 1% level of significance, the null hypothesis could be rejected. Work Place Flexibility, therefore, had a significant effect on retention at Safaricom. This was supported by Pitt-Catsoupes, Matz-Costa and Bessen (2009) and Randstat (2008), who found that work place flexibility, changed the work life of multigenerational employees positively, making them happier, more interested and supportive.

H₀₂ - Total reward does not affect retention.

As illustrated in table 4.16, the coefficient of total reward was 2.212, while the t-statistic was 7.22. Its p-value was 0.001 with a Pearson relationship significance value of 0.238. Therefore, the null hypothesis could be rejected, total reward as an expectation by multigenerational employees had a significant effect on retention at Safaricom. The WordatWork (2008) study, as well as Bussin & Van-Rooy (2014) alluded to the same relationship. They found that indeed, multigenerational employees expected and looked for a mix of rewards that met their expectations, without which they were likely to be demoralized and would leave the organization.

H₀₃ - There is no significant relationship between communication style and retention

From table 4.16, the relationship between communication style and retention returned a correlation coefficient of 2.322, with a t-statistic of 7.01. The p-value of $0.001 < 0.05$ met the threshold, implying that indeed, there was a significant relationship between communication style and retention at Safaricom, such that an intervention in communication style yielded a positive change in retention rate, which dropped significantly. This was supported by Zandan and Goldberger (2013) and Deal (2007), who found that communication style, was a significant contributor of the generational employees' work environment, which, if not addressed, caused misunderstanding and loss of morale.

H₀₄ - Work-life balance does not affect retention

Table 4.16 also indicated that work life balance had a correlation coefficient of 2.722 and a t-statistic of 7.00, both of which were positive, and therefore, significant. For each of the indicators of work life balance, there was a p-value less than 0.05 and a Pearson correlation of less than 0.222 respectively. The implication, therefore, was that the null hypothesis could safely be rejected, meaning that work life balance did indeed affect retention rate positively. For any intervention to do with work life balance there was a positive impact on retention rate. Haeger and Lingham (2014) as well as Gilley, Waddell, Hall, Jackson and Gillet (2015) confirmed this positive relationship between work life balance and the multigenerational employees.

Table 4.16: The influence the independent variables on Retention

	Retention		Adjusted R ² - 0.685 F-Statistic - 65.453 p-value - 0.000**	
	Pearson corr.	Sig.	Coeff:2.132	t-statistic: 7.212
Work Place Flexibility	0.347**	0.001		
Total Reward	0.238**	0.015	2.212	7.22
Communication Style	0.268**	0.012	2.322	7.01
<i>Work Life Balance</i>	0.211**	0.011	2.722	7.00

Source: Research Test Data (2018)

Equation 3.1 : $Y = \beta_0 + \beta_1X + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$, therefore stands true; that retention, other factors remaining constant, was the function of the work place flexibility, the total reward system in place, the communication style applied by managers and the work life balance opportunities availed the multigenerational employees in an organization.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion and recommendations of the study. A recommendation on further areas of study is also made.

5.2 Summary

The Multigenerational Employee Phenomenon has been cited as one of the modern trends influencing the world of work and organizations. Few studies on the multigenerational work force phenomenon have been done in Kenya. The majority of these have tended to focus on the generation Y, and rarely on generation X, Baby Boomers or The Veterans' generation. In fact, previous to this current study, and based on a thorough review of empirical literature no study had been done concerning the multigenerational work force expectations in Kenya, or even at Safaricom Limited. This current study, therefore, sought to address this gap by investigating the multigenerational employee expectations and retention at Safaricom Limited.

The study sought to achieve the following objectives; to evaluate the effect of workplace flexibility on retention in Safaricom Limited, to assess the effect of total reward on retention in Safaricom Limited, to identify the effect of communication style on retention in Safaricom Limited and to investigate the effect of work-life balance interventions on retention in Safaricom Limited.

These objectives were achieved through a descriptive research design and administering a structured questionnaire where primary data was collected and analyzed using descriptive and inferential statistics. Multiple regression was used to assess the combined effect of all the four variables, namely; work place flexibility, total reward, communication style and work life balance respectively, on retention, as indicated by the rate of staff turnover or retention rate. The findings on each objective follow:

5.2.1 Background Information

The first part of the questionnaire included questions to collect supporting background information. The findings indicated that Safaricom Limited had typical multigenerational employees in terms of age, level of education and gender. The expected generational age distribution was identified, where the millennials tended to be the majority and the veterans the minority. Likewise, all the respondents across the generations had bachelors and masters' degrees – one of the hallmarks of modern multigenerational employees. However, it was noted that the gender balance was skewed towards male, with 68% and 32% male and female percentages respectively. Indeed, this was as reported in the Safaricom Employee Sustainability Report (2017) as indicated earlier, where some affirmative action was under way to correct the imbalance.

