

**EMPLOYEE RETENTION FACTORS ON CAREER
SUSTAINABILITY IN TRAVEL AND TOUR COMPANIES IN
MOMBASA COUNTY, KENYA**

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DECLARATION

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

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DEDICATION

I dedicate this work to all my sisters and brothers.

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TABLE OF CONTENTS

DECLARATION.....	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS.....	iv
LIST OF TABLES	viii
LIST OF FIGURES	x
ABBREVIATIONS AND ACRONYMS	xi
OPERATIONAL DEFINITIONS OF TERMS	xiii
ABSTRACT	xvi
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Introduction	1
1.2 Background to the Study	1
1.3 Statement of the Problem and Justification	7
1.4 Purpose of the Study	8
1.5 Objectives of the Study	8
1.6 Research Hypotheses	9
1.7 Significance of the Study	10
1.8 Scope of the Study	11
1.9 Limitations of the Study.....	11
1.10 Assumption of the Study.....	12

1.11	Conceptual Framework	12
CHAPTER TWO.....		16
LITERATURE REVIEW		16
2.1	Introduction	16
2.2	Overview of the Tours and Travel Careers	16
2.3	Career Sustainability	20
2.4	Employee Retention Factors and Strategies	26
2.5	Employee Engagement	44
2.6	Theoretical Framework	49
2.7	Knowledge Gaps on Employee Retention and Career Sustainability	55
CHAPTER THREE.....		58
METHODOLOGY		58
3.1	Introduction	58
3.2	Research Design	58
3.3	Study Variables.....	62
3.4	Study Area	64
3.5	Target Population.....	65
3.6	Sample Size	65
3.7	Sampling Techniques	68
3.8	Research Instruments	68
3.9	Pre-Test of Research Instruments	71
3.10	Validity and Reliability of the Research Instruments	71
3.11	Data Collection Techniques	72

3.12	Data Analysis.....	73
3.13	Logistical and Ethical Considerations.....	76
CHAPTER FOUR		78
FINDINGS AND DISCUSSION		78
4.1	Introduction	78
4.2	Response Rate.....	78
4.3	Demographic Information of the Respondents.....	79
4.4	Career Sustainability	88
4.5	Relationship between Intrinsic Motivations and Career Sustainability	91
4.6	Relationship between Extrinsic Motivations and Career Sustainability	100
4.7	Relationship between Employee Retention Strategies and Career Sustainability 109	
4.8	Moderating Effect of Employee Engagement on the Relationship between Employee Retention and Career Sustainability.....	116
CHAPTER FIVE.....		128
SUMMARY, CONCLUSION AND RECOMMENDATIONS		128
5.1	Introduction	128
5.2	Summary of Study Findings	128
5.3	Conclusion.....	133
5.4	Recommendations for Policy and Practice.....	135
5.5	Recommendations for Further Research.....	137
5.6	Contribution of Current Study	138
REFERENCES.....		140
APPENDICES.....		156

5.1	Appendix I: Letter of Transmittal.....	156
5.2	Appendix II: Questionnaire for Travel and Tour Firm Employees	157
5.3	Appendix III: Interview Schedule for Human Resource Managers	162
5.4	Appendix IV: Map of Mombasa County.....	164
5.5	Appendix V: Tourism Regulatory Authority (TRA) List of Travel Agencies and Tour Companies	165
	Where: E: Number of Employees	165
5.6	Appendix VI: Kenyatta University Research Authorization Letter.....	168
5.7	Appendix VII: Research Permit from NACOSTI.....	169
5.8	Appendix VIII: Mombasa County Government Research Authorization Letter	170

LIST OF TABLES

Table 3.1: Sample Size for Tours and Travel Company Employees	67
Table 3.2: Sample Size of Human Resource Managers for Interview Schedules	67
Table 3.3: Summary of Analysis of the Hypotheses	76
Table 4.1: Cross-tabulation of Demographic Characteristics and Career Sustainability 85	85
Table 4.2: Intention to Stay in Travel and Tour Organization in the Next Five Years	87
Table 4.3: Career Sustainability Factors.....	89
Table 4.4: Career Sustainability Factors from Interview Schedules	90
Table 4.5: Descriptive Analysis of Employee Intrinsic Motivation Factors	92
Table 4.6: Employee Intrinsic Motivation Factors from Interview Schedules	93
Table 4.7: Correlation between Intrinsic Motivation Constructs and Career Sustainability 95	95
Table 4.8: Correlation between Intrinsic Motivations And Career Sustainability	96
Table 4.9: Regression of Intrinsic Motivations and Career Sustainability	97
Table 4.10: Analysis of Variance on Intrinsic Motivations and Career Sustainability	98
Table 4.11: Intrinsic Motivations and Career Sustainability Coefficients.....	99
Table 4.12: Descriptive Analysis of Extrinsic Motivation Factors	101
Table 4.13: Extrinsic Motivations of Employees from Interview Schedules	102
Table 4.14: Correlation of Extrinsic Motivations and Career Sustainability.....	104
Table 4.15: Correlation Of Extrinsic Motivations On Career Sustainability.....	105
Table 4.16: Regression of Extrinsic Motivations and Career Sustainability	106
Table 4.17: ANOVA on Extrinsic Motivations	107

Table 4.18: Coefficients of Extrinsic Motivations and Career Sustainability	107
Table 4.19: Employee Retention Strategies	110
Table 4.20: Employee Retention Strategies from Interview Schedules	111
Table 4.21: Correlations between Retention Strategies and Career Sustainability ...	112
Table 4.22: Correlations between Retention Strategies and Career Sustainability ...	113
Table 4.23: Model Summary on Retention Strategies.....	113
Table 4.24: Analysis of Variance on Retention Strategies and Career Sustainability	114
Table 4.25: Coefficients of Employee Retention Strategies and Career Sustainability	115
Table 4.26: Descriptive Statistics of Employee Engagement Factors.....	118
Table 4.27: Employee Engagement Factors from Interview Schedules.....	119
Table 4.28: Correlation between Employee Engagement and Career Sustainability	120
Table 4.29: Regression Results of Employee Engagement and Career Sustainability	121
Table 4.30: Analysis of Variance on Employee Engagement Factors and Career Sustainability.....	122
Table 4.31: Coefficients of Employee Engagement and Career Sustainability	123
Table 4.32: Hierarchical Multiple Regression of Employee Engagement on the Relationship between Employee Retention and Career Sustainability	125

LIST OF FIGURES

Figure 1.1: Direct Contribution Of Travel and Tourism To Employment in Kenya	3
Figure 1.2: Employee Retention Factors on Career Sustainability	13
Figure 2.1: Herzberg’s Two-Factor Theory	51
Figure 2.2: Maslow’s and Herzberg’s Theories Compared	54
Figure 3.1: Theoretical Perspective	61
Figure 4.1: Gender of Respondents	79
Figure 4.2: Age of Respondents	80
Figure 4.3 Education Level of Respondents	81
Figure 4.4: Number of Employment of Respondent	82
Figure 4.5: Employment Terms of Respondents.....	82
Figure 4.6: Working Experience of Respondents	83
Figure 4.7: Years of Experience in Current Position	84
Figure 4.8: Coefficients of Employee Engagement	127

ABBREVIATIONS AND ACRONYMS

ANOVA	-	Analysis of Variance
CSS	-	Career Satisfaction Scale
EU	-	European Union
GDP	-	Gross Domestic Product
GoK	-	Government of Kenya
KATA	-	Kenya Association of Travel Agents
KATO	-	Kenya Association of Tour Operators
KEPSA	-	Kenya Private Sector Alliance
KIPPRA	-	Kenya Institute for Public Policy Research and Analysis
KTB	-	Kenya Tourism Board
KTDC	-	Kenya Tourist Development Corporation
KTF	-	Kenya Tourism Federation
MoT	-	Ministry of Tourism
NACOSTI	-	National Commission for Science, Technology and Innovation

OECD	-	Organization for Economic Co-operation and Development
PWC	-	PricewaterhouseCoopers
RDÉE	-	Réseau de Développement Economique et d'Employabilité
SDGs	-	Sustainable Development Goals
SHRM	-	Society for Human Resource Management
SMEs	-	Small Medium Enterprises
TF	-	Tourism Fund
TRA	-	Tourism Regulatory Authority
UNCTAD	-	United Nations Conference on Trade and Development
UNWTO	-	United Nations World Tourism Organization
WTTC	-	World Travel and Tourism Council

OPERATIONAL DEFINITIONS OF TERMS

Career: Composed of the jobs held, titles earned and work accomplished over a long period of time by an individual.

Career advancement: Related to the opportunity for employees to accomplish more significant tasks, shouldering greater responsibilities, and having more independence at place of work.

Career sustainability: Focus on the individual employees to be in charge of their own careers.

Employee engagement: Widely regarded as an outcome of effective people management and is linked to job satisfaction, productivity and employee retention.

Employee retention: The various factors which make employees remain in an organization for a longer period of time.

Hygiene factors (extrinsic factors): Factors that do not give positive satisfaction, although dissatisfaction results from their absence. These are extrinsic to the work itself or the individual, and include features such as company policies, fringe benefits, job security, salary, supervisory practices, status, and work conditions.

Moderator variable: Qualitative or quantitative variable that has some effects on the strength or direction of the relation between an independent variable (X) and a dependent variable (Y), mostly used within a correlational analysis framework. Most moderator

analysis measure the causal relationship between X and Y by using a regression coefficient.

Motivators (intrinsic factors): They give positive satisfaction, arising from intrinsic conditions of the job itself or the individual, such as recognition, achievement, or personal growth.

Retention strategies: Policies and plans that reduce employee turnover and attrition and ensure employees are engaged and productive long-term.

Sustainable career: Include employees knowing themselves and being acutely attuned to the fields and companies they are interested in, so that they can identify places where they can add value and derive career satisfaction.

Tour/driver guide: a person licensed to guide visitors in the language of their choice or transfer visitors to venues of significant touristic interest.

Tour operator: typically combines tours and travel components to create a package holiday, advertise and produce brochures to promote their wholesale products, holidays and itineraries.

Travel agency: An enterprise engaged in selling and arranging transportation, accommodations, trips or tours, for travelers on behalf of suppliers such as car rentals, airlines, hotels, cruise lines, railways, and tour operator companies.

Travel and tour companies: Involves businesses catering for transport services for recreational, leisure and business travelers in the tourism industry, while excluding

commuter services and cargo transport. The study uses data from both travel and tour companies to analyze the influence of employee retention on career sustainability.

ABSTRACT

Career sustainability studies are gaining momentum especially on how employees can develop ways to achieve them. Employees in organizations that have mechanisms for employee retention can experience higher career sustainability. However, there is limited literature that can provide more understanding on the link between employee retention and career sustainability. The tourism organizations are also facing a challenge in holding their best employees in order to keep trend with the current competition. The specific objectives of this study were to establish the relationship between intrinsic and extrinsic motivation on career sustainability, to assess the effect of employee retention strategies on career sustainability in the travel and tour companies, and to establish the moderating effect of employee engagement on the relationship between employee retention and career sustainability among employees in the travel and tour companies. This study was grounded on Super's Self-Concept Theory, Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs Theory. The target population was comprised of 2,800 employees from 121 tour operator companies and 40 travel agent companies in the county. Using mixed research methods; stratified random sampling technique was used to select respondents to participate in the study. Interview schedules were conducted on 20 human resource managers and questionnaires administered to 350 tours and travel agency company employees. Four questionnaires were not filled fully, thus 346 fully filled questionnaires were used in the analysis. Descriptive statistics indicated that the male gender was highly represented at 62% than the females owing to the high number of tour guides who are predominantly male. The means from the analysis of career sustainability factors showed that employees have more desire to achieve success in their career [3.63], and improve their income [3.65]. Correlations of intrinsic factors and career sustainability indicated that employees with challenging job tasks [$r = 0.572, n = 346, p < 0.05$] and freedom to make and implement own decisions [$r = 0.641, n = 346, p < 0.05$] had a higher career sustainability. Content analysis showed that career sustainability would highly improve when employees are provided with commendations for completing tasks in time (5) and having good working relationships with their supervisors or co-workers (7). Multivariate regression was used to analyze the quantitative data and all the null hypotheses were rejected and the alternative hypotheses accepted. The study findings showed that intrinsic motivation factors [$r = 0.651, n = 346, p = 0.000$] and employee retention strategies [$r = 0.788, n = 346, p = 0.000$] have a stronger influence on career sustainability than extrinsic motivations [$r = 0.615, n = 346, p = 0.000$]. Furthermore, the findings demonstrate that employee engagement has a moderator influence on the relationship between employee retention and career sustainability [$r = 0.667, n = 346, p = 0.000$]. The study recommends that tour operator and travel agent company employees should be intrinsically motivated with challenging work that center on short-term wins, and be extrinsically motivated through forging effective interpersonal working relationships with their supervisors, peers and subordinates. This study provides a platform for policy makers to assess and compare levels of career sustainability among employees in the tours and travel sector with other sectors in the tourism industry in Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The introduction provides more insight into the following areas of the study such as the background, the problem statement and justification, purpose of the study, objectives, hypotheses, significance, scope, limitations as well as the study assumptions.

1.2 Background to the Study

Travel and tourism contribution to employment, comprising of jobs indirectly supported by the industry was 9.2 percent of entire employment (1,072,500 jobs) in 2016 though this is expected to rise by 3.0 percent in 2017 to 1,104,500 jobs and rise by 2.9% pa to 1,475,000 jobs (8.9% of total) in 2027 (World Travel and Tourism Council, 2017). Statistics on employment in tourism plays a critical role for sectors such as government, training as well as the travel sector analysts so as to understand the nature of the basic dynamics in workforce characteristics, improving competitiveness and productivity. This can be accomplished through preparing, assessing work costs and improving employment prospects by evaluating work structures and working conditions (UNWTO, 2014). Nonetheless, there is still a deficient investigation in the realm of employee retention in tourism, and the value of tourism to provide gainful work.

While travel and tourism employment in Africa is likely to grow by 2.3% annually for the next decade and reach 2.9% of total employment by 2022, the industry faces

numerous investment and infrastructure challenges in the region. These challenges are dragging down its progress, and the change to service economies on the continent is not as progressive as experienced around the globe (Turner & Sears, 2013). Moreover, the robust growth experienced in many parts of Africa has certainly aggravated shortage in skills, and specialist and managerial workforce are in very short supply (PWC, 2012). An investigation on the potential and sustainable growth of certain economic sectors, including travel and tour companies, is necessary in order to establish its worth and ability to promote sustainable careers.

The tourism industry in Kenya has experienced steady growth since independence (Government of Kenya, 2013). Travel and tourism generated 429,500 jobs directly in 2017 (3.4% of total employment) and this is forecast to grow by 2.8% in 2018 to 441,500 (3.4% of total employment) as shown in Figure 1.1. This includes employment by travel agents and other passenger transportation services (excluding commuter services). By 2028, travel and tourism will account for 574,000 jobs directly, an increase of 2.7% pa over the next ten years (World Travel and Tourism Council, 2018). However, Kenya Vision 2030 (2007) forecasted the country to experience a decrease in qualified staff for the tourism sector between 2008 and 2012 due to demand for high level skills that would be required by the anticipated growth in the travel and tourism sector.

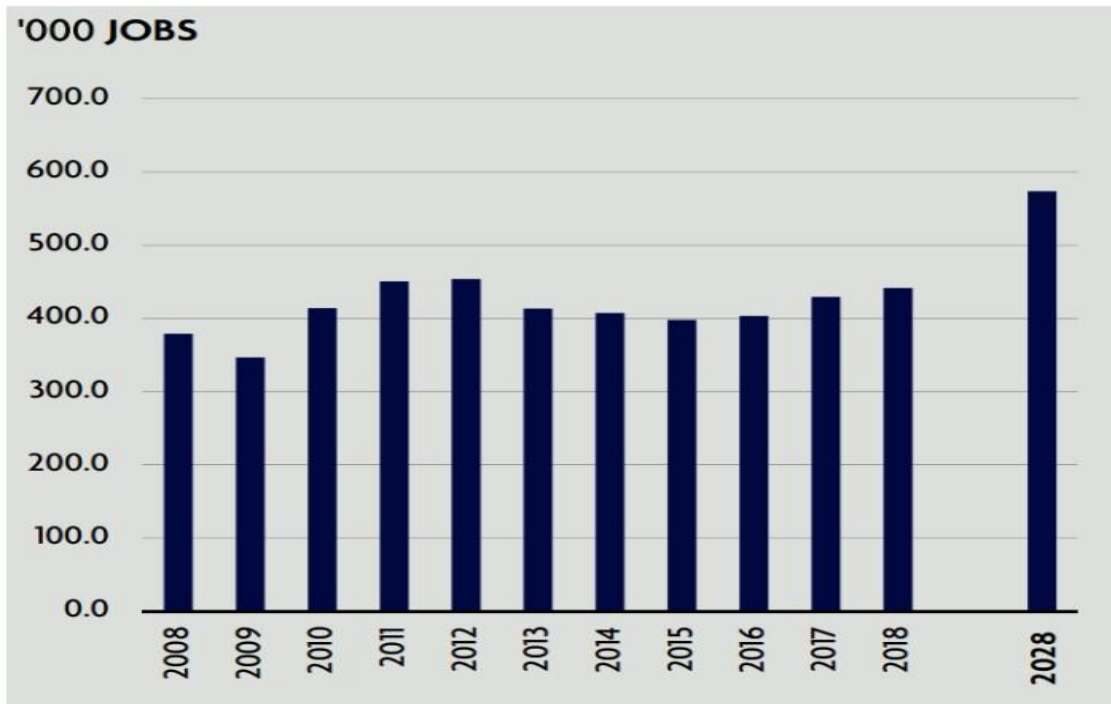


Figure 1.1: Direct Contribution Of Travel and Tourism To Employment in Kenya

Source: WTTC, 2018

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

important for organizations to create employee values that support career sustainability.

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

The greatest need, and worry, for business managers will be holding employees in a focused competitive market place (Schawbel, 2016). One of the real reasons for retention is to limit the loss of experienced workers from the organization which could have an impact on the efficiency and administration. Genuine worker retention requires some serious energy, exertion and assets (Nyanjom, 2013). As indicated by Ng'ethe, Iravo and Namusonge (2012), the expectation of employees to keep working in an organization could be influenced by working plans, for example, availability of trainings, advancement chances, and great correspondence. Their discoveries demonstrate that the variables are comprised of both intrinsic and extrinsic factors.

The intrinsic rewards (or motivators) are strong predictors of retention (Thomas, 2009). In addition, the intrinsic rewards are a rather sustainable and healthy source of employee motivation. Workers that have high levels of reward encounter more positive sentiments and more positive ones at work. Their activity fulfillment is

higher, they have less pressure indications, and will probably feel that they are growing professionally, thus can best build their careers sustainably within an organization (McKinney, 2018). In spite of these benefits, nonetheless, most of the managers belittle the significance of intrinsic rewards, and keep on treating money related rewards as the fundamental factor in inspiring their employees.

On the other hand, extrinsic motivation is as a result of influences that are experienced outside of the individual environment (Anjana, 2016). In most cases extrinsic motivations (or hygiene factors) are always in use to achieve outcomes that an individual wouldn't get from intrinsic motivation. According to the findings of George & Jones (2012), extrinsically motivated employees derive their motivation when they get positive reinforces or appraisal given by other people, and they are often motivated by factors like promotion or their salary at the end of the month.

Most of the organizations face the challenge of attracting and holding their best workers as a major aspect towards creating and actualizing retention strategies to keep trend with competition. In his examination on staff retention procedures in Kenya, Murungi (2012) states that numerous state companies in Kenya have a challenge on staff retention because of the receptiveness employees get in other organizations that are open to change. Worker retention strategies enable organizations to offer legitimate employee correspondence to improve responsibility and enhance workforce support for major corporate activities (Mathimaran & Kumar, 2017). Tourism Regulatory Authority (TRA) (2015) recommends the development and management of quality workforce and training for the tourism sector. It is geared towards monitoring the performance of the tourism and hospitality workforce and make policy decisions that enhance the performance of the tourism sector's workforce. Therefore,

the anticipated critical measure for employee retention becomes a major strategic issue to sustainable competition among the tours and travel companies.

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

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

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

1.3 Statement of the Problem and Justification

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

these, the concept of career sustainability has been missing in sustainable tourism narrative and debate.

Studies on career sustainability are gaining momentum (Vos & Heijden, 2015; Kossek, Valcour, & Lirio, 2014; Valcour, 2013; Jones, 2013) especially on how individuals and organizations can develop pathways that lead to them. However, there is limited information linking employee retention and career sustainability. With the current levels of global unemployment and the need for life-long learning and employability enhancement, these concerns assume a pressing significance (Vos, 2016). Furthermore, with the changing socioeconomic context and a weakening of the employment contract between individuals and their employer, there is more focus on putting the individual in charge of their own careers, and aiding them in any possible way in making their career sustainable. Therefore, the understanding of career sustainability and how it is influenced by employee retention factors will lay an important foundation for the direction of future research.