5.2.2 Multigenerational Employee Expectations and Retention

5.2.2.1 Retention Rate at Safaricom

The positively declining retention rate at Safaricom was confirmed by the finding that a majority of respondents indicated having worked with Safaricom for between 3 and 5 years. This was considered as a sign of satisfaction on the part of Safaricom Limited's employees.

This finding was collaborated by the responses from the open ended questions where many respondents indicated being satisfied with Safaricom as an employer. Secondly, the declining rate of staff turnover as captured by Safaricom Limited's Employee Sustainability Report was clearly attributable to this satisfaction.

5.2.2.2 Work Place Flexibility and Retention

The first objective was to evaluate the effect of workplace flexibility on retention in Safaricom Limited. The null hypothesis was rejected. This implied that the alternate hypothesis was acceptable, implying a significant relationship between work place flexibility and retention at Safaricom Limited. The evidence of this was supported by both the mean, which indicated minimal variation. Majority enjoy regular daily/weekly breaks from work, with very few being neutral to the existence of work-from home (teleworking) arrangements. From the open ended question, majority of employees indicated being satisfied with the work arrangements provided by Safaricom, and even creatively suggested improvements on the same. The empirical evidence of this relationship was supported by Pitt-Catsouphes, Matz-Costa and Bessen (2009) as well as Randstat (2008), who found that that flexible work hours were among the first three benefits which multigenerational employees attributed to happiness at work.

5.2.2.3 Total Reward and Retention

The Second objective was to assess the effect of total reward on retention. The null hypothesis was rejected, given the significant effect identified between the total reward package at Safaricom Limited and retention. Indeed, most respondents either agreed or strongly agreed that their reward expectations were adequately addressed.

This then explains why they had stayed with Safaricom for a while, rather than seeking better rewards elsewhere, and hence the low rate of staff turnover as explained earlier. This finding was in line with the findings of WorldatWork (2008) and Bussin & Van-Rooy (2014), who found that multigenerational employees have varied reward expectations across the generations which required to be addressed appropriately, otherwise dissatisfaction would follow.

5.2.2.4 Communication Style and Retention

The third objective was to identify the effect of communication style on retention. Likewise, the null hypothesis was rejected on the strength of a positive correlation analysis, which indicated that there was a statistically significant relationship between communication style and retention at Safaricom Limited, with most of the respondents indicating satisfaction with the indicator elements measured. As an expectation by multigenerational employees, a communication style which encouraged feedback and involvement was preferred. It would appear, therefore, that Safaricom employees were happy with the communication style applied by supervisors and managers, which explains why they opt to stay rather than leave.

This was in line with Brooks (2017), Zandan and Goldberger (2013) and Deal (2007), who found that that all generations valued structure, and therefore, the values which mattered most to them included family, integrity, honesty and trustworthiness and that all generations looked for, among other expectations, respect. This implied that they expected to be heard and valued for their contribution.

They preferred trustworthy leaders, otherwise, relationships would fail and communication would stop and consequently dissatisfaction would arise.

5.2.2.5 Work Life Balance and Retention

The fourth and last objective was to investigate the effect of work-life balance interventions on retention in Safaricom. The null hypothesis was rejected, based on the outcome of the regression analysis with a p-value less than 0.05 and a Pearson correlation of less than 0.222. This meant that work life balance was positively correlated to retention at Safaricom Limited. This relation was as supported by Haeger and Lingham (2014); Gilley, Waddell, Hall, Jackson and Gillet (2015), all of whom found that work life balance was a significant expectation by all multigenerational employees, with generation Y, the so called millennials indicating a bigger need for work life balance as compared to the other generations.

5.3 Conclusion

Organizations cannot afford to treat employees as they used to during those days before the advent of the multigenerational employee phenomenon. This is because, this genre of employees has unique, generation-driven expectations which employers should not only appreciate, but strategically address. Otherwise, the employees are likely to be dissatisfied, restless and consequently leave. In this regard, therefore:

Multigenerational employees expect a work place flexibility-promoting environment where regular daily or weekly work breaks, teleworking, varying stop/start times exist.

In this type of environment, they supportively enjoy their work and are focused to stay as such. Many organizations, including Safaricom (many employees indicated lack of this, and recommended its introduction) seem to assume or take these expectations for granted. Multigenerational employees expect a mix of rewards which caters for, among others; paid time off or holiday, welfare/wellness health facilities, career guidance/training/development and organized mentoring/coaching programs. Without a good mix of these and more, multigenerational employees are not likely to be happy at work.