1.4 Purpose of the Study

The study sought to improve the understanding of the relationship between employee retention and career sustainability. Career sustainability need to be considered in the strategic planning by the employers and employees in the tours and travel companies in order to reap more benefits from employee retention.

1.5 Objectives of the Study

The study was guided by one general objective and four specific objectives.

1.5.1 General Objective

The study sought to investigate the influence of employee retention factors on career sustainability in the travel and tour companies in Mombasa County, Kenya.

1.5.2 Specific Objectives

The study was guided by the following specific objectives:

1. To examine the relationship between employee intrinsic motivations and career sustainability in the travel and tour companies.
2. To assess the relationship between extrinsic motivations and career sustainability in the travel and tour companies.
3. To analyze the relationship between employee retention strategies and career sustainability in the travel and tour companies.
4. To determine the moderating effect of employee engagement on the relationship between employee retention and career sustainability in the travel and tour companies.

1.6 Research Hypotheses

The study aimed at establishing the relationship between employee retention and career sustainability using four hypotheses.

H₀₁: There is no significant relationship that exists between employee intrinsic motivation factors and career sustainability in the travel and tour companies.

H₀₂: There is no significant relationship that exists between employee extrinsic motivation factors and career sustainability in the travel and tour companies.

H₀₃: Employee retention strategies have no significant relationship with career sustainability in the travel and tour companies.

H₀₄: There is no significant moderating effect of employee engagement on the relationship between employee retention and career sustainability in the travel and tour companies.

1.7 Significance of the Study

The study sought to offer a background of the Kenyan travel and tour companies' labour market situation for the national and Mombasa county governments, as well as further detailed research among the training institutions. The analysis of findings from the travel and tour companies in the region was presented as preliminary recommendations and practical solutions. This was intended to expedite the improvement of more effective labour policies and practices in the tourism sector by the public institutions such as the Ministry of Tourism and Wildlife, Tourism Regulatory Authority (TRA), Kenya Tourism Board (KTB) and Tourism Fund (TF).

Furthermore, the findings were of particular interest to the private sector analysts such as Kenya Association of Tour Operators (KATO), Kenya Private Sector Alliance (KEPSA) and Kenya Association of Travel Agents (KATA). It will assist them to monitor accurately the tourism labour market situation in Kenya and the entire region using a mixed methods research, improve data sources and statistical collections on employment and conditions in the tourism industries. A regional labour market gauge on employee retention is one approach which that can be of great benefit to the tour operators and travel agents in Kenya and East Africa.

The increasing need for companies to retain their employees and the interest of employees to maintain their careers in the current competitive market place provides numerous opportunities for further research in order to establish strategies and recommendations on this pertinent issue. This study contributes to knowledge on career sustainability since there are few studies that have analyzed the relationship between employee retention, employee engagement and career sustainability. The conceptual and theoretical framework strengthens the researchers' understanding of factors that contribute to career sustainability among the tours and travel company employees. The scholars with research interests on the domains of employee retention and career sustainability would find the use of the mixed methods design quite handy in their analyses.

1.8 Scope of the Study

This study was carried out amongst the employees in the travel and tour companies within Mombasa County. Particularly, the study was aimed at establishing the influence of employee retention on career sustainability in the travel and tour sector, using mixed methods research. This was achieved by establishing the intrinsic and extrinsic motivation, employee retention strategies and employee engagement among the travel and tour firms.

1.9 Limitations of the Study

This study focused on the tour operators and travel agents, one sector within the larger tourism industry. To be able to address more areas in terms of policy, future analyses need to take into consideration the implications of employee retention and career sustainability between different sectors in the industry. Data was also collected only

from the employees and employers of tour operator and travel agency companies. Involvement of more stakeholders and experts could have contributed to a more detailed research outcome.

1.10 Assumption of the Study

The study used questionnaires and interview schedules which provided for self-assessment. It was assumed that the respondents provided a clear understanding of their possible retention factors that influence career sustainability in the travel and tour companies, and that they provided all the information required truthfully and accurately.

1.11 Conceptual Framework

This research sought to illustrate the relationships between the independent variable, the moderating variable and the dependent variable using the conceptual framework in Figure 1.2. It gives a concise description of the phenomena under study and shows a diagrammatic illustration of the major variables of the study.

Global Human Capital Trends (2014) points out that among the top trends in Kenya are retention and engagement; however, organizations in Kenya are not ready to address these trends. Retention and engagement are rated as the most earnest trends to address with the greatest capability gap of 28%. Every year, companies lose thousands of dollars due to employee turnover, but few take the necessary steps to prevent this (Bator, 2014). Therefore, this conceptual framework offers a model from which individual employees can take on new challenges and develop new skills through opportunities not available at their current companies, which make career sustainability essential to retaining top performers.

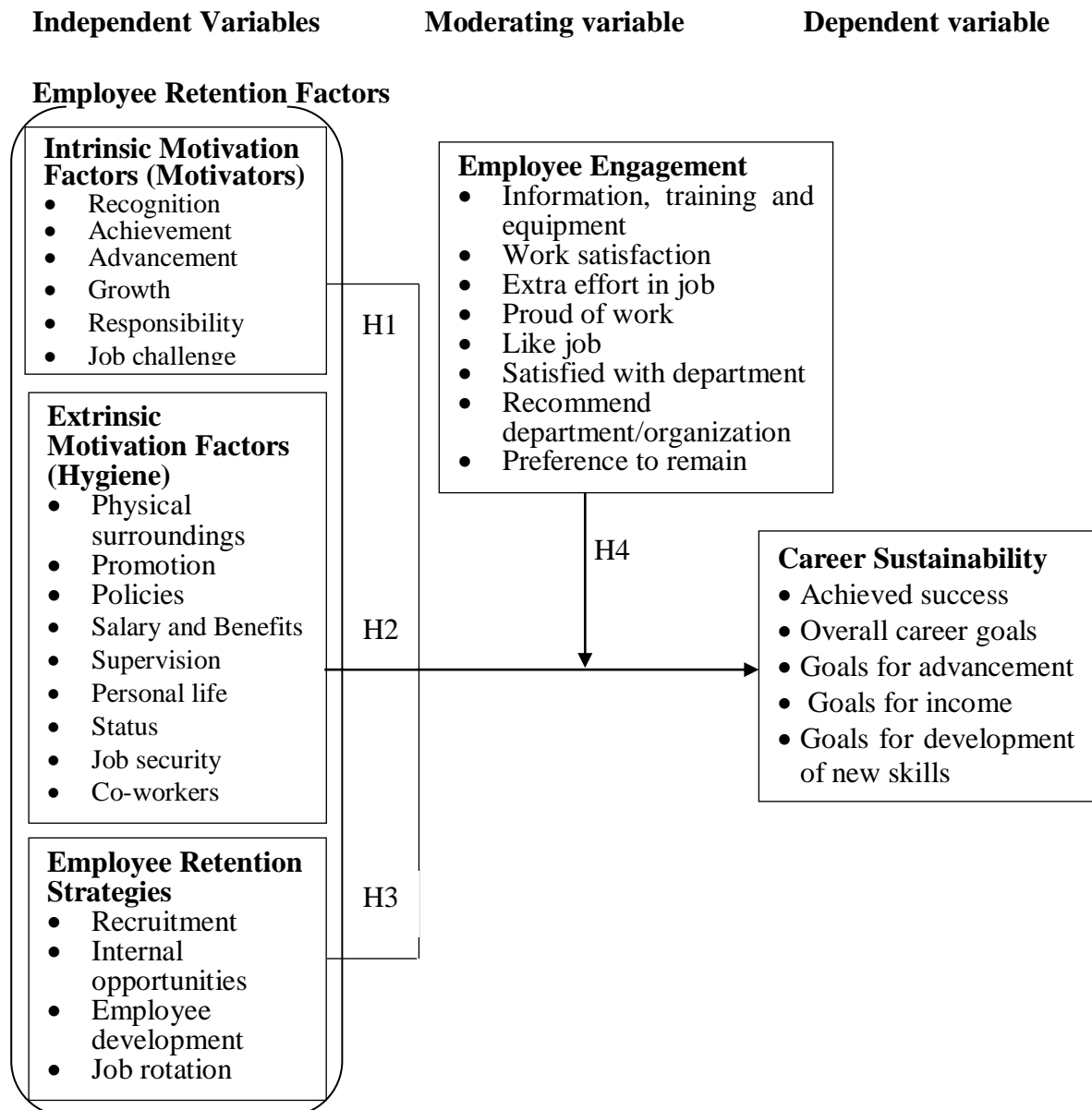


Figure 1.2: Employee Retention Factors on Career Sustainability

Source: Researcher (2018)

The intrinsic motivation factors (motivators) are considered as job content factors and outline things that are done by employees in their work (Bergström and Martínez, 2016). The intrinsic motivation factors analyzed in this study include: their recognition; achievement; advancement; growth; responsibility; and job challenge.

Intrinsic motivations are believed to have an influence on career sustainability.

The extrinsic motivation factors (hygiene) also referred as job context factors are factors that an employee does not have much control over (Mind Tools, 2018). They influence career sustainability and has more to do with the environment in which people work than to the nature of the work itself including physical surroundings; promotion; policies; supervision; salary and benefits, personal life; job security; status; and co-workers. Hygiene factors do not change the perception of an employee regardless of whether they are satisfied or not with their work and careers; it will only stop them from being dissatisfied.

Employee retention strategies are the biggest drivers of success in established organizations (Half, 2018). This is reflected by their ability to transparently and rapidly move people from role to role and function to function as business needs change thus retention can only be achieved through a well-integrated retention strategy. How a company recruits talent, manages its employees' careers and develops the right career capabilities to fulfill business needs is essential for enabling a mobile, high performing workforce.

Employee engagement is widely regarded as an outcome of effective people management and is linked to employee retention and career sustainability (Zhang and Howell, 2011). The key to creating high employee motivation lies in supporting three needs: autonomy; belonging; and competence this giving the employees encouragement and recognition provides them with value and a sense of belonging within the company and sector. This helps them develop sustainable interest in the department, company, or career sector. The major predictors of employee engagement include: provision with information, training and equipment; work satisfaction; extra

effort in job; proud of work; liking job; satisfaction with department; recommendation of department or organization; and preference to remain.

The achievement of career sustainability demands significant employee engagement and understanding of motivations on the part of organizations. There is a clear imperative to make sustainability a part of the work experience (Lovins, 2012). Consequently, career sustainability forms the driving force for one to maintain work environments, organizations and industries; including maintaining entrepreneurship interests in tourism industry. The main sustainability predictor factors in this study include: made progress, general career goals, goals for advancement, objectives for income, and objectives for progression of new skills.

This study was therefore based on the proposition that the linkage between employee retention factors (independent variable) and employee engagement (moderating variable) would contribute to an improvement in career sustainability (dependent variable) among employees in the travel and tourism companies. The study intended to draw conclusions on the influence of employee engagement on the relationship between employee retention factors and career sustainability.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter provides information on the main areas of the study on how employee retention influences career sustainability among the travel and tour companies. A well-executed employee retention program motivates employees to stay with the organization longer because they know a wide array of sustainable career prospects await them. This increased retention is often accompanied by stronger employee engagement, and subsequently career sustainability. In this study, Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs Theory were found appropriate to offer a comprehensive understanding of employee retention and career sustainability.

2.2 Overview of the Tours and Travel Careers

The tourism sector is very attractive to young labor force that is at the beginning of their professional life (Eurostat, 2015). According to a study conducted in 2012, results showed that 90 percent of the Malaysian workforce was below the age of 30, suggesting that they form an enormous group in any employment sector (Phoon, 2013). The research done by Centre for Economics and Business Research (2014) found out that nearly one third (31.9%) of employees working in the tourism industry is under 30 years of age, whereas over half (50.6 percent) are below forty years. One in four of the workforce below 30 years says they would resign from their current job in the following year to join a new organization or to do something different. Only 16% see themselves with their current employers a decade from now (Alexander, 2016).

Barford and Hester (2011) confirmed that younger employees have an intention of changing their jobs often during their lifetime, especially in cases where they feel their talents are underutilized and are more extrinsically motivated. They are willing to quit the organization especially when there is another organization that offers better extrinsic factors, for example, pay and advantages (Kian and Wan Yusoff, 2012). Along these lines, it is not amazing to see a lower retention level among the more youthful ages.

Eurostat (2015) noted that in 2014, the highest percentage of part-time workers was found in the Netherlands which stood at (49.6 %), and fixed-term employment was 14.0 percent. The noteworthy range in the probability to utilize restricted term contracts may to some degree, reflect national practices, the free-market environment of work, business appraisals in regards to potential development or withdrawal, and the simplicity with which managers can contract or fire (The Government of Hong Kong, 2013). An overview of results concerning questionnaire on tourism and employment showed quite a low proportion of employees were part-time (13.5%) in Spain in the second quarter of 2010 (UNWTO, 2010), and in the United Kingdom 74 percent worked full-time, whilst 26 percent were working on part-time basis in the travel and tourism services (World of Work, 2017).

Eurostat (2015) observed that female employment accounts for less than 50 % of tourism industry employment in only three Member States (Belgium, Luxembourg, and Malta). Statistics Canada (2011) asserts that travel services employed a high percentage of females relative to males, with almost three-quarters of the workforce being women. Of the ten largest occupations in the industry, only tours and travel guides have a workforce with a majority of males. The travel services workforce had

a higher proportion of workers with post-secondary diplomas or degrees compared to the general tourism workforce. This is likely due to a mature workforce that has had more time to complete college or university programs.

The travel and tourism industry provides employment that offers direct support to a few people who require greater adaptability in their work environments, who are considering, or seeking to develop their aptitude sets (Center for Economics and Business Research, 2014). This is indicated by work tenures in 2012, when employees in the travel and tourism industry had spent an average of 6.1 years with their present company. However, this is lower when contrasted with different tourism sectors and mirrors the prevalence of adaptable, transitory and low maintenance working in the sector.

The tourism industry has a tremendous effect on the economy and has contributed 10% to GDP and 9% of the entire formal wage employment in Kenya. The performance of the sector is below the Mid-Term Plan II yearly targets but on its way to recovering (KIPPRA, 2017). The slow growth experienced in the sector is as a result of terrorism-related insecurity that has made some major tourist source markets in Europe and North America issue travel advisories to their citizens. In addition, travel and tours sector has been vulnerable to political instability, fluctuations in the market price, current global recession and the increasing competition in the region.

Given the prominence of Kenya's human capital and the high dependence of tourism on cultural and natural resources, further development of the industry in a sustainable way is fundamental to its continuous competitiveness (Government of Kenya, 2013). The tourism industry in Kenya is regarded as a job creator, particularly for young people, less skilled persons and women. However, the quality of these raises more

questions than answers. The application of the principles of sustainability, while maximizing the opportunities offered by social dialogue, could assist the industry to further develop in a more sustainable way.

The seasonal nature of the tourism industry contributes to the development of dual labor markets, comprising of core and minor workers. In some occasions, some employees perceive tourism as an entry into the labor market. Nearly 60 percent of employment in the tourism sector is within the accommodation, and food and beverage sectors (GoK, 2013). The Kenyan National Tourism Strategy 2013 to 2018 confirms that attractions, airlines, auto rentals, entertainment, and hotels, are some of the areas that provide long-term and rewarding careers, yet clearly silent on the tours and travel careers.

There is a need for the tourism stakeholders to establish the variety of long-term career opportunities and projections, as well as provide incentives for local and international customers to visit tourism attractions and establishments consistently in the year and spread tourism in Kenya (Government of the Republic of Kenya, 2013). This will encourage stable employment that is spread year-round in various parts of the country and support tourism contribution to sustainable development.

The number of employees employed at the tour companies in Kenya ranges between 5 to 35 employees, with a mean of 17 employees (Kaose, 2014). According to the World Bank's 2007 Investment Climate Assessment, the cost of work in Kenya does not hurt the capability of an organization. Work costs per laborer have expanded, at a lower rate than the expansion in profitability, contributing to a reduction in unit labour costs (World Bank, 2010). In the tourism sector, skilled labour is in high demand at all levels of operations such as professional safari guides.

In Kenya, tourism sector can contribute to the economic growth and also grow stronger when the government offers a policy strategy change with an empowering situation that ensures protection of the resource base and builds capacity (World Bank, 2010). The nation has entrepreneurial individuals, an extraordinary resource base, and an atmosphere and geology that permit all year – round tourism operations. The public and private sectors should work more effectively through an open partnership by creating a long lasting relationship, especially in working towards a sustainable workforce among the tours and travel companies.

Ministry Of Tourism (2016) in a brief for the cabinet secretary on the panel discussion during United Nations Conference on Trade and Development (UNCTAD) concerning promotion of tourism as an engine of inclusive growth and sustainable development identifies the tourism potential to contribute to sustainable development as reflected in Kenya's 2030 Agenda for Sustainable Development with the inclusion of tourism in 3 of the 17 Sustainable Development Goals (SDGs). Among the issues of sustainable tourism referred included: energy efficiency, climate change consciousness, minimization of water wastage, conservation of the ecosystem (habitat, wildlife and marine animals), promotion of cultural heritage and traditional values, enhancing peace and security, generating local income and incorporating local communities with an aim of reducing poverty and improving livelihoods. However, the issues of discussion omit the aspect of employee retention and careers as part of the sustainability issues in the sector, for which this study seeks to give an emphasis.

2.3 Career Sustainability

Crafting a sustainable career is an interactive process that relies on facilitative interactions between the individual employee and others in the organization, including

managers and human resource professionals (Vos and Van der Heijden, 2015). In other words, employees who enjoy sustainable careers execute work that maximizes their skills and challenges them to develop new ones.

For the last 20 years, the topic of sustainability has been as an indispensable long term objective for organizations after getting a lot of enthusiasm from the domains of both the scholarly world and business (Spreitzer, Porath and Gibson, 2012). Unlike the prior generations, current workforce takes the responsibility for their own professions and cannot depend much on permanent employment in one organization (Pendo, 2011). According to a survey done in 2011 that involved over 2800 executives and managers from 113 nations, Knut *et al.* (2012) found out that 67 percent of respondents viewed sustainability as a critical matter especially for those organizations seeking to be competitive in current marketplace and that 70 percent of organizations perceive the element of sustainability as a major element of their management agendas. Nevertheless, career sustainability among employees especially those in the tours and travel companies, is still undervalued in the policy and strategy discussions.

A fundamental system for valuing the human measurement of sustainability is the capacity for employees to thrive or be associated with the work environment (Florea, Cheung and Herndon, 2013). A focus on employee engagement may be the difference between businesses prospering or just barely getting by (Neault and Pickerell, 2010). Human resource should leverage sustainability to advance their objectives such as winning the war for talent, getting the talent engaged, developing and retaining them (Jena and Pradhan, 2014).

Dam, Vuuren, and Kemps (2016) used a Sustainable Employment Model analysis and found out that intrinsic job value was decidedly and firmly identified with feasible work and intrinsic job value was altogether identified with dedication to work. Zhang and Howell (2011) proposed work satisfaction is a noteworthy pointer of the general life fulfillment among employees since it peaks when occupations live up to individuals' desires, and subsequently those workers who are happy with their professions are likely to remain longer in the organization than the individuals who are dissatisfied.

According to Erdogan and Bauer (2005), career satisfaction gauges the degree to which an individual trusts his professional advancement is harmonious with his own particular objectives, qualities, and inclinations. For the employees, the key predictors of their career sustainability comprise of the belief that their organization appreciated their input and was devoted to them, and having a company that believes in work-life balance too (Pande, 2011). It was also found that the major indicators of their career sustainability were their perceptions of the efforts of their organization to maintain its workers and having a job that is challenging and offers an opportunity for one to continue to learn and grow.

This study adopted the use of Career Satisfaction Scale (CSS) in measuring career sustainability since it includes all the attributes of a sustainable career, thus most of the studies that measure career sustainability use this scale (Arthur *et al.*, 2005). For instance, Spurk, Abele, and Volmer (2011) carried out latent growth analysis on a longitudinal study spanning a period of 5 years on the adequacy of CSS to measure change over time involving 1,273 professionals as a sample and the results showed that the CSS can be constantly used in mean change analyses. The reliabilities related

to various career sustainability content areas estimated by CSS involves advancement objectives, general profession objectives, achieved success, pay objectives, and objectives for advancement of new abilities (Spurk, Abele and Volmer, 2015). The five reliabilities in the CSS will be adopted in measuring career sustainability among the employees in the travel and tour companies.

According to Kimani and Waithaka (2013), the current employees are more career conscious than ever and demands for personal growth and advancement, hence growing high potential people presents one of the methods by which companies can beat their competitive constraints. The rise of new career has underscored the requirement for workers to be worried about vocation improvement and employability (Chitalu, 2011). Creating worker abilities in an information based economy forms a critical portion of organization competencies.

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

Ahmad and Azumah (2012) noted that many employees were willing to continue staying in the organization if proper career advancement opportunities are provided.

Gorenak (2016) studied 34 driver guides to determine their attitude towards the sustainable development of their careers in the tourist agencies engaging them. It was found out that the sustainable development of human capital must be one of the essential points of sustainable development in general. It is imperative for human resource supervisors to address and prevail on employee turnover expectations in their companies (Long, Kowang, and Chin, 2017). Career sustainability can solve these worries to lessen turnover and profession advancement can likewise help with retention since employees can build up a feeling of loyalty to companies that will invest in them (Gomez, 2014). At the point when most workers perceive that their companies promote career improvement, they feel more certain about their long term career path. Unfortunately, this is not the situation in the different organizations throughout the world, especially among the travel and tour companies.

As per a 2012 survey done by Deloitte and Talent 2020, it was discovered that when employees were requested to indicate the main factors that influence them to search for new work in the next one year, absence of career advancement was top in the list. It was also noted that absence of challenge in the job came fifth, a sign that there is a requirement for profession improvement (Society for Human Resource Management, 2015). Survey results additionally demonstrated that compensation is imperative; in any case, the noteworthiness of professional advancement and promotion, especially among more youthful workforces, is underrated by managers. Specialists say that workers who trust their bosses make compelling utilization of their talents and capacities are overwhelmingly more dedicated to remaining at work.

String, Kucukusta and Chan (2015) noticed that high rates of employee turnover have been a noteworthy issue and expensive in different industries. The researchers

investigated the situation in tour offices in Hong Kong utilizing a sample of 200 frontline staff chosen by convenience sampling and the outcomes demonstrated that five independent variables, for example, job hopping, employer stability, general occupation fulfillment, training opportunity and promotion advancement are significantly identified with turnover expectation. Their discoveries indicated that career sustainability among the tours and travel workers can be accomplished when they are satisfied with the accomplishments made towards accomplishing their general career goals.

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

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

Globalization has created a new window of opportunity for the employees and also increased competition among organizations. In Kenya, for instance, various organizations have not yet incorporated the idea of career sustainability and are faced with lots of challenges in staff recruitment, motivation, and retention since most workers pay special attention to managers who give skill development and training that encourage career development. When they get such openings, employees are probably going to be focused on the company (Murungi, 2012).

In any company, career sustainability ought to be viewed as a dynamic procedure that endeavors to address the issues of subordinates, administrators, and the whole organization and it is the duty of directors to motivate the workers to assume liability for their own careers. Managers should likewise offer continuous help in terms of individual performance or feedback and influence information accessibility about the company, career openings, positions and opportunities that may hold any importance with the employees (Zandy *et al.*, 1986).

2.4 Employee Retention Factors and Strategies

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

A study was conducted on employee retention in Indian tourism industry and the data was collected by use of online, telephonic and field study from different industry stakeholders including student groups, educational establishments, tour operators/travel agents and workers of approved tours and travel companies in India (Zandy *et al.*, 1986). The discoveries demonstrated that the vast majority of the individuals who participated in the study concurred with the fact that the pay offered by the industry is comparably lower than the compensation given by other service industries, which is a basic factor in the tourism business and furthermore influences the turnover. Respondents concurred that those working in tourism industry, are not highly regarded in the public arena since they are considered as a ticketing agent or travel agent. Respondents likewise concurred with the way that human asset improvement methods are not institutionalized in a large portion of the travel trade except for large organizations.

As per a study on high performance issue, Accenture (2001) discovered that company strategy about worker retention essentially began from Europe, Asia, and US. In Africa, the Tanzanian Government has recognized the part of retaining employees by endorsing worker and work relations laws, systems and policies which address various issues. They include: monetary and non-monetary incentives as motivational procedures to keep worker movement from public establishments (Shao, 2013). Such laws and policies have characterized other employee advantages which are essential in expanding employee working confidence.

Nyanjom (2013) demonstrated that a relative significance of elements impacting worker retention in the state organizations in Kenya positioned career development and employee training first as the most critical factor. This is followed by employee

empowerment, worker commitment, appraisal of performance and pay (Nyanjom, 2013). Nevertheless, having such arrangements and directions in the corporations has not prevented the movement of employees from organizations and thus it is essential to attempt to comprehend the employee retention strategies and build up the connection between employee retention and career sustainability, particularly among the tours and travel organizations.

Human resource departments should use sustainability to propel human resource objectives, for example, winning the war for talent, getting the talent engaged, advancing and retaining them, and guaranteeing that employees are all around inspired and motivated (Jena and Pradhan, 2014). The key factors in employee retention that are considered in this study comprise intrinsic motivation factors (motivators), extrinsic motivation factors (hygiene factors) and employee retention strategies.

2.4.1 Intrinsic Motivation

According to Beer and Walton (2014), intrinsic rewards arise from doing the task itself and may incorporate the fulfillment of achievement or a feeling of influence. Ng'ethe, Namusonge and Iravo (2012) noticed that employees will probably stay with an organization in the event that they trust their managers to demonstrate interest and care for them; if they are aware of what is anticipated from them; if they are given a responsibility that fits their abilities; and if they get recognition and constant positive feedback. The intrinsic factors of interest in this study comprised of recognition, achievement, advancement, growth, responsibility, and job challenge.

Companies that consistently recognize their employees' efforts enjoy a 31% lower staff turnover rate (Son, 2016). Schramm (2017) noted that as organizations step up their efforts to hold on to their top talent, employee recognition strategies are evolving apace. Indeed, thanking and acknowledging employees can help human resource solve various issues. This may be a reason as to why 81% of organizations use recognition in one form or another. Three out of five organizations (60 %) said their program was tied to their organization's core values, up from 50 percent in 2012 and most human resource experts said their organization's recognition practices had a positive outcome on retention as well as on engagement, culture and employee satisfaction.

Besides, organization authority ought to consider that commendation and special cards to say thanks for a job well done, can be incorporated into the performance rewards framework, as certain employees put a premium on words. In a 2009 overview by McKinsey and Company, non-monetary incentives were appraised as more intense motivators than money related incentives, with top three non-monetary motivators being applause and commendation from immediate supervisor, consideration from leaders, and chances to lead activities or teams (Plum, 2014). Along these lines, commendation and praise must be the major focal point of non-money related motivations for workers.

In the event that promotion openings are rare, or there's a possibility their occupation could be abolished, workers will normally begin looking somewhere else (Garfinkle, 2017). The direction the organization is going will likewise impact employees' choice to stay or leave. According to an investigation by LinkedIn's Talent Trends between January and March of 2016 with over 26,000 experts, it can be seen that 25% of

experts today have their eye on a promotion and they would prefer not to leave their company; rather, they need to stick around and climb the positions. Keeping top workers cheerful after they miss out on promotion is an imperative part of safeguarding an organization's most essential resource, its high-performing talent, and it is one that many firms ignore. Research also demonstrates that missing out on promotion is the reason that 24% of workers say they're available to occupations somewhere else (Wharton, 2013).

A key part of recruiting and retaining great people is providing real learning opportunities to them, which facilitates their career growth (Barry, 2015). The recipe for engaged employees is to build a strong company culture, invest in career transformation, and provide employees with learning opportunities to be successful where learning cannot just be an afterthought, it must be a core focus of any strong organization (Florentine, 2018). A learning-focused organization doesn't just hold periodic learning events or workshops separate from the day-to-day work but rather, learning is incorporated in every task or project, and employees are encouraged to dive in and learn by doing.

Providing workers with the autonomy to make their own decisions in an organization promotes innovation, creativity and overall satisfaction and likewise gives them the chance to demonstrate their abilities and add their very own style to organization activities and decisions (Solar, 2017). Giving workers the chance to take a dynamic part in deciding and molding the way they volunteer their time enhances engagement if done appropriately, it's the kind of flexibility that can enable an organization to hold the best individuals and their ideas. Essentially, employees gain authority and

flexibility required to adjust immediately to circumstances, responding with better services and encounters for the clients (FESPA, 2018).

Challenging an interesting work in a critical way is an important aspect for keeping great employees and also pulling them into the company (Lucas, 2017). Employers can make work interesting and challenging when they enable their workers to conduct meetings, deal with a financial plan or utilize judgment and settle on choices in inventive ways. Carter (2017) investigation on employee engagement and loyalty demonstrated that 33% of experts indicated that they were bored and needed another challenge as their inspiration for proceeding onward to another job.

As per Appolonius and Bernard (2014), there is a solid positive connection between intrinsic motivation and employee retention, and the most essential motivational methodology in holding workers is to make sure they are valued and appreciated in a constant way using performance appraisals and this approach assumes a major part in retention (Shaikh and Zahid, 2017). Shaikh and Zahid noticed that after every few months food chains took their employees on picnic as a reward for excellence in their work and also flexible shifts are a strategic approach to keep its workforce.

Silvera (2013) proposes that there is a connection between intrinsic motivation and worker engagement in an organization. Obicc (2015) examined the impact of external and internal incentives on employee engagement in the public sector of Uganda. He utilized a sample of 176 respondents and discovered that there is a noteworthy direct connection between intrinsic rewards and worker engagement ($R^2=0.481$) and furthermore 49 % of the variation in employee engagement was clarified by intrinsic rewards. The motivation that is inside the employee, mostly impact worker engagement, hence, this study sought to examine the connection between intrinsic

motivation and career sustainability with employee engagement as the moderating factor.

Ozütku (2012) noticed that most workers give a great deal of inclination to intrinsic reward since they feel the company thinks about their needs. Gyamfi (2015) did a review on 200 workers from the banking industry in Ghana and discovered that the impact of recognition and responsibility had a positive and high impact on performance. Thomas (2009) likewise asserts that the intrinsic rewards are solid indicators of retention. However, these studies did not give a connection between intrinsic motivation and career sustainability, for which this study intended to establish.

2.4.2 Extrinsic Motivation

Extrinsic motivation refers to the accomplishment of an activity with a specific end goal to accomplish the desired result and originates from impacts outside of the individual (Wikipremed, 2016). As per the research done by Omotayo *et al.* (2014), compensation and promotion have positive critical implications on employee retention, while relationships and connections negatively affect employee work satisfaction. This study, therefore, suggests that the willingness of employees to stay in an organization is induced by external motivation factors such as physical environment, job security, promotion, supervision, policies, salary and benefits, status, personal life and co-workers.

Work environment condition can affect worker morale either positively or negatively (Edem *et al.*, 2017). Working environment condition assumes an important part in the productivity and performance of a worker, as depicted by facility environment such as

noise levels, ventilation conditions, and state of furniture. Also, improper lighting, poor workspace, ineffectively outlined workstations, and poor manager assistance, poor correspondence, poor fire safety measures for crises, and absence of individual protective gear, can unfavorably lower the efficiency of the employee.

The promotion has turned out to be an outstanding way of motivating workers in spite of the fact that if ineffectively handled it will drive skilled laborers somewhere else (Ke *et al.*, 2015). In any case, companies can keep workers motivated even when there are few promotions to be handed out. Thus, it is imperative for each organization to remember that it does not occur in isolation; they are tied in with an organization's strategies, pay rates, policies and operational structure. It is also essential to remember individual workers when making offers and structuring teams.

As indicated by a 2008 Yukon Bureau of Statistics Business Survey, work environments that exhibit the esteem they put in their employees and that set up approaches and policies that reflect appropriate retention practices will profit, subsequently, from employee efficiency and commitment (Halvorson, 2013). The subject of overseeing employee retention includes an organization's vital activities to keep workers motivated and focused so they choose to stay utilized and completely profitable for the advantage of the organization. An exhaustive employee retention policy assumes an essential part in both pulling in and holding key workers, and in addition in lessening turnover and its related costs (Juneja, 2018). The employees who have worked for a longer time period are more comfortable with the policies and rules of the organization; they adjust better and perform better than people who change occupations every now and again. Furthermore, those workers who have remained

longer in a company know the organization in and out and subsequently are in a capacity to contribute adequately.

The significance of compensation and benefits in worker retention depends to some degree on the sort of employment and industry (Bean, 2018). Iqbal, Li, and Akthar (2017) built up a connection between work fulfillment, benefits and compensation to check their effect on employee retention and discovered that there is a huge connection between rewards offered by an organization and worker fulfillment. High salary levels and benefits pull in and hold high-quality employees thus these components are specifically identified with worker retention at any organization.

Reasonable treatment by a supervisor is the most critical determinant of retention (Kurtosis, 2017; SHRM, 2012; Gallup, 1999). Moreover, Gallup's examination shows that employees don't leave organizations; they leave supervisors and managers and the effect that a boss has in the present work environment can be either extremely important or very costly to the company and its workers. An exploration report done by SHRM's (2012) demonstrates that a large portion of the workers respect the connection they have with their immediate supervisor and senior managers as an essential component in their work satisfaction. Hence, this study reveals that a good number of the employees would want to feel regarded and to have a common trust amongst themselves and those in management.

Work-life balance is tied in with finding the correct harmony amongst work and life, and about feeling good with both work and family responsibilities (Agha *et al.*, 2017). Work-life adjust is basically the harmony between three segments, in particular, paid work, unpaid work and individual time. Schilling (2014) inspected the connection between work engagement, work obstruction with individual life, and turnover

intentions. It was discovered that work obstruction with life had a direct and positive critical relationship with employee engagement. This shows being very engaged with work may meddle with a worker's capacity to have a favourable individual life. Work obstruction with individual life was modestly identified with turnover expectations. It is noticed that highly engaged workers will at times forfeit work-life adjustment to accomplish company objectives. Work and individual life should be coordinated and adjusted by organizations through work-life balance activities.

Service jobs were seen as low in social status (Lu and Adler, 2009). There are numerous reasons why workers leave, for example, low wages, low economic wellbeing and perceived hard work. Kong (2011) investigated the job perceptions of 276 accommodation workers and 210 tour guides in China, which demonstrated lower work status, to some degree as a result of low economic wellbeing and poor openings for professional advancement. It is necessary for government organizations at a national and county level to implement successful and sector based measures to pull in, prepare, hold and develop talent so as to address the requirements and challenges of the tourism business.

Employee retention adds to economic progress in numerous ways like more employment stability, increased individual earnings, and more consumption on product offerings (Vasquez, 2014). When senior administration attempts to satisfy the requirements of the workers and gives some assurance of occupation advancement or security, the want to stay rises significantly. Ahlawat (2015) conducted a study at Delhi and Mumbai metropolitan cities of India to ascertain employee satisfaction level relating to job security and working hours among top travel companies of India. For this purpose employees of Make My Trip, Thomas Cook, Cox & King, Yatra, and

SOTC were contacted and interviewed in detail. It was found that job security level both at Mumbai and Delhi was quite satisfactory among travel companies' employees.

Retention strategies focus on the relationship between management and their workers are part of a company's attempt to maintain employee satisfaction (Shubaka, 2014). Some employees can be committed to their supervisor even more than the organization as a result of good working relationship and good supervision. On a day-to-day basis, many employees rely on coworkers to succeed in their jobs (Bernthal and Wellins, 2001). The relationship with coworkers also can affect their desire to stay with their organization. Positivity is contagious and upbeat employees are likely to share their attitude, helping to form a cheerful atmosphere with less conflict. This also promotes an ethos of support and encouragement where peers want to help each other to succeed (Kelly, 2018). This, in turn, is likely to motivate employees to stay.

Aguenza and Som (2012) observed that employee value proposition, compensation framework, adaptability, and building a culture of engagement will enhance the productivity of the worker. Significant statistical connections were seen to exist between work satisfaction and four extrinsic motivation factors: compensation, nature of work life, supervision and teamwork (Mafini and Dlodlo, 2014). A large number of the extrinsic motivations positively impact the exchange connections that exist and subsequently the employee engagement levels (Aguenza and Som, 2012). Notwithstanding, more of these variables are more identified with negotiated elements of the exchange relationships, inferring that they just impact the nature of the exchange connections to a certain degree.

Extrinsic motivation affects worker engagement and without them employees probably would not be engaged (Bergström and Martínez, 2016). Ram and Prabhakar

(2011) while exploring the outcomes of worker engagement in Jordanian industry found that extrinsic rewards had a positive connection with employee engagement. There is a significant relationship ($R^2=0.401$) which exists between extrinsic rewards and worker engagement. About 41.1 percent in the employee engagement is explained by extrinsic reward (Obicc, 2015). Furthermore, NaeemIlham, Hadi, Shishi and Piarala (2011) discovered significant positive connections between work satisfaction and compensation among government employees in the Republic of Maldives. This shows that when workers see that their compensation is reasonable, they are destined to perceive a feeling of satisfaction. This is because pay encourages people to meet certain general needs and, accordingly, earnings, at least at lower levels, are a precedent to work satisfaction.

Nyaura and Omwenga (2016) analyzed some of the variables that influence worker retention in the hotels in Mombasa County utilizing a sample size of 55 respondents from a stratified sample. The outcomes from the multiple regression demonstrated that remuneration designs are intended to rise in value after some time thus workers will remain longer with desires of good pay designs set up in an organization. The findings additionally uncovered that there was a positive relationship between remuneration designs, training, working condition and leadership styles to worker retention in the tourism industry in Mombasa County. According to Nisbets (2017), environment and relationships with work colleagues were the two most crucial factors in retaining staff with 16% of respondents citing these elements “very important”, followed by work/life balance -14%. Interestingly, pay came in at number four in the list with 13% and working hours/shift patterns at number five with 12% and just below this, was the offer of training opportunities with 11%.

Social psychological research has demonstrated that extrinsic rewards can prompt over-legitimization and a resultant reduction in intrinsic motivation (Tsai *et al.*, 2005). An examination by Barrak (2014) showed that extrinsic rewards negatively affected intrinsic motivation when money was utilized as an extrinsic reward. Typically, extrinsic rewards (or hygiene factors) is used to achieve results that someone wouldn't get from intrinsic motivation. Fitz-enz (1990) affirms that managers need to focus on components, for example, remuneration and rewards, employment stability, training, supervisor support culture, workplace settings and organizational equity.

2.4.3 Employee Retention Strategy

Scott (2016) recognized the main subjects that rose up out of the information in regard to the best strategies that enhance the employee retention in three hospitality organizations. Retention methodologies that rose up out of the analysis incorporate correspondence and straightforwardness on internal opportunities, supporting employee advancement, choosing and recruiting the best workers for an organization, and offering opportunities for cross-departmental work.

Most organizations provide their managers with guideline manuals and handbooks that entirely characterize legitimate recruitment practices and additionally reliable policies and procedures for boosting worker retention (Deery and Jago, 2015; Valetine, 2011). Deficiencies in the working environment have quickened the rate of worker turnover (Das, 2012). Hamnett and Bake (2012) noted that if management turn out to be more specific while recruiting employees, workers will not change employments as regularly, which will make stable workforces.

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

For managers, it is significant that distrust about management straightforwardness is genuine and troublesome (Goodman, 2016). Despite the way employees have taken, the debate and confrontation about open correspondence still saturates generally work environments. As indicated by a 2014 American Psychological Association review of 1,562 U.S. laborers, workers are more engaged and more joyful at organizations whose societies uphold straightforwardness, as indicated by a 2015 worker retention investigation of 400 U.S. workers via Seattle-based TINYpulse, a worker engagement firm (Bethune and Brownawell, 2014). With regards to worker engagement, this specific business practice has turned out to be important, at a worldwide scale (Clapon, 2018). In any sector, straightforwardness has become more imperative to an effective plan of action, irrespective of organization magnitude.

Successful managers invest much of their resources in their workers' professional development and seek opportunities for them to grow (Half, 2017). A few organizations pay for employees to go for seminars or industry occasions every year or give educational cost repayment or training that is still continuing (Bollinger,

2017). A Cornerstone's Career Trends Report of 2015 was done among 2,000 Americans 18 years and over who are working full-time, and 546 HR administrators or higher at organizations with no less than 50 workers, using an email welcome and an online study. The analysis demonstrated that 38 percent of respondents said their manager gives training and profession improvement. The human resource offices among the tours and travel organizations ought to enhance the company's adequacy and worker retention by furnishing employees with learning, aptitudes, and skills that will enhance their present or future employment productivity.

Job rotation or cross-functional work is a successful technique for work improvement from a worker's point of view. It includes the methodical development of workers from assignment to assignment within a company (SHRM, 2018). Ordinarily, formal job rotation programs offer specific assignments to promising workers with an end goal of giving them a perspective of the whole business. Assignments more often than not run for a year or more. Job rotation projects can change in size and convention, depending on the company. Occupation rotation is not new, but rather they can be very viable in worker retention. Nevertheless, line supervisors might be resistant to high-performing workers taking part in job rotation activities.