Multigenerational employees expect supervisors and managers who practice continuous feedback, in an environment which promotes a healthy mix of both formal and informal communication channels. Such an environment should also enable an environment which promotes trust, transparency and honest interactions. With this kind environment, multigenerational employees are likely to enjoy the much sought after empowerment and involvement, and therefore, a foundation for sustainable healthy and productive employee-employer relationship. Multigenerational employees expect an organizational work place policy framework, particularly on matters human resource management, which promotes work life balance. With a clear demonstration, on the part of the employer, of commitment towards encouraging employees to balance appropriately between work and social life, as well as availing the essential training and guidance and facilitation for work life balance. Indeed “all with no play makes Jack a dull boy” should be a mantra for all organizations.

5.4 Recommendations

The following recommendations, therefore, can be derived from the above conclusion:

Modern organizations should appreciate and embrace the multigenerational employee phenomenon, and incorporate a philosophy within the larger human resource management philosophy. This was in line with the unique expectations of modern employees. This should help such organizations to address the expectations as revealed in this study. This should call for, and it was hereby recommended, that a strategic generation-specific identification of each generation's specific expectations was carried out as a matter of the initial cause of action.

Accordingly: Modern organizations should ensure that employees work in an environment that promotes flexibility and freedom to choose and flexibly alter the work parameters, including when, how and where to work, as much as possible. Employers have to direct their thinking towards rewarding employees beyond the traditional monetary-oriented compensation schemes. They need to provide a good mix of generation-specific reward systems in line with the unique expectations as highlighted above. To make multigenerational employees work at ease, integrate and feel at home, supervisors and managers ought to create a communication environment which fosters openness, honesty and trustworthiness across the rank and file. Finally, modern organizations and the managers within, be they in the private or public sector, have to commit to supporting the need for balancing between work on one hand, and life away from work on the other.

This should help the employees, and by extension (considering the corporate social responsibility due from each organization) the society as a whole, to be all-rounded – professionally and socially - citizens who are likely to be more resourceful and more useful to the organizations as well as to the society as a whole.

5.4.1 Recommendations for Further Study

This study recommends further research on the influence of multigenerational expectations on retention. Such studies may cover, for instance, a larger target population across the private and public enterprises in Kenya. This may help enhance the external validity, unlike this study which used a single case. In addition, this study focused on multigenerational employee expectations. A study comparing multigenerational expectations and motivation is also suggested. It would be interesting to determine, through another study, the extent to which multigenerational employee expectations would influence motivation of employees. Such a study would provide a good basis for validating or otherwise, this current study.

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APPENDICES

APPENDIX I:

LETTER OF INTRODUCTION TO RESPONDENTS

Dear Respondent,

P.O Box 52428-00200
Nairobi, Kenya.
March/April, 2018

Research Questionnaire

I am a student at Kenyatta University pursuing a Master of Business Administration course My research project is on Multigenerational Employees and Retention in Safaricom Limited, Kenya. I believe that the findings of this study are likely to be useful, not only to Safaricom itself, but also to the entire Human Resources Management fraternity in organizations in Kenya and beyond. Therefore, I kindly request your support in filling in this questionnaire.

Please rest assured that the information you give will be treated with utmost confidentiality at all times, and will be used for the research purposes only.

Thank you in advance for your valued support, and may God bless you for your time and energy.

Yours Faithfully,

Stephen N. R. Mwaura.
Steve_ruga @yahoo.co.uk

APPENDIX II: QUESTIONNAIRE

PART A – BACKGROUND INFORMATION

PLEASE USE **X** OR **TICK** IN THE BOXES PROVIDED TO CHOOSE YOUR RESPONSE

1. Gender: Male

Female

2. Please indicate your age Bracket below:

60 and above 50-59 40-49

24 and below

3. Marital Status: Single married other

4. What is your highest level of education?

High School

College/Diploma

Bachelor Degree

Master's Degree

PhD

Any other Professional qualification

PART B

WORKPLACE FLEXIBILITY

Q1. Please indicate the degree to which you agree or disagree with the following statements on **WORK PLACE FLEXIBILITY** at Safaricom. On a scale of **1-5** where **1:** strongly disagree, **2:** disagree, **3:** agree, **4:** strongly agree and **5:** neither agree nor disagree. Use a (√) or (X) in the spaces provided for each statement in the table.

STATEMENT	Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly agree (4)	Neither agree nor disagree (5)
We enjoy regular daily/weekly breaks from work					
work-from home (teleworking) arrangements exist for me/others					
In the course of work, the stop and start times vary suitably according to circumstances					
Working in shifts is practiced for me/others					
Over time working is encouraged/allowed					

Q2. If you could change one thing about the extent to which flexibility at your work is practiced or allowed by supervisors and managers, what would it be?

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PART C

TOTAL REWARD.

Q1. Please indicate the degree to which you agree or disagree with the following statements on TOTAL REWARDS/COMPENSATION other than salary at Safaricom. On a scale of 1-5 where 1: strongly disagree, 2: disagree, 3: agree, 4: strongly agree and 5: neither agree nor disagree. Use a (√) or (X) in the spaces provided for each statement in the table.

STATEMENT	Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly agree (4)	Neither agree nor disagree (5)
We enjoy paid time off / holiday/leave from work					
There are/is personal welfare- promoting wellness/health programs/facilities for us					
Professional career guidance, training and development, supported by policy and practice.					
We enjoy organized mentoring and coaching programs					

Q2. Please highlight any other rewards and or benefits you enjoy

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PART D

COMMUNICATION STYLE

Q1. Please indicate the degree to which you agree or disagree with the following statements on COMMUNICATION STYLE at Safaricom. On a scale of **1-5** where **1:** strongly disagree, **2:** disagree, **3:** agree, **4:** strongly agree and **5:** neither agree nor disagree. Use a (√) or (X) in the spaces provided for each statement in the table.

STATEMENT	Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly agree (4)	Neither agree nor disagree (5)
All our/my supervisors are good communicators who practice continuous feedback and consultation					
There is a health mix of both formal and informal communication channels are practiced in the organization					
There is a communication environment which promotes trust, transparency and honesty in all interactions with supervisors.					

Q2. If you could change one thing to make communication at Safaricom effective, efficient and motivating, what would it be?

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PART E

WORK-LIFE BALANCE

Q1. Please indicate the degree to which you agree or disagree with the following statements on WORK LIFE BALANCE at Safaricom. On a scale of **1-5** where **1:** strongly disagree, **2:** disagree, **3:** agree and **4:** strongly agree 5: neither agree nor disagree

STATEMENT	Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly agree (4)	Neither agree nor disagree 5
Balancing between work and personal/social life is supported by policy and practice					
Most employees at Safaricom are aware of the need for work-life balance					
There is programmed training, guidance and counseling on work life balance and other social dynamics which affect me/us at work					
We enjoy adequate health and recreational physical facilities					

Q2. How would you describe Safaricom overall, as an employer, on addressing the unique needs of various categories of her employees?

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PART F

RETENTION

Q1. How long have you been working with Safaricom?

Less than 2 years

3 to 5 years

6 to 10 years

11 to 15 years

More than 16 years

Q2. Please indicate the degree to which you agree or disagree with the following statement on RETENTION at Safaricom. On a scale of 1-5 where 1: strongly disagree, 2: disagree, 3: agree and 4: strongly agree

STATEMENT	Strongly Disagree (1)	Disagree (2)	Agree (3)	Strongly agree (4)	Neither agree nor disagree 5
I am satisfied and well-motivated to stay with my current employer for the foreseeable future.					

THANK YOU FOR YOUR TIME. MAY GOD BLESS YOU.

APPENDIX III: RESEARCH AUTHORIZATION



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/CTY/27160/2015

DATE: 15th May, 2018

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR RUGA NJUGUNA MWAURA STEPHEN – REG. NO. D53/OL/CTY/27160/2015.

I write to introduce Mr. Ruga Njuguna Mwaura Stephen who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Human Resource Management.

Mr. Ruga intends to conduct research for a M.B.A Project Proposal entitled, “Multigenerational Employee Expectations and Retention in Safaricom Limited, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'Lucy N. MBAABU'.

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL

HL/lnn

APPENDIX IV: APPROVAL OF RESEARCH PROJECT PROPOSAL



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Website: www.ku.ac.ke

Internal Memo

FROM: Dean, Graduate School

DATE: 15th May, 2018

TO: Ruga Njuguna Mwaura Stephen
C/o Human Resource Management Dept.

REF: D53/OL/CTY/27160/2015

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 9th May, 2018 approved your Research Project Proposal for the M.B.A Degree Entitled, "Multigenerational Employee Expectations and Retention in Safaricom Limited, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you,

HARRIET ISABOKE
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Human Resource Management Department.

Supervisors:

1. Dr. Priscilla W. Ndegwa
C/o Department of Business Administration
Kenyatta University

HI/inn

APPENDIX V: NACOSTI RESEARCH PERMIT