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

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

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

Management of most tourism facilities is recently confronting the test of increased staff turnover with new contestants in the business frequently 'poaching' workers from other hotel establishments (Msengeti, and Obwogi, 2015). A greater number of workers believe tourism work to be a 'pass-through' to an occupation in an alternate and larger firm, instead of as lifetime profession dedication (Wood, 1995). It is the privilege of human resource department to define procedures for expanding worker retention (Neelman, 2012). As indicated by Kuria, *et al.*, (2011), it can be seen that there were a worker turnover rates of 68% and 13% in three stars and five star

appraised hotels in Nairobi. This exception of high worker turnover is being experienced in spite the fact that hotel managers have developed different techniques including offering professional advancement openings for key talent among different activities in order to help in employee retention. However, limited information is available on the part of the travel and tour companies.

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

The Yukon Government (2010) in their Labour Market Framework for Yukon asserts that employee retention plans are inherently connected to recruitment. Managers who utilize retention strategies enhance their capacity to draw in laborers through bonus and inducements that expand recruitment success. Aguenza and Som (2012) discovered that organizations should center on issues and connections with the workers keeping in mind the end goal to perform company work successfully. As per 2013 Global Recruiting Trends Survey of 3,379 HR and talent acquisition experts in 19 nations, 70% of Canadian, 69% of American, 68% of Indian, 67% of British and 63% of Australian organizations have a well-defined internal retention strategy that most employees know about. Moreover, Ngaira and Oyagi (2016) discovered that a

positive relationship existed between recruitment systems and institutional performance of public health facilities in Mombasa County.

Veloso, Silva, Dutra, Fischer, and Trevisan (2014) observed that in Organization A, talents forms part of the succession plan, observed in the talent management program with performance matrix as the fundamental factor controlling advancement activities, acknowledgment and retention. Meanwhile, the selection procedures of Organization B tries to recognize candidates whose expert desires are in accordance with the expectations of the organization, especially breaking down their needs in connection to pay, work position, and personal satisfaction. In the two companies, no general connections were found between advancement opportunities, through its recruitment initiatives of new experts, and talents' expectation to remain in the organization.

The internal movement encourages loyalty; employees stay if they believe in their advancement and can also onboard to a new role quicker than external hires; they already understand company culture, goals, and objectives (Smith, 2017). For a justifiable reason: as indicated by the Exit Survey (Grunewald, 2014), internal mobility is critical to retention on the grounds that, for each 100 inside moves, American organizations hold 38 workers who might have left, Australian organizations hold 49 workers, Canadian organizations hold 44 workers, Indian organizations hold 43 workers and British organizations hold 45 workers. Besides, 69% of British and Indian, 68% of American and Canadian and 60% of Australian Exit Survey respondents said it was simpler to locate a vacant position outside instead of inside their past organization. Then again, a larger number of the workforce is available to significant external opportunities for work. As indicated by Talent Acquisition Research (Erickson, 2016), there is a commonly recurrent ascent in

intentional turnover in the US after a downturn. That implies the number of workers weighing their choices in a poorly performing sector will likely increase.

As we look forward, retention strategies should be more complex to manage developing organization deployments needs, while at the same time dealing with the altogether different requirements and desires of three generations of professionals (PWC, 2012). The best retention procedures ought to be active, versatile and continually develop to meet the particular necessities of the business and diverse segments of workers.

2.5 Employee Engagement

Employee engagement refers to the degree to which a worker is focused on the work and the organization, and the degree to which this dedication impacts the productivity and expectation to remain with the organization (Ramkumar and Neeraja, 2016). Employee engagement and employee turnover are components influencing the overall employee retention of labor within an organization (Msengeti and Obwogi, 2015). Hence, career sustainability among the tours and travel employees is perceived in this study as a joint effort between the individual employee and the organization.

An expanding number of skilled workers in this new world of work are on contract basis (PWC, 2012), so organizations should now work to incorporate them into talent programs. Occupation fulfillment directly affects worker retention and turnover. This essentially proposes that workers who are happy with their employments are probably going to stay with the company longer than the individuals who are disappointed with their occupations (Nwokocha and Iheriohanma, 2012). This signifies that employee retention can be accomplished and turnover limited if administration can distinguish

and apply proper factors that will make occupation and profession fulfilling among workers. The organization must work to create and support engagement, which requires a two-path connection amongst managers and workers.

Employee engagement as well is widely regarded as an outcome of effective people management and is linked to job satisfaction, productivity and employee retention (Sunny and Joshua, 2016). The 21st-century work relationship has reclassified advancement and career opportunity. Advancement is currently considered as increasing new aptitudes and exploiting a wide range of methodologies of learning that benefit workers and the companies alike (Nagabhaskar, 2014). The researcher recommends that an organization that needs to fortify its bond with its employees must put resources into the improvement of these workers. In Cascade's survey of 447 HR directors, 44% said their biggest hurdle for the coming year would be engagement, followed by staff retention (36%). Muller (2018) while studying the human resource landscape found little has changed from 2017 when 39% of respondents said they were worried about employee engagement. By offering career improvement openings, organizational managers can enable employees to upgrade their employability in the internal and outside labour market and build up their very own competitiveness.

Engagement has had positive impact on organizations, and much effort has been made by scholars to inspect and comprehend the thought of employee engagement. In light of experimental investigation in an examination by Baum (2016), organizations are currently starting to concentrate more truly around giving their employees the assistance and help they require to so as to be more effectively occupied with their work. Baum has additionally demonstrated that employee engagement has a solid and

positive association with increase in income, stock value, personal occupation performance, and general monetary productivity of a company.

An examination by Kim (2014) has demonstrated that employee engagement has a solid and positive association with income increase and individual employment performance. A recent study (TINYpulse, 2017) also noted that 48 percent of business leaders rank employee engagement as a very important priority for their organization. With access to survey responses from employees at over 1,000 organizations worldwide, TINYpulse noted that positive work culture breeds happy employees who are more likely to stick around for the long haul and even refer other great talents to the organization. This result in a win-win situation, where companies have happier employees who are meeting their full potential, and those employees are bringing in other exceptional talents to the company.

Munish and Agarwal (2017) revealed that variables like level of worker engagement is exceedingly related to the nature of occupation, ease of correspondence, management styles, and trust level and employment autonomy, level of motivation, level of participation in making decisions, growth openings, nature of work life, level of contribution in basic leadership, chance to develop, which are the most valued drivers of worker's engagement. Ologbo and Safian (2012) noticed that worker engagement could be a solid factor for company productivity and accomplishment as it has a critical potential to influence worker steadfastness, profitability and retention. Worker engagement is therefore of vital significance to successful employee retention and career sustainability.

Employee engagement is a cornerstone of successful organizations (LaMere, 2016). It is a lot easier to understand, therefore, employee engagement improves when it is

broken down into specific components. Some of the best drivers of engagement incorporate work-life adjustment, solid correspondence from administration, work appraisal, and career improvement and training. A 2014 Towers Watson Global Workforce study found out that the two greatest components that impact engagement are base pay and professional advancement. Besides, Srivastava and Bansal (2016) showed that in Gallup's US investigation in 2005, a high number of engaged workers will enable a company to pull in more gifted individuals while disengaged workers will cost the company, for example, bring down profitability, higher truancy, recruitment and training costs.

Engaged workers are probably going to have a more prominent connection to their companies and in this way a lower inclination to leave the company (Schaufeli and Bakker (2004). Devi (2017) analyzed the effect of employee engagement on organizational performance, which was noteworthy. The justification is that the companies with engaged workers have enhanced productivity. Occupied workers are more joyful, more beneficial, and just about 90% more unlikely to leave their occupations (Smith, 2017). It has been seen that engaged employees finish their activity assignments on time, which adds to the general productivity of the organization.

Employee engagement drives workers to enhance their aptitudes, which ought to advance their capability at work, adding to meeting or surpassing performance standards (Smith, 2017). Employee engagement enables employees to maintain their departments and organizations for a long time, thus, enhancing career sustainability. This study sought to establish the moderating effect of employee engagement on the relationship between employee retention and career sustainability. This involved

analyzing the key elements of employee engagement on whether the tours and travel employees have the information, training, and equipment needed to ensure efficiency at work; get a sense of satisfaction from work; are willing to put in the extra effort to get the job done; are proud of the work that they do; like their job overall; are satisfied with their department; and would recommend their department or organization as a great place to work.

Presbitero (2017) assessed how changes in human asset administration practices impact worker engagement. One hundred forty-five workers from a hotel chain in the Philippines took part in a longitudinal study. Results demonstrate that enhancement of human asset administration practices, especially in the spheres of reward administration and training and improvement, yielded a positive and noteworthy change in the level of worker engagement.

Getachew (2016) studied the relationship between rewards system and employee engagement on a sample of 110 respondents from the Commercial Bank of Ethiopia. The study used multiple regression analysis, which revealed that the relationship and impact of intrinsic rewards were much stronger on employee commitment as compared to extrinsic rewards.

Balakrishnan, Masthan, and Chandra, (2013) while investigating employee retention through worker engagement at an Indian International Airport utilizing 185 respondents uncovered that there is a critical affiliation or effect of the change in the level of engagement of employees on the level of retention of workers. Worker engagement is a more grounded indicator of positive company performance specifically demonstrating the two-path connection amongst managers and workers (Markos and Sridevi, 2010). However, no study has made any link between employee

retention, employee engagement and career sustainability for which this study sought to fulfill.

2.6 Theoretical Framework

This study is anchored on two theories within the scope of employee retention and career sustainability. These include Self-Concept Theory, Fredrick Herzberg's Two Factor Theory and Maslow's Hierarchy of Needs Theory.

2.6.1 Self-Concept Theory

Among the many theories of career choice and development, the theory by Super has received much attention in the USA as well as in other parts of the world. Super (1969, 1980, 1990) suggested that career choice and development is essentially a process of developing and implementing a person's self-concept. According to Super (1990), self-concept is a product of complex interactions among a number of factors, including physical and mental growth, personal experiences, and environmental characteristics and stimulation.

Building on Super's notion that self-concept theory was essentially a personal construct theory, Savickas (2002) took a constructivist perspective and postulated that the process of career construction is essentially that of developing and implementing vocational self-concepts in work roles. However, self-concept is not a static entity and it would continue to evolve as the person encounters new experience and progresses through the developmental stages. Life and work satisfaction is a continual process of implementing the evolving self-concept through work and other life roles. Self concept is a prominent feature of Super's theory, and the implementation of one's interests, values, and skills in a work role is instrumental to vocational development

and satisfaction. This study utilized Super's theory of Self-Concept which indicates that employees who are satisfied about their careers mostly look for avenues to enhance their career sustainability.

Super (1990) proposed that an employee has to cope with the vocational developmental tasks of crystallization (a cognitive process involving an understanding of one's interests, skills, and values, and to pursue career goals consistent with that understanding), specification (making tentative and specific career choices), and implementation (taking steps to actualize career choices through engaging in training and job positions). The degree of satisfaction people attain from the work role is, according to Super, proportional to the degree to which they have been successful in their endeavor to implement self-concepts. Career satisfaction as individuals' idiosyncratic evaluations of their own careers is often seen as one central indicator of subjective career success (Abele, Spurk, and Volmer, 2011; Ng, Eby, Sorensen, and Feldman, 2005). The Career Satisfaction Scale (CSS) measures career sustainability as the evaluation of an individual's progress toward meeting different career-related goals (for instance, income, advancement, development, and overall career goals). This makes the career choice and adjustment a continuous process.

2.6.2 Fredrick Herzberg's, Two Factor Theory

According to Herzberg's Two Factor Theory of motivation as shown in Figure 2.1, there are two sets of factors namely: hygiene or maintenance factors and motivating or satisfier factors influencing the attitudes of an individual towards work (Herzberg, Mausner, and Snyderman, 1959). Herzberg's hygiene factors, which he named as dissatisfiers as a rule don't contribute much on work fulfillment as their essence just averts disappointment, however, it is not motivating to people. These variables are

outward in nature and are identified with the work conditions under which it is performed. Nonetheless, propelling variables likewise named as satisfiers are considered as powers of employment fulfillment. In this study, extrinsic and intrinsic motivations are perceived to have a long-lasting influence on career sustainability in the tours and travel companies.

Herzberg Two-Factor Theory

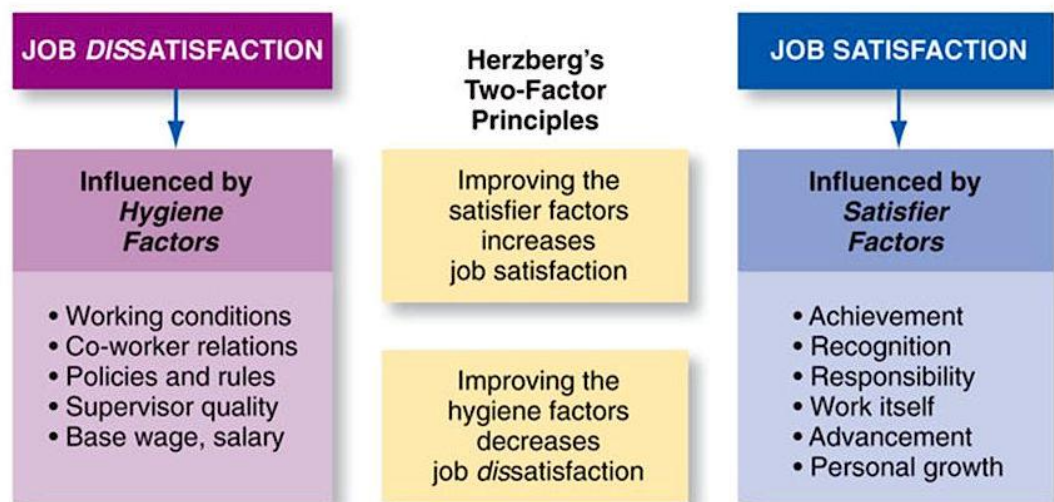


Figure 2.1: Herzberg's Two-Factor Theory

Source: Insigna (2016)

Since the time of industrial revolution, work fulfillment or dissatisfaction has been perceived as an indicator of employee retention (Msengeti, and Obwogi, 2015), and particularly useful for understanding the desire for intra-organizational and inter-organizational employee retention. The dissatisfiers or also known as hygiene factors include salary and benefits, policies and administrative practices, status, supervision, job security, co-workers, promotion and personal life.

Selesho and Naile (2014) conducted a mixed-methods study utilizing Herzberg's two-factor hypothesis to analyze intrinsic and extrinsic factors that influence retention standards of teaching staff at universities in South Africa. The outcome of the examination demonstrated that intrinsic and extrinsic factors are essential in holding staff and that teaching staff saw work fulfillment as the essential inward part of their work. The investigation likewise demonstrated that pay rates, progression, and expert improvement are the most vital characteristic and outward perspectives that, if not met, will cause work dissatisfaction.

In order for one to use this theory, employers have to design jobs that motivate and enhance employees' morale beyond merely meeting a daily or weekly quota (Boundless, 2015). This theory was relevant to the study because Herzberg's theory emphasizes the significance of reward frameworks and checking when and how workers are remunerated. This theory implies that a simple act of recognition is only enough to encourage employees and increase job satisfaction, career satisfaction and subsequently career sustainability.

2.6.3 Maslow's Hierarchy of Needs Theory

Maslow (1943) made an essential suggestion that individuals are needy creatures. This recommendation depended on the way individuals are continually searching for more needs, and their needs are subject to what they as of now have. With this, he proposed that human needs are arranged in a progression of levels, a pecking order of significance. This theory expresses that when a lower requirement is fulfilled, it is never again a solid inspiration and henceforth the interest for the following higher need becomes overwhelming and the person's consideration is turned towards fulfilling this higher need. It expresses that only unsatisfied needs inspire a person,

which prompts them to seek job or career opportunities within the organization or outside the organization. He additionally suggested that a need is not completely fulfilled before the rising of ensuing need and referred to around 85% fulfillment in physiological necessities, 70% in wellbeing, 50% in love, 40% in regard needs, and 10% in self-realization.

Maslow's Hierarchy of Needs Theory remains a vital and basic worker inspiration instrument for supervisors to comprehend and apply as shown in Figure 2.2. The Hierarchy of Needs in a company as recognized by (Human Resource, 2018; Tanner, 2016) is as per the following: physiological needs (fundamental issues of survival, for example, pay), security needs (stable physical and emotional condition issues, for example, benefits, annuity, safe workplace, and reasonable work practices), belongingness needs (social acknowledgment issues, for example, friendliness or collaboration at work), esteem needs (positive mental self-view and regard and acknowledgment issues, for example, work titles, decent work spaces, and lofty employment assignments), self-actualization needs (accomplishment issues, for example, working environment self-sufficiency, challenging work, and subject master status at work).

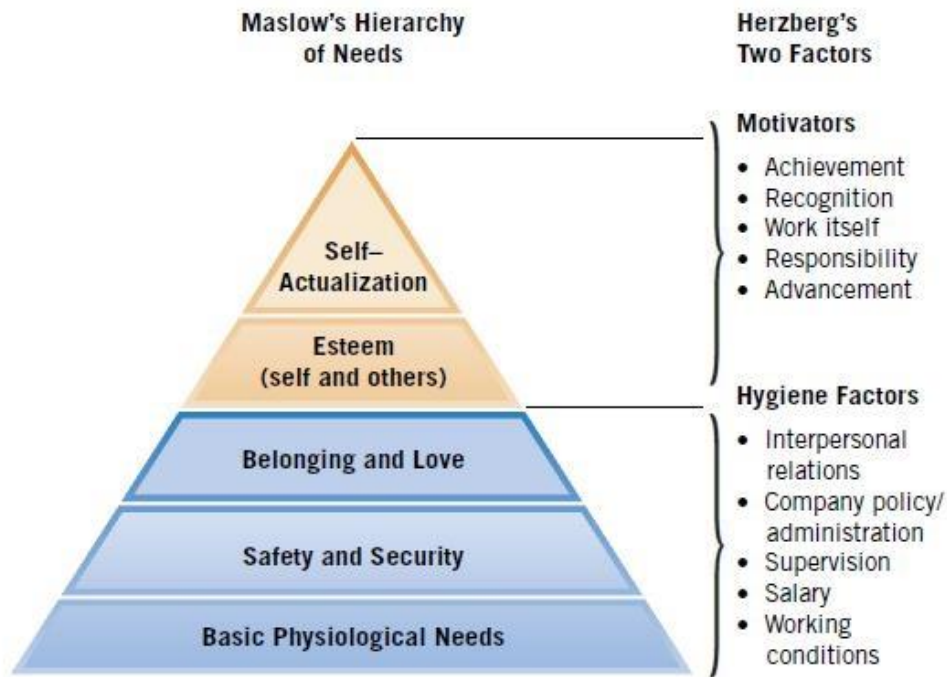


Figure 2.2: Maslow's and Herzberg's Theories Compared

Source: Human Resource (2018)

Vasquez (2014) examined the reasons and spurring components of why a portion of the laborers in the hospitality industry stay regardless of the high rate of turnover in the field utilizing semi-structured interviews among the workers in a South Florida accommodation facility. The outcomes demonstrated that authority, compensation, hierarchical culture, associations with administration and colleagues, rewards, and training and advancement openings are the major inherent and extraneous elements that are basic to laborers staying in the accommodation business.

As time passes, an employee needs also change (Tanner, 2016). This acts as an indicator to the management they must continually adapt to employees' changing needs if they want to keep their workforce motivated. Based on Herzberg's Theory, physiological and security needs may be considered as dissatisfiers or extrinsic

factors, while belongingness, esteem and self-actualization needs may be considered as motivators or intrinsic factors. Miltko (2015) pointed out that the ability to advance from entry-level positions to more challenging, higher-paying roles is often important to employees. A 2013 survey done for recruitment firm Accounting Principles found 26 percent of employees leave their companies because they don't have career development opportunities. However, promotions can be complicated and companies realize that workers who feel trapped may not stay.

2.7 Knowledge Gaps on Employee Retention and Career Sustainability

A considerable amount of literature has been published on sustainable careers (Dam, Vuuren and Kemps, 2014; Jena and Pradhan, 2014; Porath, Spreitzer, Gibson, and Stevens, 2012; Pendo, 2011). These studies show that there's a paradigm shift in the perceptions of career sustainability as responsibility is gradually transferred from the employers to the employees to be in charge of their own career development. Despite various debates and discussions at the national and international levels, career sustainability is still overlooked in the sustainable development narrative. This study provides a basis for further discussions on career sustainability with more focus on perspectives of the tours and travel company employees and their employers represented by the human resource managers.

A frequent movement of employees from one hotel company to another in search of promotions and training opportunities has been noted in previous researchers in Nairobi and Mombasa Counties (Msengeti, and Obwogi, 2015; Kuria, Wanderi and Ondigi, 2011), with few types of research on the tours and travel companies (Maru and Kieti, 2013), especially in Mombasa County. In addition, the tourism industry has been seen as merely a 'pass through industry' where most of its employees have been

in transit all the way to other careers (Kuria, Wanderi and Ondigi, 2011). Besides, younger people are believed to change jobs within the first few years of their employment. By analyzing these factors in Mombasa County, this study is meant to reveal the demographics and the employee retention factors with an influence on career sustainability among the travel and tour companies.

Over the past two decades recruiting top applicants has become increasingly difficult, and some companies are taking advantage of the increasing job applicants for easy hires. Despite numerous researches on employee retention (Bean, 2018; Madueke and Emerole, 2017; Ng'ethe, Iravo, and Namusonge, 2012), the most critical and fundamental issue should be for companies to identify what employees are looking for in their jobs in order to catch the attention of the best and brightest of the workforce in order to retain them and sustain their careers. This study was intended to shed more light into employee retention factors that may help tours and travel companies organize their jobs specifically to administer to the wants and needs of their current employees in order to sustain their careers.

Owners of some of the tourism facilities are facing the challenge of increased staff turnover with new entrants in the industry constantly 'poaching' employees from other already established organizations. In addition, employees in the tours and travel companies are moving to other sectors that provide better opportunities to them. This challenge of high turnover is being experienced in spite of management of tourism facilities introducing and implementing various strategies that include: offering career advancement opportunities particularly for main talent among other initiatives in so as to help retain their employees (Scott, 2016; Valentine, 2011). Therefore, this study

sought to establish the most effective strategies that could enhance career sustainability among employees in the travel and tour companies.

Employee engagement illustrates the commitment and energy that employees bring to work and is a key indicator of their involvement and dedication to the organization. Employees who are engaged are more productive, content and more likely to be loyal to an organization, thus fostering career sustainability. Various studies conducted in different fields outside the tourism industry have established the relationship between employee retention and employee engagement (Sunny and Joshua, 2016; Kim, 2014; Nwokocha and Iheriohanma, 2012), but have not linked it to career sustainability. This study intends to assess the significant influence of employee engagement on the relationship between employee retention and career sustainability.

The literature review has attempted to discuss the theories related to employee retention (Herzberg, Mausner and Snyderman, 1958; Maslow, 1943) and various approaches in analyzing career sustainability using an account of previous researchers (Spurk, Abele and Volmer, 2011; Super, 1990). There is a significant agreement that career sustainability is a new and growing phenomenon that is still less studied, and attracting more interest among the tourism industry players (Vos and Heijden, 2015; Valcour, 2013). Maslow's Hierarchy of Needs Theory proposes that human needs change with time have been used in past research (Vasquez, 2014), yet scanty information is available on its application towards understanding employee retention factors in the tours and travel companies geared towards sustaining their careers. Career sustainability among employees in the tours and travel companies must be acknowledged by all stakeholders because indeed they possess practical and latent skills that are vital to the business performance and growth.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The chapter provides the methodological procedures used in collection and analysis of data. The discussion includes; research design, target population, sample and sampling procedures, the location of the study, collection and analysis of data.

3.2 Research Design

A mixed methods design was utilized in this study and is characterized by the combination of at least one qualitative and one quantitative research component. The overall goal of mixed methods research, of combining qualitative and quantitative research components, is to expand and strengthen a study's conclusions and, therefore, contribute to the published literature (Schoonenboom and Burke, 2017). Mixed methods research design was used as the gathered data possessed a better description of the relative characteristics of the general population. The design was appropriate to this study since it sought for associations with certain occurrences, outcomes and types of behavior thus a number of variables could be analyzed effectively using surveys (Sincero, 2015).

The research design in this research provides a discussion of the philosophy, theoretical framework, as well as the methodology. The reason for a discussion of the research design and methodology is to give the arrangement or plan to the research and empower the researcher to foresee the fitting outline to guarantee the legitimacy of the final results (Vosloo, 2014). Research design is applied in order to ensure that

appropriate research strategies are utilized to guarantee the fulfillment of the set out objectives and goals.

3.2.1 Research Philosophy

The underlying foundations of the quantitative and qualitative methodologies stretch out into various philosophical research ideal models such as positivism (described by interpretivism) and post-positivism. On the other hand, realism is viewed as an extension amongst positivism and post-positivism where post-positivism depends on different strategies for capturing as much of reality as possible.

Research philosophy is perceived as epistemology, ontology and pragmatism containing positivism, realism, interpretivism and axiology. Lincoln *et al.* (2011) asserts that positivism refers to beliefs based on the assumptions, for example, patterns and trends, strategies, systems, generalizations, cause-and-effect issues additionally appropriate to the social sciences. This perspective of positivism upholds that the objects of the social sciences, specifically individuals, are appropriate for the usage of logical techniques. The interpretivist looks into knowledge and sense, that information and importance are the after effects of interpretations (Neuman, 2006). Hence, this research contains interpretivism to explain or discuss the implications of particular factors affecting employee retention and career sustainability.

This study also adopts a rationalist approach which centers around the epistemological status of sense data (empirical) and the primacy of reason (theoretical) respectively (Markie, 2012). Modern rationalism adds a third 'system of thinking', the empirical, the theoretical and the abstract and holds that all three are of equal importance.

3.2.2 Theoretical Perspective

In the social sciences, a theory usually means a set of statements that describes and explains the relationship between human behaviour and the factors that affect or explain it (Best and Khan, 2006). To be specific, a theory, defines non-observable constructs that are inferred from observable facts and events, and are thought to have an effect on the phenomenon under study. It further implies that a theory describes the relationship among key variables for explaining a current state or predicting future concurrences (Blumberg, Cooper and Schindler, 2011).

A robust theory explains cause and effect, why the cause and effect works, and most critically under what circumstances the cause and effect operates as seen in Figure 3.1. In logic, the two broad methods of reasoning most referred are the deductive and inductive approaches (Trochim, 2006). Deductive reasoning works from the more general to the more specific. It begins with thinking up a theory about a topic of interest then narrowing down into more specific hypotheses that can be tested. Observations are further collected to address the hypotheses, which confirm or disconfirm the original theory. Inductive reasoning starts from specific observations, look for patterns, regularities (or irregularities), formulate hypothesis with a final goal of drawing conclusion. Induction allows for observation of a number of specific instances and from them infers a general principle or law. On the other hand, deductive reasoning is narrow in nature and is concerned with testing or confirming hypothesis. This study was anchored on both the inductive and deductive theoretical perspectives in order understand the specific information from the tours and travel employees in order to draw conclusions, as well as apply the results to the general population.

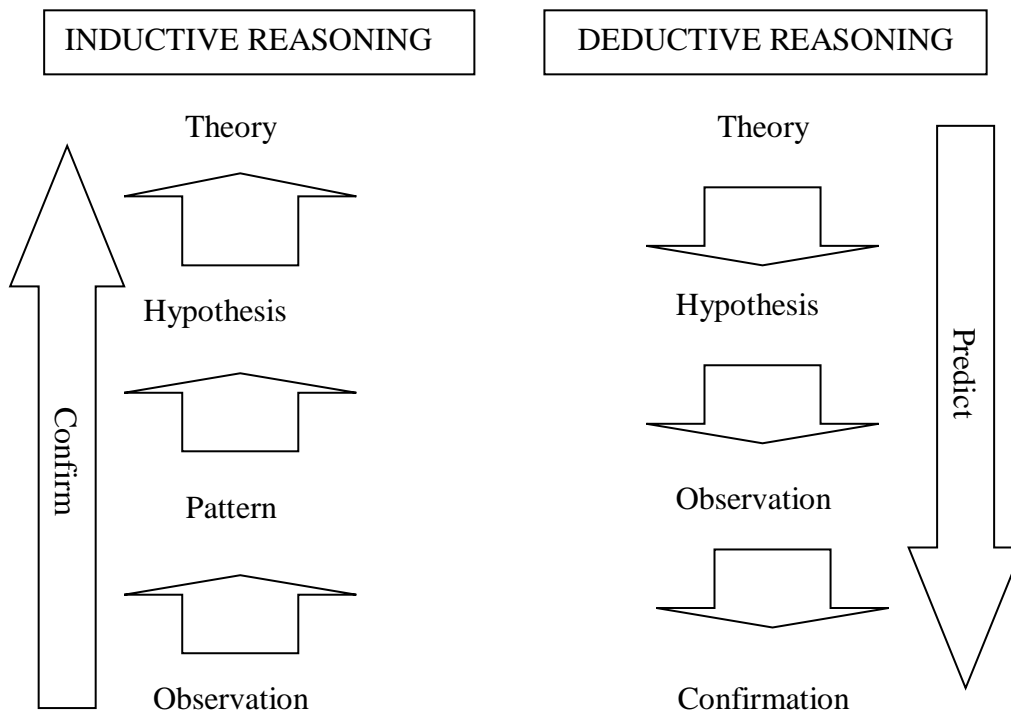


Figure 3.1: Theoretical Perspective

Source: Adapted from (Girgis, 2018; Carlile and Christensen, 2004)

This research was grounded on Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs Theory and Self-Concept Theory of Career Development in order to explain the relationship between employee retention and career sustainability. The theory indicates the missing ideas or links and the additional data required to fully understand how things are connected, and to establish sets of propositions or generalizations, as well as summarize any previous information and to guide the future course of action (Henning *et al.*, 2004). Thus, it could be easily concluded that the theories used in this study are mainly concerned with providing an explanation and focused on determining cause-and-effect relationships.

3.2.3 Methodology

The mixed methods denote the use of both qualitative and quantitative research methods in a single study, whereas the quantitative research approach can be regarded as a research approach that involves quantification during the collection and analysis of data (Addae and Quan-Baffour, 2015). Qualitative research approach on the other hand can be seen as a research strategy that puts much emphasis on words rather than quantification during collection and analysis of data (Bryman, 2012).

In this study, both qualitative and quantitative research, provided a better understanding of the research problem as compared to the either research approach alone. The qualitative design was used to complement the quantitative method in the design, hence enable the researcher to address research questions of all types (such as what, why and how). Quantitative method in the design is ideal and allows the researcher to use a sample to infer to the general population of interest, thus most appropriate.

3.3 Study Variables

This study discusses how the independent variable (employee retention) influences the dependent variable (career sustainability), with the moderating effect of employee engagement.

3.3.1 Independent Variables

An independent variable is the variable that is changed or controlled in a scientific experiment to test the effects on the dependent variable (Helmenstine, 2018). This study identified employee retention factors as the independent variable. The

background information of the employees included the demographic factors such as; gender, age, education level, employment terms and working experience. The independent variables tested against the dependent variable in the research hypotheses included: intrinsic motivation, extrinsic motivation and employee retention strategies.

Beer and Walton (2014) point out that intrinsic motivation accrue from performing the task itself, and included: recognition; achievement; advancement; growth; responsibility; and job challenge. Extrinsic motivation factors were comprised of physical surroundings, promotion, policies, supervision, status, salary and benefits, personal life, job security and co-workers (Mafini and Dlodlo, 2014). Richardson (2014) suggested that managers in organizations may increase employee work performance by promoting retention strategies that provide a positive assortment of motivational tools and opportunities such as internal opportunities, employee development, job rotation and recruitment.

3.3.2 Moderating Variables

The moderating variable in this study was employee engagement. The study sought to analyze the various aspects of employee engagement on whether the tours and travel employees: have the information, training and equipment needed to ensure efficiency at work; get a sense of satisfaction from work; are willing to put in the extra effort to and ensure the work gets done; are proud of the work that they do; like their job overall; are satisfied with their department; and would recommend their organization or department as a great place to work.

3.3.3 Dependent Variables

The dependent variable, career sustainability, was influenced by manipulation of the independent variable. The reliabilities related with career sustainability in the study include: made progress, general career objectives, objectives for headway, objectives for money, and objectives for improvement of new aptitudes (Spurk, Abele and Volmer, 2015). The measurement of the dependent variable was meant to elicit the positive or negative relationships with the independent variables; intrinsic motivation, extrinsic motivation, and employee retention strategies. The dependent variable was also measured against the moderating effect of employee engagement, which was the moderating variable of the study.

3.4 Study Area

This study was undertaken in Mombasa County (Appendix IV), located in the South Eastern part of the Coastal region of Kenya. Administratively, the county has Mombasa city as its capital and is divided into four districts namely: Mombasa Island (Mvita), Kisauni, Changanwe, and Likoni. Mombasa County was chosen for this study because it is an important regional tourism center considered as a regional cultural and economic hub with a large sea port and an international airport (Mombasa County Government, 2015). Given its significance in the tourism industry, the county has attracted several tourism investors, including numerous tours and travel companies. Although these businesses have an increased potential to provide employment and pull labour from other regions, limited research is available on motivations and strategies to enhance employee retention in the travel and tour companies.

3.5 Target Population

The statistics of the tours and travel company employees, who were the respondents were obtained from 121 tour operator companies and 40 travel agent companies registered in Mombasa County (Appendix V). Tourism Regulatory Authority (TRA) is responsible for registration of all tourism enterprises and professionals working in the tourism industry (TRA, 2015). The study population was made up 2800 employees comprised of 160 finance officers, 736 marketing officers, 368 operations officers, and 1536 driver guides as shown in Table 3.1. The target population also comprised 161 human resource managers.

Maru and Kieti (2013) conducted a study on outlining tour operator organizations and their financial performance in the coastal tourism region of Kenya, and found out that the average number of employees held per year differed significantly among the tours and travel companies, with most of them having between 20 and 30 employees. The numbers of personnel differ across local or foreign-owned tour companies with the former having fewer personnel than the latter. The female gender was noted to be highly represented mostly in office duties as compared to driver roles.

3.6 Sample Size

The major issue in sampling is to ascertain the right samples that best represent the population in order to allow for correct generalization of results. The sample size is a basic component of any research or examination in which the point is to make inferences about the populace from a sample, and ought to be precisely fixed with the goal that it is sufficient to make valid and generalized inferences (Singh and Masuku, 2014). In order to determine the sample size proportions from the number of travel

and tour companies in Mombasa County, the study adopted Yamane's (1967) formula. At 95% confidence level, $P = 0.05$, the sample size was computed as hereunder:

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

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

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

= 350 respondents

Pepela (2014) used stratified sampling on signature food outlets in Kenya's coastal strip outlets and 30% of the population was included in the sample. With a target population of 2,800 respondents, this study used proportionate sampling to select 350 respondents as summarized in Table 3.1.

$350/2800 \times 100 = 12.5\%$ was selected from each cluster.

According to Mugenda and Mugenda (2003), when the study population is less than 10, 000, a sample size of between 10 and 30% is a good representation of the target population. As such, 12.5% of the target population was used as the sample size through a proportionate stratified random sampling method, with an aim of accomplishing representativeness and enable correlations to be made in order to focus on particular specific issues of the employees (Mugenda, 2008), in the tours and travel companies in Mombasa County. Table 3.1 shows that from a total population 2800

employees, 20 finance officers, 92 marketing officers, 46 operations officers and 192 driver or tour guides were sampled. The overall sample size was 350 respondents.

Table 3.1: Sample Size for Tours and Travel Company Employees

Category	Target population	Sample size	%	Sampling Method
Finance officer	160	20	12.5	Stratified simple random
Marketing officer	736	92	12.5	Stratified simple random
Operations officer	368	46	12.5	Stratified simple random
Tour guide	1536	192	12.5	Stratified simple random
Total	2800	350	12.5	

Using 12.5% of the target population of 161 human resource managers, a representative sample of 20 respondents was selected using stratified random sampling from the 121 tour companies and 40 travel agent companies in Mombasa County as shown in Table 3.2. The criterion for the selection of the human resource managers was from the role they play in handling human resource issues in the organizations.

Table 3.2: Sample Size of Human Resource Managers for Interview Schedules

Type	Target Population	Sample Size	%	Sampling Method
Tour company	121	15	12.5	Stratified random
Travel agent company	40	5	12.5	Stratified random
Total	161	20	12.5	

3.7 Sampling Techniques

Sampling is a procedure of choosing a segment of population on which research is conducted, which guarantees that conclusions from the examination can be summed up to the whole population. During the study the stratified random sampling was used to select respondents in Table 3.1 and Table 3.2. Stratified sampling involved categorizing the companies into two strata's: tour operator companies and travel agent companies. From each of the stratum the respondents were selected using simple random sampling based on their job titles, which included driver guides, finance officer, marketing officer and operations officer.

Stratified random sampling method was used because it gave each respondent a chance of being included in the sample (Singh and Masuku, 2014). This method was appropriate as each individual respondent was picked altogether by chance and every individual from the populace has an equivalent chance of being incorporated into the study.

Twenty human resource managers were selected using stratified random sampling from each of the tour operator firms and travel agencies in the county. The human resource managers provided qualitative information, which was useful in understanding the influence of employee retention on career sustainability among travel and tour companies.

3.8 Research Instruments

Collection of data involved the use of questionnaires (Appendix II) and interview schedules (Appendix III).

3.8.1 Interview Schedules

One of the main strengths of the interview study design is its flexibility; it may be used in many different situations either as a standalone design or as part of a mixed-methods study. Mostly, such interviews collect qualitative data, though this can be coded into categories to be made amenable to statistical analysis (Rose, Spinks and Canhoto, 2015). The interviewer worked from a list of variables that needed to be covered with each respondent. The interviewer would explain questions that the respondents had not understood and would ask for further elaboration of replies. The human resource managers were asked questions such as; what are the non-monetary incentives (intrinsic motivations) that can enhance career sustainability among employees in the travel and tour companies? What retention strategies would improve career sustainability among employees in the tours and travel companies?

The interview schedules were subdivided into five sections. These were comprised of Demographic Information (A); Intrinsic Motivation (B); Extrinsic Motivation (C); Employee Retention Strategies (D); Employee Engagement (E) and Career Sustainability (F). Intrinsic motivations had indicators comprised of recognition, achievement, advancement, growth, responsibility and job challenge. Extrinsic motivation was analyzed using the variables including physical surroundings, promotion, policies, salary and benefits, supervision, personal life, status, job security and co-workers. Employee retention strategies had sub-variables such as recruitment referrals, internal opportunities, employee development and job rotation. Employee engagement had sub-variables comprised of equipment; work satisfaction, extra effort in job, proud of work, like job, satisfied with department, recommend department or organization and preference to remain. Career sustainability had sub-variables

comprised of achieved success, overall career goals, goals for advancement, goals for income and goals for development of new skills.

Interviews were conducted to obtain data from the human resource managers in each of the travel and tour firms identified for research. It enabled the researcher to dig deep in order to get better understanding of the employees' opinions of employee retention and their situations. It made it possible to probe the respondent to shade light on issues in the questionnaire, and the information was recorded using a notebook. The information gathered in the interviews was valuable in interpreting results.

3.8.2 Questionnaires

Questionnaires were administered to the sampled respondents from travel and tour companies within Mombasa County. Questionnaires were mainly useful when undertaking a research with geographically spread populations. They provide greater anonymity for the respondents and increase the reliability of responses especially when the topic under study is personal or sensitive (Phellas, Bloch, and Seale, 2011). The research questionnaires contained closed and open ended questions about the demographic situation and employee retention attributes of the respondents. Open-ended response questions are included in Part A and C to provide for self-expression among the respondents, thus, giving appropriate suggestions from their own point of view. This was particularly useful during the discussion for this study.

The questionnaire were divided into two sections with an intention to collect the following information as previously used in other researches: Part A for demographic information (LaFayette, 2013); and Part B for employee retention motivations (Riley, 2005), employee retention strategies (PWC, 2012; Oracle, 2012), employee

engagement (Government of Canada, 2015) and career sustainability (Spurk, Abele and Volmer, 2011). The second section (Part B) used Likert-type questions with a scale of one to five, which advanced the employee retention motivations, strategies and engagements that have an effect on career sustainability in the travel and tour companies. The scale was alternated in Part B to minimize biasness of responses and alert respondents to be keen in responding to questions.

3.9 Pre-Test of Research Instruments

A pre-test of the study was conducted through questionnaire administration to ten employees and semi-structured interview schedules on four human resource managers in two travel agency companies and two tour operator companies selected randomly within Mombasa County. Responses were voluntary and anonymous. The pretest was important in this study as it helped identify questions that did not make sense to participants, or problems with the questionnaire that might have led to biased answers. The pre-test sample was not part of the study sample and minor revisions to the instruments were made. It was suitable for clarity of responses and enhanced collection of adequate information for data analysis.

3.10 Validity and Reliability of the Research Instruments

Content validity of an instrument can be improved through expert judgment (Borg and Gall, 1989). The interview schedule and questionnaire were developed through consultation with the supervisors to determine whether all the desired study concepts had been included. The researcher also sought assistance from the supervisors, colleagues and specialist in employee retention and career sustainability to improve validity of the instrument. Their comments and suggestions were used as a basis to

modify the research items and make them pliable to the study. In order to determine content validity of the instrument items, the supervisors assisted in ensuring that the instruments are congruent with to the set objectives and content area under study.

Reliability of data collection tool is the ability to consistently produce the same results over time when repeated measurements are taken of the same individuals under the similar conditions. Cronbach's alpha was used to measure reliability of the questionnaires, which is a measure of internal reliability and ranges from 0 (poor reliability) to 1 (perfect reliability). In practice, anything above a 0.67 is considered sufficiently reliable (Sauro, 2012).

The reliability of Cronbach's coefficients were calculated to maximize internal consistency among the variable considered. The variables included intrinsic motivation (0.775), extrinsic motivation (0.851) employee retention strategies (0.683), employee engagement (0.825) and career sustainability (0.771). According to Sauro, (2012), it is assumed that the instruments were reliable since all the variables had a reliability coefficient of 0.67 and above. The overall Cronbach's alpha for all the variables was 0.916 and the questionnaires were believed to be reliable instrument enough to be used in this study.

3.11 Data Collection Techniques

Both primary and secondary techniques were used in data collection where primary data involved collection of information on the influence of employee retention determinants on sustainability of careers in the travel and tour companies by use of questionnaires and interview schedules. The researcher personally conducted the interviews as well as distributed the questionnaires with the aid of two research

assistants. The research assistants were distributing the questionnaires and assisting respondents on areas of need, while the researcher was interviewing the human resource managers. In cases where a human resource manager had a busy schedule, the researcher discussed it out and sought for a convenient date within the same week or the following week. The researcher sought for research assistants with experience in data collection and who were trained on how the questionnaires would be administered to the respondents.

3.12 Data Analysis

This study used descriptive statistics to quantitatively summarize the study sample and the findings were presented in form of tables, graphs and pie charts. This involved data presentation in form of subgroups for demographic characteristics such as the average age, and the proportion of subjects of each gender and education level. Measures of central tendency such as mean were used. Content analysis was conducted with qualitative data. The data were organized, classified and coded in themes for easier interpretation.

Both qualitative and quantitative statistics were used to analyze study results where frequencies, percentages, means, standard deviations and chi-square were used for descriptive results. In addition, content analysis was also used to analyze data from the interview schedules and open-ended questions. Pearson correlation analysis was used to determine inter-relationships between variables while multiple regression analysis was utilized for measurement of independent and dependent variables. The study identified three employee retention factors that influence career sustainability among the tours and travel companies.

Inferential statistics were used to analyse quantitative data which involved the derivation of explanations and making of interpretations of the findings basing on descriptions. To test the significant relationships between employee retention and career sustainability, multivariate regression analysis and Pearson correlation were performed to determine the relationship between intrinsic and extrinsic motivations, employee retention strategies, employee engagement and career sustainability as depicted in Table 3.3.

The multivariate regression analysis and Pearson correlation was used since the assumptions met were that (Field, 2009) data was on interval scale, a multivariate relationship existed, and the distributions was normal. The researcher used regression analysis as it is a statistical technique for analyzing the relationships between the employee retention and the career sustainability. State how hypothesis was tested as well as moderating effect of employee engagement

The regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \dots \dots \dots \text{Model 1}$$

Where:

Y=Career Sustainability

β_0 =Regression Constant

β_1 – β_3 =Coefficient of the variables

X_1 =Intrinsic motivation

X_2 =Extrinsic motivation

X_3 =Retention strategies

ϵ =Error term

The following hierarchical regression was used to determine the moderating effect of employee engagement on employee retention and career sustainability in the travel and tour companies

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots\dots\dots \text{Model 2}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_1 * X_4 + \beta_6 X_2 * X_4 + \beta_7 X_3 * X_4 + \varepsilon \dots\dots\dots \text{Model 3.}$$

Where:

Y=Career Sustainability

β_0 =Regression Constant

β_1 – β_7 =Coefficient of the variables

X_1 =Intrinsic motivation

X_2 =Extrinsic motivation

X_3 =Retention strategies

X_4 =Employee engagement (Moderator)

$\beta_5 X_1 * X_4$ =Intrinsic motivation *employee engagement

$\beta_6 X_2 * X_4$ =Extrinsic motivation *employee engagement

$\beta_7 X_3 * X_4$ =Retention strategies *employee engagement

ε =is the error of prediction.

Table 3.3: Summary of Analysis of the Hypotheses

Hypothesis	Variables	Method of Analysis
H ₀₁ : There is no significant relationship between employee internal motivation factors and career sustainability in the travel and tour companies.	Employee internal motivation factors and career sustainability	Means Pearson moment correlation Multivariate Regression
H ₀₂ : There is no significant relationship between employee extrinsic motivation factors and career sustainability in the travel and tour companies.	Employee extrinsic motivation factors and career sustainability	Means Pearson moment correlation Multivariate Regression
H ₀₃ : Employee retention strategies have no significant relationship with career sustainability in the travel and tour companies.	Employee retention strategies and career sustainability	Means Pearson moment correlation Multivariate Regression
H ₀₄ : There is no significant moderating effect of employee engagement on employee retention and career sustainability in the travel and tour companies.	Employee engagement and career sustainability	Means Pearson moment correlation Hierarchical Regression

3.13 Logistical and Ethical Considerations

This study was carried out after considering all ethical concerns and upheld on them.

A letter of clearance was sought from Kenyatta University through the Dean,

Graduate School (Appendix VI). This assisted in the application of a research permit from NACOSTI for permission so as to collect data (Appendix VII). The county secretary of the county government of Mombasa was notified before the commencement of data collection (Appendix VIII).

Informed consent was also supported by providing the employee and human resource respondents with sufficient information regarding the study (Appendix I). This comprised the aim of the study and the procedures followed; the benefits of the study to them and the entire industry and the extent of privacy and confidentiality to be maintained. Even though there was an introduction letter and were informed about it, most of the respondents are busy people and did not have time to read through it.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Introduction

This chapter comprises of the findings, analyses and discussions according to the objectives. It deals with the explanation and interpretation of the study with respect to the identified hypothesis. This study utilized mixed methods design to capture the opinions of the tours and travel company employees regarding the influence of employee retention on career sustainability among tours and travel companies in Mombasa County, Kenya. The first section of this chapter presents a summary of the findings based on the research objectives and the hypotheses generated therein while the second section draws a conclusion of the findings in relation to both the theoretical and practical contributions.

4.2 Response Rate

The data was screened prior to analysis for accuracy, missing values and identifying univariate and multivariate outliers. Four questionnaires were not filled completely by the respondents and therefore three hundred and forty-six (346) questionnaires were analyzed giving a response rate of 98.9%. The researcher personally conducted the interviews and managed to interview all the 20 human resource manager respondents while ensuring all the research questions were answered.

4.3 Demographic Information of the Respondents

The demographic information sought from the respondents included; the gender, educational level, age, number of employments, current employment status and years worked in the firm and position worked in the organization.

4.3.1 Demographic Information

Majority of the respondents who took part in the study were male as shown in Figure 4.1. Of the 346 respondents in the study 62% were male, while 38 % were female. This indicates that male gender is highly represented among employees working in tours and travel companies in Kenya. Although this study disagrees with the assertion by Canada (2011) statistics that travel services employed a high percentage of females relative to males. This confirms that majority of the tour or driver guides are male and make a higher proportion of the tours and travel company workforce.

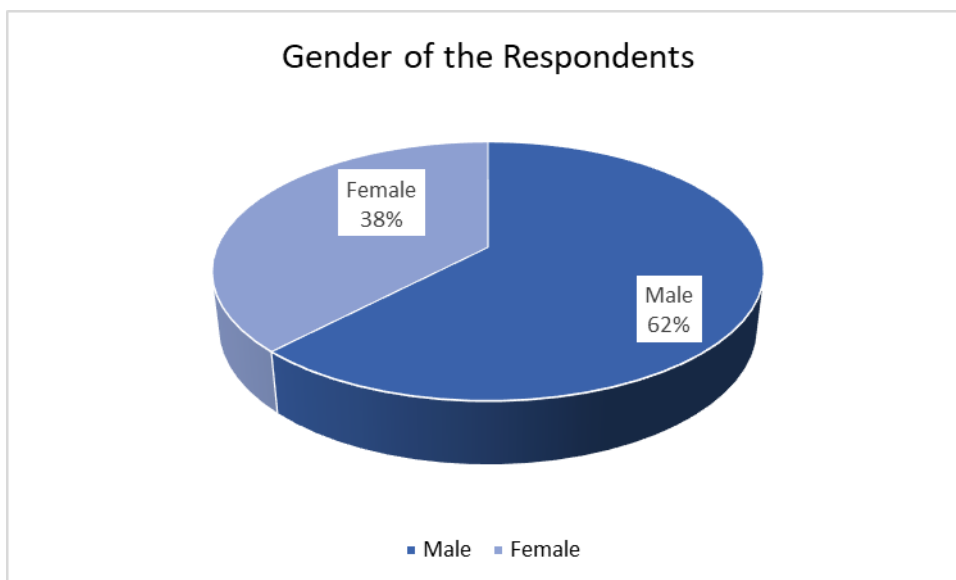


Figure 4.1: Gender of Respondents

Regarding age, the results in Figure 4.2 showed that 36.7% (127) of the respondents were in the age bracket of 26 and 33 years and 39.3% (136) were in the age bracket of

18 and 25 years. The findings showed that majority of the tours and travel companies' employees were in their active working age of between 18-25 years. This indicated that the travel service industry relies on young workers to a higher degree. This study concurs with Eurostat (2015) that tours and travel companies tend to attract a young labour force, often at the start of their professional life. This study also supports the findings by the Centre for Economics and Business Research (2014) that almost a third (31.9%) of travel and tourism workers are under the age of 30, while over half (50.6%) are under the age of 40.

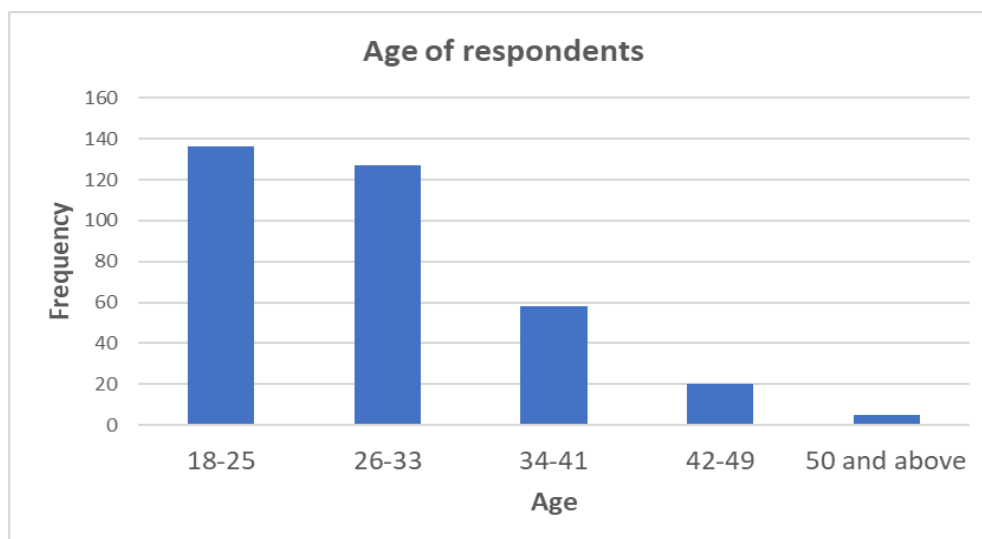


Figure 4.2: Age of Respondents

The academic levels of employees were varied with 46% (159) having diploma qualification and 35.5% (123) had bachelor's degree as indicated in Figure 4.3. The findings showed that majority of the employees had attained a diploma or undergraduate as the highest level of education. This study agrees with the findings of Statistics Canada (2011) that the travel services workforce had a higher proportion of workers with post-secondary diplomas or degrees. This is likely due to the systematic demand for skilled workforce among the tours and travel companies.

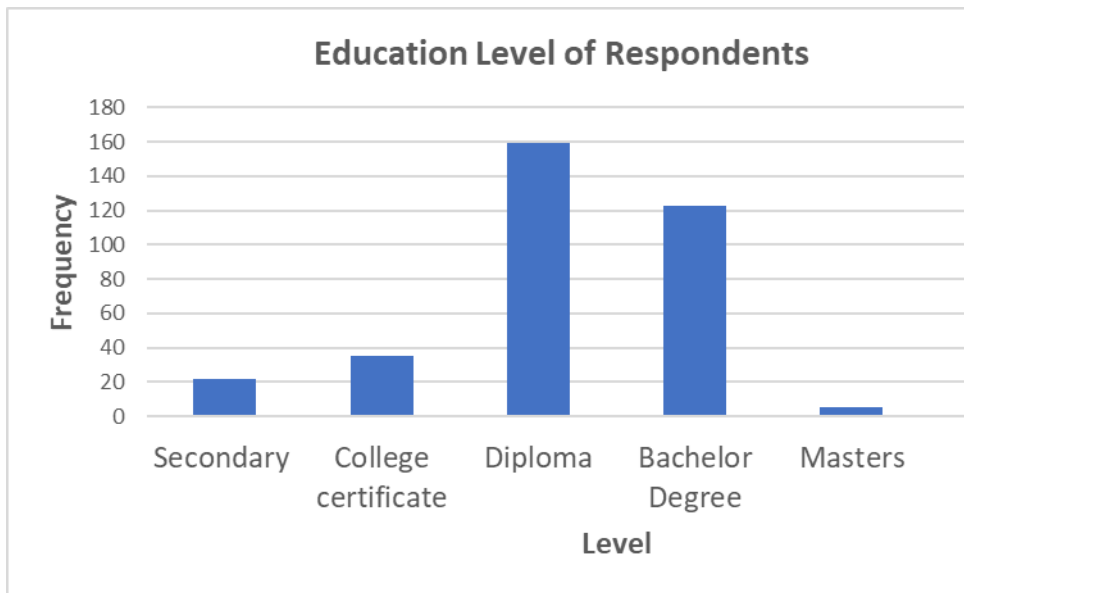


Figure 4.3 Education Level of Respondents

Regarding the number of employments among the respondents, 38.4% (133) were on their first-time employment, 34.4% (119) on their 2nd employment and 21.4% (74) on their 3rd employment as displayed in Figure 4.4. This implies that majority of the employees in their first time employment would still consider to seek second and subsequent employment in the tours and travel sector.

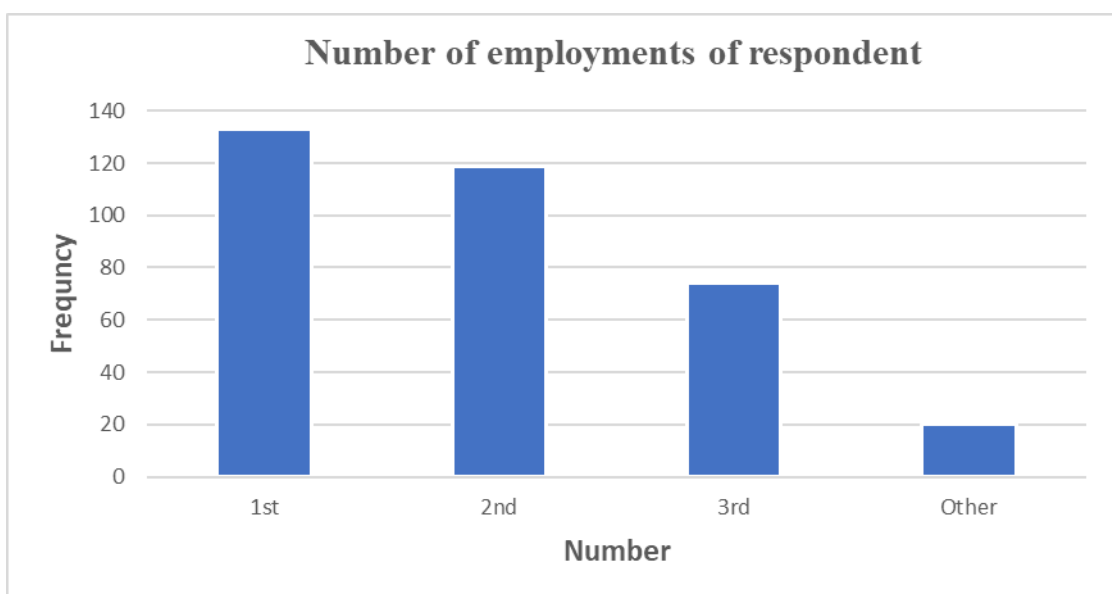


Figure 4.4: Number of Employment of Respondent

During the study 61.0% (211) of the respondents were on full time employment terms, 15.9% (55) on part time and 20.5% (71) on contract and 2.6% (9) on other employment terms as seen in Figure 4.5. This implies that a larger proportion of tours and travel employment is offered on a full-time basis. This study concurs with the findings of UNWTO (2010) in Spain, which showed quite a low proportion of employees were part-time (13.5%).

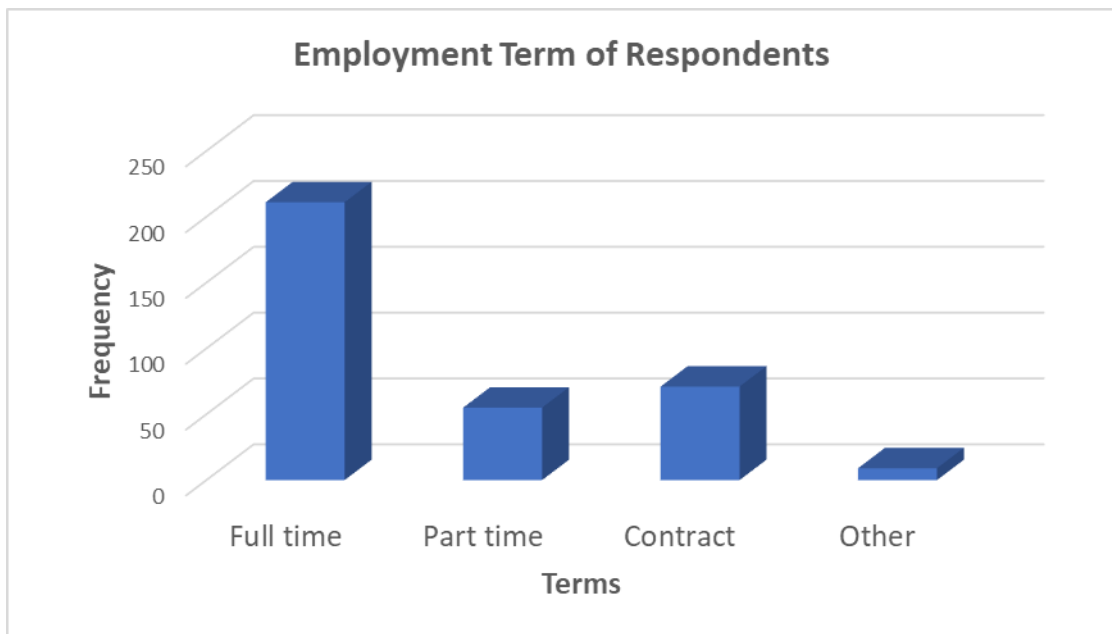


Figure 4.5: Employment Terms of Respondents

On the years of working experience, the results showed in Figure 4.6 that 63.9% (221) had below and 3 years' experience and 17.9% (62) had between 3 and 5 years' experience. The findings showed that most of the respondents had worked for less than 5 years. The findings showed that most of the respondents had less than 5 years of experience in their current organization. With majority of the respondents having an experience of below five years in their current company, this study to a greater

extend agrees with the study by the Centre for Economics and Business Research (2014) that employees within the travel and tourism industry spent an average of 6.1 years with their current employer.

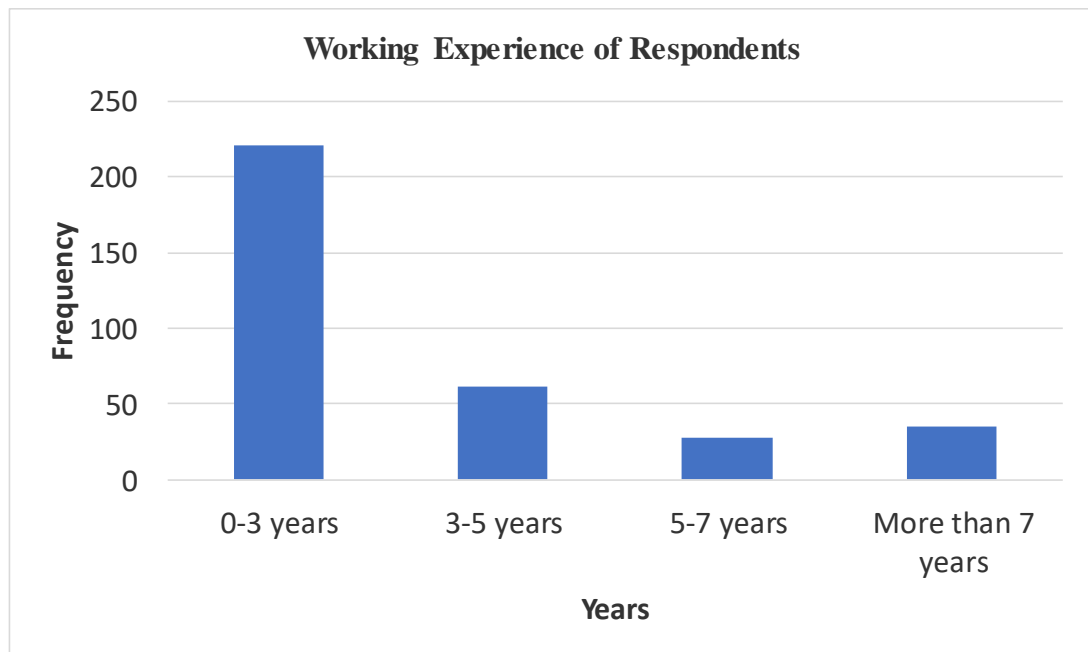


Figure 4.6: Working Experience of Respondents

Regarding years of experience possessed by respondents in the current position, the results showed in Figure 4.7 that 67.1% (232) had below 3 years' experience, 15.0 % (52) had between 3- and 5-years' experience, while 9.0% (31) had between 5 and 7-year experience and 9.0 % (31) had over 7 years' experience. The findings reveal that some employees have served in the same position since recruitment, whereas others have held different positions since they joined the company. This signifies that the tours and travel companies offer opportunities for cross-functional work and job rotation.

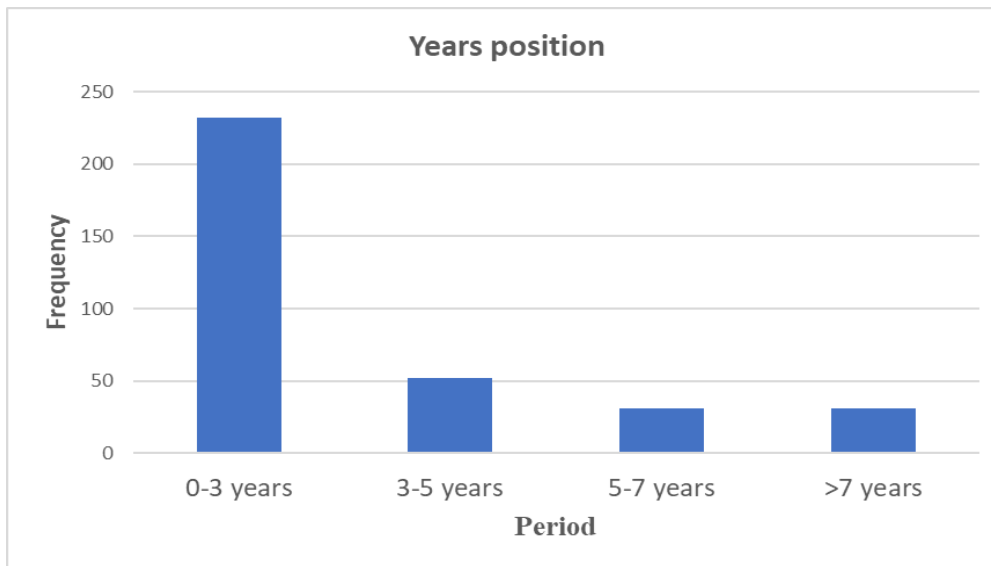


Figure 4.7: Years of Experience in Current Position

4.3.2 Influence of Demographic Characteristics on Career sustainability

The cross-tabulation of chi square statistics was used to test the relationship between demographic characteristics and career sustainability as summarized in Table 4.1. From the findings it showed that there was a significant association between gender ($\chi^2 = (37.72)$, (17) $p < 0.05$) and career sustainability; also, age had a positive influence on career sustainability ($\chi^2 = (180.78)$, (85) $p < 0.05$) and employment terms had a significant and positive relationship with ($\chi^2 = (99.47)$, (51) $p < 0.05$) career sustainability. This was an indication that gender, age and employment terms had a significant association with career sustainability. The education ($\chi^2 = (80.821)$, (85) $p > 0.05$); years working ($\chi^2 = (50.425)$, (85) $p < 0.05$) and years in a current position ($\chi^2 = (55.737)$, (85) $p > 0.05$) had no a significant association with career sustainability ($p > 0.05$). This finding implies that the education level, years working and years working in certain position had no significant influence on career sustainability.

Table 4.1: Cross-tabulation of Demographic Characteristics and Career Sustainability

	Pearson Chi-Square	Df	Asymp. Sig. (2-sided)
Gender	37.722	17	.003
Age bracket	180.781	85	.000
Highest level of education	80.821	68	.137
Employment terms	99.470	51	.000
Years working	50.425	51	.496
Years position	55.737	51	.301

N=346; p>0.05

Content analysis was used in analyzing the data from the interview schedules of the human resource managers from the tours and travel companies. According to Mayring (2014), qualitative content analysis is a mixed methods approach containing qualitative and quantitative steps of analysis and has common research criteria for qualitative and quantitative research. The findings of this study revealed that a higher number of females occupied the office-based occupations, as compared to the driver guides whose work occurred outside the office and were predominantly occupied by the males.

A human resource manager from Tour Company D states that: *Our driver guides are outside there...and all are male. They rarely come to the office because we always call them to take our clients at various points when they call us.*” Another human resource manager from Travel Agency B laments that; *“we are five in our office and two of us are ladies.”*

The findings from the interview schedules disagree with those of Canada (2011) that travel services employed a high percentage of females relative to males, and that of

the largest occupations in the industry, travel guides have a workforce with a majority of males. This indicates that the sharp percentage increase among the male employees in the tours and travel companies is occasioned by the driver or tour guides who are dominantly male. The results from the cross-tabulation supported the information in the interview schedules that most of the tours and travel employees were male, with males being the predominant gender in the driver or tour guide work positions.

Employee respondents surveyed in Mombasa County indicated that 65.3% (226) intended to stay in their present organization in the next five years, as shown in Table 4.2. The findings also indicated that 16.2 % (56) would change their organization to take another job within the travel and tour companies, 11.3% (39) would take another job outside the travel and tour companies, and 7.2% would take other engagements such as venturing into entrepreneurship and managing family businesses. This implied that a majority of the employees in the tours and travel companies value their organizations and had higher intentions to stay in the travel and tour companies in the next five years.

This study supports the study by Stassen and Ursel (2009) that career sustainability is significantly positively related to intention to remain. The high percentage (65.3%) of employees with intentions to stay in the travel and tour companies in the next five years indicate that the tourism industry is not a 'pass-through' industry among employees to other industries.

This study further supports the findings by Ahmad and Azumah (2012) that many employees give an impression of being willing to remain in the organization if satisfactory career development openings are provided. There are additionally a sizeable number of employees who are likely to jump ship in the event that they get

an open door for work which is rationally energizing and is more associated with their interests.

Table 4.2: Intention to Stay in Travel and Tour Organization in the Next Five Years

Frequency	Percent	Cumulative Percent
Yes	226	65.3
Yes, to take another job within the travel and tour companies	56	16.2
No, to take another job outside the travel and tour companies	39	11.3
No, other	25	7.2
Total	346	100.0

Content analysis was used in analyzing data from the interview schedules from the human resource managers. From the findings of the interviews, the human resource managers were confident that the tours and travel companies provided opportunities for people to develop and grow their careers in it. Most of the employees were said to have worked for more than five years and had no desire to change their career from the tours and travel sector. However, there are employees who leave their company to work in other companies within or outside the tours and travel sector where they perceive to present better career opportunities and growth to them.

One human resource manager from Travel Agency J said that *“if a nice opportunity arose outside the tourism industry, would you leave it? Definitely not.”* A human resource manager in Tour Company D commented that *‘it’s not good to change careers anyhow...employees should stick to the industry because it’s full of opportunities.’* whereas, another human resource manager from Tour Company H commented that *“most of the driver guides are engaged on part-time basis and most*

of them tend to seek for work with bigger tour companies that promise them work that is continuous.”

From the study, the human resource managers observed that employees were keen about their stay in the tours and travel organization or sector. They noted that the employees consider their work as seasonal and best, requiring patience and endurance in order to sustain their career and achieve their dreams in life. The findings further revealed that if they were to change their jobs, some employees would move to the airline, communication or hospitality sectors. The findings from this study concurs with the study by Madueke and Emerole (2017) that there has been a change in competitive business environment not only in the business world but also in the mindset of people working in those organizations. Hence, employees are ready to switch over whenever they are dissatisfied with any reason in the job.

4.4 Career Sustainability

The dependent variable in the study was career sustainability and was analyzed using descriptive statistics such as frequency, percentage, mean and standard deviation. When the responses of likert scaled items were summed, they were treated as interval data measuring a latent variable. The statement responses were summed after performing the factor analysis to create a performance score and subjected to inferential analysis.

Most of the respondents 152 (40.0%) agreed that they were satisfied with the success they have achieved in their career, (43) 11.3% disagreed and (93) 24.5% undecided as shown in Table 4.3. This was supported by a mean of 3.63 and standard deviation of 1.04. On their satisfaction with the progress they have made toward meeting their

overall career goals 171 (45.0%) agreed, (37) 9.7% disagreed and (100) 26.3% were undecided. This was supported by a mean of 3.62 and standard deviation of 0.97. Most of the respondents 159 (41.8%) agreed that they were satisfied with the progress made towards meeting their goals for income, (39) 10.3% disagreed and (109) 28.7% were undecided. This was supported by a mean of 3.65 and standard deviation of 0.93. Most of the respondents were satisfied with progress made toward meeting goals for income at tour and travel firms.

Table 4.3: Career Sustainability Factors

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree			
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Mean	SD
I am satisfied with the success I have achieved in my career.	12	3.2	43	11.3	93	24.5	152	40.0	80	21.1	3.63	1.04
I am satisfied with the progress I have made toward meeting my overall career goals.	10	2.6	37	9.7	100	26.3	171	45.0	62	16.3	3.62	0.97
I am satisfied with the progress I have made toward meeting my goals for income.	5	1.3	39	10.3	109	28.7	159	41.8	68	17.9	3.65	0.93
I am satisfied with the progress I have made toward meeting my goals for advancement.	10	2.6	42	11.1	109	28.7	160	42.1	59	15.5	3.58	0.97
I am satisfied with the progress I have made toward meeting my goals for advancement of new skills	27	7.1	40	10.5	110	28.9	135	35.5	68	17.9	3.48	1.11

On their satisfaction with the progress made toward meeting goals for their advancement, (160) 42.1% agreed, (42) 11.1% disagreed, and (109) 28.7% were undecided. Most of the respondents (135) 35.5% agreed that they were satisfied with the progress made toward meeting goals for advancement of new skills, (40) 10.5% disagreed and 28.9% were undecided. This was supported by a mean of 3.48 and standard deviation of 1.11.

The data from the interview schedules in Table 4.4 indicates that the human resource managers recognize that employees in the tours and travel companies were satisfied of the success that had achieved in their careers, which propels them to stay more in the sector. The employees were also found out to be satisfied of their goals for development of new skills and were ready to acquire more skills that would enhance their career sustainability through improved work performance.

Table 4.4: Career Sustainability Factors from Interview Schedules

Career Sustainability Factors	Count (N= 20)
Achieved success	7
Goals for development of new skills	5
Overall career goals	3
Goals for advancement	3
Goals for income	2

The findings indicated that career sustainability at tour and travel firms had made the employees satisfied with the success they have achieved in their career, meeting their overall career goals, income, advancement and new skills. This finding agrees with Vos and Van der Heijden, (2015) that people who enjoy sustainable careers perform work that makes full use of their skills and challenges them to develop new ones.

4.5 Relationship between Intrinsic Motivations and Career Sustainability

The first objective and hypothesis sought to examine the relationship between intrinsic motivations and career sustainability in the travel and tour companies. The objective was established using descriptive statistics which involved the use of frequency, percentage, mean and standard deviation and descriptive statistics. The hypothesis was tested using multivariate regression.

4.5.1 Descriptive Analysis of Intrinsic Motivations

Most of the respondents 41.6% (144) agreed that recognition and acknowledgment for a job well done was moderately influential, with 3.8% (13) not influential and 19.7% (68) neutral (Table 4.5). This was supported by a mean of 3.85 and standard deviation of 1.03. Majority of the respondents 40.5% (140) agreed that high commendation for achieving or completing a task before the deadline was moderately influential at tours and travel companies, 2.3% (8) as not influential and 23.1% (80) were neutral. Most of the respondents 35.5% (123) agreed that there is a possibility of getting promotion was moderately influential, 1.2% (4) not influential and 20.8% (72) were neutral. This was supported by a mean of 3.98 and standard deviation of 0.97.

On the opportunity to learn a new skill or trade, 46.0% (159) agreed that it was moderately influential, 2.9% (10) not influential and 18.8% (65) neutral. Majority of the respondents 40.5% (140) agreed that the freedom to make and implement own decisions was moderately influential, with 3.5% (12) not influential and 21.4% (74) neutral. This was supported by a mean of 3.80 and standard deviation of 1.03. Most of the respondents 40.2% (139) agreed that challenging and interesting job tasks was moderately influential, with 3.2% (11) not influential and 6.9% (24) neutral.

Table 4.5: Descriptive Analysis of Employee Intrinsic Motivation Factors

Statement	Not Influential		Less Influential		Neutral		Moderately influential		Extremely influential		Mean	SD
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Recognition and acknowledgment	13	3.8	22	6.4	68	19.7	144	41.6	99	28.6	3.85	1.03
Commendation for achieving	8	2.3	18	5.2	80	23.1	140	40.5	100	28.9	3.88	0.96
Promotion possibility	4	1.2	23	6.6	72	20.8	123	35.5	124	35.8	3.98	0.97
New skill or trade opportunity	10	2.9	8	2.3	65	18.8	159	46.0	104	30.1	3.98	0.92
Freedom to make own decisions	12	3.5	26	7.5	74	21.4	140	40.5	94	27.2	3.80	1.03
Challenging/interesting job tasks	11	3.2	24	6.9	66	19.1	139	40.2	106	30.6	3.88	1.02

Most of the employees agreed that there was recognition and acknowledgment for a job well done, high recommendation for achieving or completing a task before the deadline and a possibility of getting promotion. Also, there was an opportunity among them to learn a new skill or trade, had freedom to make and implement own decisions and performed interesting job tasks.

Content analysis was carried out on the data derived from the interview schedules among the human resource managers in the tours and travel companies. Borg and Gall (1989) proposed that a coding system should be used to classify information and then a frequency count be carried out for the occurrences of each category before interpreting the data. After the above considerations, responses from the interviews

were classified by themes and attributes of the messages from each participant was performed to summarize the results as shown in Table 4.6.

The findings from interview schedules indicated that employees had freedom to work without interference were appreciated and given commendations or praised for excelling in their tasks. These comprised some of the common intrinsic factors that were commonly used by the human resource managers in the retention of employees in the tours and travel companies. The human resource managers also utilized other internal motivations factors including possibilities of getting promotion, as well as offering opportunities for learning through seminars and scholarships.

Table 4.6: Employee Intrinsic Motivation Factors from Interview Schedules

Intrinsic motivation factor	Count (N= 20)
Work without interference/ Responsibility	5
Achievement/commendation	5
Job challenge	4
Recognition	3
Advancement/Promotion	2
Growth	1

One human resource manager in Travel Agency G said “*We do appreciate our employees. We have a small budget to go out and have some team building for my great team each year, such as through participating in games, watching a movie or whatever...*”

The analysis of the interview schedules in this study supports the strong evidence from the findings of Msengeti and Obwogi (2015) that non-money related rewards

have a great deal of effect on worker retention when contrasted with the customary monetary rewards. This requires the tours and travel companies to try broadening the range of the rewards they can give their employees and abstain from concentrating on financial rewards alone.

4.5.2 Correlations between Intrinsic Motivations and Career Sustainability

Pearson moment correlation was used to analyze the influence of intrinsic motivations statements on career sustainability. In Table 4.7, there was a positive significant relationship between recognition and acknowledgment [$r = .175, n = 346, p < .05$], high commendation for achieving [$r = .284, n = 346, p < .05$], possibility of getting promotion [$r = .286, n = 346, p < .05$], opportunity to learn a new skill or trade [$r = .251, n = 346, p < .05$], freedom to make and implement own decisions [$r = .641, n = 346, p < .05$] and challenging and interesting job tasks [$r = .572, n = 346, p < .05$] and career sustainability.

This indicated that recognition and acknowledgment, high commendation for achieving, possibility of getting promotion, opportunity to learn a new skill or trade, freedom to make and implement own decisions and challenging and interesting job tasks as constructs of intrinsic motivation influenced career sustainability of the employees in tours and travel companies.

Table 4.7: Correlation between Intrinsic Motivation Constructs and Career Sustainability

Statements		Career Sustainability
Recognition and acknowledgment	Pearson Correlation	.175*
	Sig. (2-tailed)	.001
High commendation for achieving	Pearson Correlation	.284*
	Sig. (2-tailed)	.000
Possibility of getting promotion	Pearson Correlation	.286*
	Sig. (2-tailed)	.000
Opportunity to learn a new skill or trade	Pearson Correlation	.251*
	Sig. (2-tailed)	.000
Freedom to make and implement own decisions	Pearson Correlation	.641*
	Sig. (2-tailed)	.000
Challenging and interesting job tasks	Pearson Correlation	.572*
	Sig. (2-tailed)	.000

*. Correlation is significant at the 0.05 level (2-tailed). N=346

Overall the constructs of intrinsic motivation were computed to get a score that was used to predict the combined contribution in career sustainability of the employees in tours and travel companies as presented in Table 4.8. There was a positive relationship between intrinsic motivations and career sustainability [$r = .651, n = 346, p < .05$]. This indicated a positive correlation exist between intrinsic motivations and career sustainability in tour and travel firms.

Using the mixed methods approach, an interpretation of both the quantitative and qualitative information was done. The findings from interview schedules indicated in Table 4.5 that tours and travel company employees had freedom to work without interference, were appreciated and given commendations or praised for excelling in

their tasks. Additional evidence is also provided through a correlation between the intrinsic motivations and career sustainability, that career sustainability can be achieved when employees are given freedom to make and implement own decisions, and challenging and interesting job tasks. This indicates that career sustainability in the tours and travel companies can be realized more when employees are given freedom to make decisions as well as provided with work tasks that are interesting and challenging to them.

This study agrees with Sandhya and Kumar (2011) that the tours and travel organizations retain their employees due to challenging work assignments and freedom to work. It also indicates that career sustainability can be achieved through offering opportunities for promotion, providing interesting and challenging work tasks and often giving commendations when they achieve or complete tasks in time.

Table 4.8: Correlation between Intrinsic Motivations And Career Sustainability

		Career sustainability
Career sustainability	Pearson Correlation	1
	Sig. (2-tailed)	
Intrinsic motivations	Pearson Correlation	.651*
	Sig. (2-tailed)	.000

*. Correlation is significant at the 0.05 level (2-tailed). N=346

The more the tour firms embrace intrinsic motivations the higher the career sustainability improved. This agrees with Urdzikova and Kiss (2009) that change in motivation expands the proficiency of the company objectives. It likewise concurs with (Sandhya and Kumar, 2011) that organizations hold their employees because of

organization brand, world-wide career openings, hard-working attitudes, challenging work assignments and flexibility to work. This also concurs with Bernard and Appolonius (2014) that there is a solid positive connection between intrinsic inspiration and career sustainability.

4.5.3 Relationship between Intrinsic Motivations and Career Sustainability

The study used multivariate regression model to explore the relationship between intrinsic motivations and career sustainability. It was used to predict career sustainability in the study. The study also carried out the prediction basing on the effect of the independent variable intrinsic motivations in tour firms as presented in Table 4.9.

Table 4.9: Regression of Intrinsic Motivations and Career Sustainability

R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics				
				R ² Change	F Change	df1	df2	Sig. F Change
.651 ^a	.424	.423	.75970531	.424	278.673	1	378	.000

a. Predictors: (Constant), Zscore (intrinsic)

b. Dependent Variable: Zscore (sustainability)

The R² represented the measure of variability in career sustainability among selected tour firms that had adopted intrinsic motivations is accounted for by the predictor. From the model, (R² = 0.424) shows that all the predictors account for 42.4% variation in career sustainability. The predictors used in the model have captured the variation in the career sustainability in tours and travel companies. The change statistics were used to test whether the change in adjusted R² is significant using the

F-ratio. The model caused adjusted R^2 to change from zero to 0.424 and this change gave rise to an F- ratio of 278.67, which is significant at a probability of 0.05.

4.5.4 Analysis of Variance on Intrinsic Motivations and Career Sustainability

The study used analysis of variance to test if the model is fit in estimating the outcome than using the mean as presented in Table 4.10. The regression model considerably improved the ability to predict the career sustainability. The F- ratio was 278.67 and significant ($P < .05$). The model was significant leading to rejection of the null hypotheses (H_{01}) that there is no significant relationship between intrinsic factors and career sustainability in tours and travel companies

Table 4.10: Analysis of Variance on Intrinsic Motivations and Career Sustainability

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	160.836	1	160.836	278.673	.000 ^b
Residual	218.164	378	.577		
Total	379.000	379			

a. Dependent Variable: Zscore (sustainability)

b. Predictors: (Constant), Zscore (intrinsic)

4.5.5 Coefficients of Intrinsic Motivations and Career Sustainability

In addition, the β coefficients for independent variable were produced from the model, so as to test the hypothesis of the study where the t-test was used as a measure to ascertain if the predictors were making a significant contribution to the model. Table

4.11 shows the estimates of β -value and gives the contribution of the predictor to the model.

Table 4.11: Intrinsic Motivations and Career Sustainability Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.023 E-013	.039		.000	1.000
Intrinsic)	.651	.039	.651	16.693	.000

a. Dependent Variable: Career sustainability

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

$$Y = 1.023E-013 + .651X_1 + \varepsilon_1 \dots\dots\dots 4.1$$

Where: Y = career sustainability, Z_1 = intrinsic motivation, ε_1 = error term

From the findings the t-test associated with β -values was significant and the intrinsic motivation as the predictor was making a significant contribution to the model. The coefficients results showed that the predicted parameter in relation to the independent factor was significant; $\beta_1 = 651$ ($P < 0.05$) which implies that we reject the null hypothesis (H_{01}) stating that there is no significant relationship between intrinsic motivation and career sustainability in tour and travel firms. This indicates that for each increase in intrinsic motivation, there is 0.651 times rise in career sustainability tour and travel firms. Also, the effect of intrinsic motivation as indicated by the t-test value = 16.69 which denotes that the standard error related with the parameter is over 16.7 times that of the error associated with it.

The findings agree with Thomas, (2009) that the intrinsic rewards or motivators are strong predictors of retention. The intrinsic rewards are also a relatively healthy and sustainable source of motivation for employees. This study finding also supported Dam, Vuuren and Kemps, (2016), a Sustainable Employment Model (SEM) analysis, which revealed that intrinsic job value was strongly and positively related with sustainable employment for employees of all ages.

4.6 Relationship between Extrinsic Motivations and Career Sustainability

The second objective of the study was to assess the extrinsic motivations of employee retention influencing career sustainability in the travel and tour companies. This was proven using both inferential and descriptive statistics. The descriptive statistics involved the use of frequency, percentage, mean and standard deviation. The inferential statistics comprised of the use of multivariate regression and Pearson correlation coefficient.

4.6.1 Descriptive Analysis of Extrinsic Motivations

Most of the respondents 33.8% (117) agreed that physical surroundings of workplace, like facilities or location was moderately influential, 5.2% (18) not influential and 23.7% (82) were neutral as shown in Table 4.12. This was supported by a mean of 3.79 and standard deviation of 1.11. Majority of the respondents 39.3% (136) agreed that transparent promotion opportunities was moderately influential at tours and travel companies with 1.7% (6) not influential and 24.6% (85) were neutral.

Majority of the respondents 37.0% (128) agreed that company policies was moderately influential, with 2.9% (10) not influential and 28.6% (99) neutral. This was supported by a mean of 3.81 and standard deviation of 0.98. Most of the

respondents 35.3% (122) agreed that salary and benefits was moderately influential, with 3.8% (13) not influential and 16.8% (58) neutral. This was supported by a mean of 3.91 and standard deviation of 1.09.

Table 4.12: Descriptive Analysis of Extrinsic Motivation Factors

	Not Influential		Less Influential		Neutral		Moderately influential		Extremely influential		Mean	SD
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Workplace physical surroundings	18	5.2	22	6.4	82	23.7	117	33.8	107	30.9	3.79	1.11
Transparent promotion opportunities	6	1.7	29	8.4	85	24.6	136	39.3	90	26.0	3.79	0.98
Company policies	10	2.9	15	4.3	99	28.6	128	37.0	94	27.2	3.81	0.98
Salary/benefits	13	3.8	29	8.4	58	16.8	122	35.3	124	35.8	3.91	1.09
Supervisor treatment	13	3.8	25	7.2	91	26.3	105	30.3	112	32.4	3.80	1.09
Work-life fit	12	3.5	21	6.1	83	24.0	139	40.2	91	26.3	3.80	1.01
Good status in the society	11	3.2	19	5.5	84	24.3	130	37.6	102	29.5	3.85	1.01
Job security	13	3.8	31	9.0	67	19.4	129	37.3	106	30.6	3.82	1.08
Working relationships	14	4.0	22	6.4	82	23.7	119	34.4	109	31.5	3.83	1.07

On the treatment by supervisor, 30.3% (105) agreed that it was moderately influential, with 3.8% (13) not influential 26.3% (91) neutral. Majority of the respondents 40.2% (139) agreed that the work interference with personal life was moderately influential, with 3.5% (12) not influential and 24.0% (83) neutral. This was supported by a mean of 3.80 and standard deviation of 1.01. Most of the respondents 37.6% (130) agreed

that their work gives a good status in the society were moderately influential, with 3.2% (11) not influential and 24.3% (84) neutral.

Majority of the respondents 37.3% (129) agreed that the sense of job security within job position or organization was moderately influential, with 3.8% (13) not influential and 19.4% (67) neutral. This was supported by a mean of 3.82 and standard deviation of 1.08. Most of the respondents 34.4% (119) agreed that working relationships with supervisors, peers, and subordinates was moderately influential, with 4.0% (14) not influential and 23.7% (82) neutral.

Content analysis was used for textual analysis and involved comparing, contrasting, categorizing, and analyzing qualitative data. Based on the above considerations, the interview schedules responses of the human resource managers from the tours and travel companies were analyzed as shown in Table 4.13.

Table 4.13: Extrinsic Motivations of Employees from Interview Schedules

Extrinsic motivation factor	Count (N= 20)
Good relationship with bosses and co-workers	7
Salary and medical schemes	5
Employment security	5
Provision of equipment	1
Safe working physical surroundings	1
Company policy and yearly retreats	1

Responses were classified by attributes and themes of the messages from every participant were performed to summarize the findings. The results showed that good pay and benefits, good relationship with their bosses and supervisors, and job security

were factors recognized by the human resource managers to highly motivate the employees to sustain their careers.

One human resource manager in Tour Operator C commented that “*Our organization has high levels of pay, has higher retention rates and larger numbers of individuals applying to work for us.*” This agrees with the study by Iqbal *et al.* (2017) that there is a substantial relationship between rewards provided by a firm and employee satisfaction for them to work for the organizations for longer period of time. However, another human resource manager in Travel Agency B said “*...although many companies have done a very good job of retaining their employees with salary increase, we do not place high consideration on pay-based retention incentives...*” Perhaps, this study finding supports that of SHRM (2018) that the majority of employees perceive their relationship with their immediate supervisor and senior management to be very critical to their job satisfaction. Precisely, they would want to feel respected and to have a mutual trust between themselves and senior management or their bosses.

4.6.2 Correlation on the Influence of Extrinsic Motivations on Career Sustainability in the Travel and Tour Companies

Pearson moment correlation was used to describe the influence of extrinsic motivations statements on career sustainability as shown in table 4.14. There was a positive significant relationship between physical surroundings of workplace, like facilities or location [$r = .248, n = 346, p < .05$], transparent promotion opportunities [$r = .216, n = 346, p < .05$], company policies [$r = .282, n = 346, p < .05$], salary and benefits [$r = .290, n = 346, p < .05$], treatment by supervisor [$r = .308, n = 346, p < .05$], Work interference with personal life [$r = .337, n = 346, p < .05$], Work that gives a

good status in the society [$r = .271, n = 346, p < .05$], sense of job security within job position or organization [$r = .766, n = 346, p < .05$], working relationships with supervisors, peers and subordinates [$r = .652, n = 346, p < .05$], and career sustainability.

Table 4.14: Correlation of Extrinsic Motivations and Career Sustainability

		Career Sustainability
Physical surroundings of workplace, like facilities or location	Pearson Correlation	.248*
	Sig. (2-tailed)	.000
Transparent promotion opportunities	Pearson Correlation	.216*
	Sig. (2-tailed)	.000
Company policies	Pearson Correlation	.282*
	Sig. (2-tailed)	.000
Salary and benefits	Pearson Correlation	.290*
	Sig. (2-tailed)	.000
Treatment by supervisor	Pearson Correlation	.308*
	Sig. (2-tailed)	.000
Work interference with personal life	Pearson Correlation	.337*
	Sig. (2-tailed)	.000
Work that gives a good status in the society	Pearson Correlation	.271*
	Sig. (2-tailed)	.000
Sense of job security within job position or organization	Pearson Correlation	.766*
	Sig. (2-tailed)	.000
Working relationships with supervisors, peers, and subordinates	Pearson Correlation	.652*
	Sig. (2-tailed)	.000

*. Correlation is significant at the 0.05 level (2-tailed). N=346

There was a positive relationship between extrinsic motivations and career sustainability [$r = .615, n = 346, p < .05$] as shown in Table 4.15. The findings from the interview schedules indicated in Table 4.12 that extrinsic motivation factors with major contribution to career sustainability included good working relationship with bosses, employment security, as well as salary and medical schemes. This implies

that employees can highly sustain their careers in an organization that promises them job security, as well as support and good working relationships with their supervisors.

The study findings concur with those of Vasquez (2014) that when senior management endeavors to fulfill the needs of their workers and provide some assurance of job advancement or security, the desire to stay increases significantly. This is further supported by (Bernthal and Wellins, 2001; Kelly, 2018) that the relationship with coworkers can also affect employees desire to stay with their organization. This indicates that the tours and travel company employees can form a strong team of support and encouragement where peers want to help each other to succeed and sustain their careers in their companies.

Table 4.15: Correlation Of Extrinsic Motivations On Career Sustainability

		Career Sustainability
Career sustainability	Pearson Correlation	1
	Sig. (2-tailed)	
Extrinsic motivations	Pearson Correlation	.615*
	Sig. (2-tailed)	.000

*. Correlation is significant at the 0.05 level (2-tailed). N=346

The findings agree with Wikipremed, (2016) that extrinsic motivation alludes to the execution of an action keeping in mind the end goal to accomplish a coveted result. It likewise agrees with Krause (2015) that those high-performing employees who works at firms with high remuneration distribution are less inclined to leave a firm to competitors.

4.6.3 Regression on the Influence of Extrinsic Motivations on Career Sustainability

A multivariate regression model was used to predict career sustainability in the study. The prediction was carried out based on the independent variable extrinsic motivations. Table 4.16 indicates the R^2 value representing the measure of variability in career sustainability among selected tours and travel companies that utilize extrinsic motivations.

Table 4.16: Regression of Extrinsic Motivations and Career Sustainability

R	R^2	Adjusted R^2	Std. Error of Estimate	Change Statistics					
				R^2 Change	F Change	df1	df2	Sig. Change	F
.615 ^a	.378	.376	.789780	.378	229.61	1	378	.000	

a. Predictors: (Constant), Zscore (extrinsic)

b. Dependent Variable: Zscore (sustainability)

From the model, ($R^2 = .378$) shows that all the predictors account for 37.8% variation in career sustainability. The model caused adjusted R^2 to change from zero to 0.378 and this change gave rise to an F-ratio of 229.61, which is significant at a probability of 0.05.

4.6.4 Analysis of Variance on Extrinsic Motivations

The F-ratio was 229.61 and significant ($P < 0.05$) as presented in table 4.17. The model significantly enhanced the ability to predict career sustainability. Thus, the model was significant leading to rejection of the null hypothesis that there is no significant

relationship between extrinsic factors and career sustainability in tours and travel companies.

Table 4.17: ANOVA on Extrinsic Motivations

	Sum Squares	of Df	Mean Square	F	Sig.
Regression	143.221	1	143.221	229.612	.000 ^b
Residual	235.779	378	.624		
Total	379.000	379			

a. Predictors: (Constant), Zscore (extrinsic)

b. Dependent Variable: Zscore(sustainability)

4.6.5 Coefficients of Extrinsic Motivations and Career Sustainability

From the study, the β coefficients for independent variable was produced from the model and used to check hypotheses under the study. The *t*-test was used as a measure to identify whether the predictor was making a significant impact to the model. Table 4.18 displays the estimates of β value and gave the impact of the predictor to the model. The β value explains the relationship between career sustainability and the predictor extrinsic motivations.

Table 4.18: Coefficients of Extrinsic Motivations and Career Sustainability

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.027 E-013	.041		.000	1.000
Extrinsic	.615	.041	.615	15.153	.000

a. Dependent Variable: Career sustainability

The positive β values indicate the positive relationship that exists between the predictor and the outcome. The β value for extrinsic variable had a positive coefficient thus positive relationship with career sustainability among selected tours and travel companies as summarized in the model as:

$$Y = 1.027E-013 + .615X_2 + \varepsilon_2 \dots\dots\dots 4.2$$

Where: Y = career sustainability, X_2 = extrinsic and ε_2 = error term

From the findings, the t-test associated with β values was significant and therefore extrinsic motivation predictor was making a significant contribution to the model. The coefficients showed that the predicted career sustainability was significant. From the findings $\beta_2 = 0.615$ ($p < 0.05$) implies that the null hypothesis (H_{02}) stating that there is no significant relationship between extrinsic factors and career sustainability in tours and travel companies was rejected. This indicates that for each increase in the extrinsic motivation, there were 0.404 improvements in career sustainability in tours and travel companies.

The study findings agree with NaeemIlham *et al.* (2011) that there is a significant positive relationship between work fulfillment and compensation. This shows when workers see that their compensation is reasonable, they are well on the way to encounter a career fulfillment. Income was the third important external motivation factor influencing career sustainability in this study. This is also supported by the study of Nyaura and Omwenga (2016) that remuneration designs are intended to increase satisfaction after some time, hence, workers will remain longer with desires of good pay set up in an organization.

4.7 Relationship between Employee Retention Strategies and Career Sustainability

The third objective of the study was to analyze employee retention strategies that facilitate career sustainability in the travel and tour companies. This was achieved by use of descriptive (involving the use of frequency, percentage, mean and standard deviation) and inferential descriptive statistics which involved the use of Pearson correlation coefficient and multivariate regression.

4.7.1 Descriptive Statistics of Employee Retention Strategies

Most of the respondents 53.6% (204) agreed that there was greater transparency in relation to internal opportunities, including interdepartmental transfers and advancement, with 9.7% disagree and 36.6% neutral as presented in Table 4.19. This was supported by a mean of 3.58 and standard deviation of 0.95. Majority of the respondents 60.2% (229) agreed that the organization prioritizes and funds the development employees need in order to improve; with 27.6% neutral and 12.1% disagree. Majority of the respondents 56.6% (215) agreed that there are more opportunities for cross-functional work or job rotation, with 11% disagree and 32.4% neutral. This was supported by a mean of 3.64 and standard deviation of 0.97.

On the statement that the organization actively recruits from outside of the organization to fill various vacant positions, 64.8% (246) of the respondents agreed, with 25.3% neutral and 10% disagreed. This was supported by a mean of 3.74 and standard deviation of 1.02. From the study the retention strategies at tours and travel companies included development of a greater transparency about internal opportunities, including interdepartmental moves and advancement, organization

prioritizes funds for the development of employees needs and actively recruits from outside of the organization to fill various vacant positions.

Table 4.19: Employee Retention Strategies

	Strongly Disagree		Neutral		Agree		Strongly agree					
	Freq	%	Freq	%	Freq	%	Freq	%	Mean	SD		
Transparent internal opportunities	10	2.9	22	6.4	129	37.3	123	35.5	62	17.9	3.59	0.95
Funding employee development	11	3.2	32	9.2	99	28.6	142	41.0	62	17.9	3.61	0.99
Opportunities for job rotation	7	2.0	30	8.7	110	31.8	123	35.5	76	22.0	3.67	0.98
Active external recruitment	17	4.9	20	5.8	85	24.6	138	39.9	86	24.9	3.74	1.05

Content analysis was performed on the data from the interview schedules with the human resource managers from the tours and travel companies by systematically and objectively identifying specified characteristics of messages before interpretation was done as indicated in Table 4.20. The findings indicated that the companies prioritized skill multi-tasking, cross-functional work, recommended trainings occasionally for staff, and also made the staff aware of the internal opportunities available before considering external recruitment. External recruitment involved bringing in new talent from fresh graduates or experienced persons in the sector, where the skills shortage could not be filled by the staff in the company.

Table 4.20: Employee Retention Strategies from Interview Schedules

Employee Retention Strategies	Count (N= 20)
Training and multi-skilling	7
Cross-functional work/job rotation	6
External recruitment through referrals	4
Transparent internal opportunities	3

One human resource manager from Tour Operator Company D said “...*our organization invests in the development of the employees...and we have appropriate systems for recruitment...*” In addition, another human resource manager in Travel Agency F asserted that “*we definitely consult our staff if they can take up new responsibilities when they have matching qualifications.*” and another from Travel Tour Company C said “...*we provide priority to our staff whenever new opportunities arise.*”

This study found out that job rotation or cross-functional work is a key strategy for career sustainability, which agrees with SHRM (2018) that job rotation or cross-functional work is a good method of providing job enrichment from the perspective an employee. It encompasses the logical transfer of employees from one job to another within an organization and can be highly effective in employee retention, as well as career sustainability.

4.7.2 Correlations between Retention Strategies and Career Sustainability

Pearson moment correlation was used to describe the influence of retention strategies statements on career sustainability as shown in Table 4.21. There was a positive significant relationship between greater transparency about internal opportunities [$r =$

.388, $n = 346$, $p < .05$], organization prioritizes and funds the development of employees need in order to improve [$r = 0.318$, $n = 346$, $p < .05$], there are more opportunities for cross-functional work or job rotation [$r = 0.588$, $n = 346$, $p < .05$], organization actively recruits from outside [$r = 0.521$, $n = 346$, $p < .05$] and career sustainability. The employee retention strategies identified in this study were all positively related to career sustainability among travel and tour company employees.

Table 4.21: Correlations between Retention Strategies and Career Sustainability

		Career Sustainability
There is greater transparency about internal opportunities	Pearson Correlation Sig. (2-tailed)	.388* .000
Organization prioritizes and funds the development of employees need in order to improve	Pearson Correlation Sig. (2-tailed)	.318* .000
There are more opportunities for cross-functional work or job rotation	Pearson Correlation Sig. (2-tailed)	.588* .000
My organization actively recruits through referrals	Pearson Correlation Sig. (2-tailed)	.521* .000

*. Correlation is significant at the 0.05 level (2-tailed). b. Listwise N=346

This study agrees with SHRM (2018) that job rotations are not new, but they can be highly effective in employee retention as well as increasing career sustainability. It also concurs with the Tourism HR Society (2017) that employees who are employed through referrals tend to remain with the organization longer than different competitors. This indicates that cross-functional work and recruitment through referrals are the leading strategies for career sustainability among employees in the tours and travel companies, which will be among the solutions to the assertion by RDEE (2017) that the tourism industry has been struggling with recruitment issues for several years.

There was a positive relationship between retention strategies and career sustainability [r = 0.788, n = 346, p<.05] as presented in Table 4.22. This indicated a positive correlation exist between retention strategies and career sustainability in tour and travel firms. Thus, the more the tour firms embrace retention strategies the higher the career sustainability improved.

Table 4.22: Correlations between Retention Strategies and Career Sustainability

		Career sustainability
Career sustainability	Pearson Correlation	1
	Sig. (2-tailed)	
Retention strategies	Pearson Correlation	.788*
	Sig. (2-tailed)	.000

*. Correlation is significant at the 0.05 level (2-tailed). b. Listwise N=346

4.7.3 Multivariate Regression on Retention Strategies and Career Sustainability

This study used multivariate regression model to identify the correlation between retention strategies and career sustainability. It was used to predict career sustainability in the study. The prediction was undertaken based on the effect of the independent variable retention strategies in tour firms (Table 4.23).

Table 4.23: Model Summary on Retention Strategies

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.788 ^a	.621	.620	.616121	.621	620.41	1	378	.000

a. Predictors: (Constant), Zscore (retention strategies)

b. Dependent Variable: Zscore (sustainability)

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

4.7.4 Analysis of Variance on Retention Strategies and Career Sustainability

This study used ANOVA to test if the model could significantly fit in forecasting the result than using the mean as presented in table 4.24. It can be seen that the regression model significantly improved the ability to predict the career sustainability and the F-ratio was 620.41 and significant ($P < .05$) thus the model was significant leading to rejection of the null hypotheses (H_{03}).

Table 4.24: Analysis of Variance on Retention Strategies and Career Sustainability

Model		Sum of Df	Mean Square	F	Sig.	
1	Regression	235.509	1	235.509	620.41	.000 ^b
	Residual	143.491	378	.380		
	Total	379.000	379			

a. Dependent Variable: Zscore (sustainability)

b. Predictors: (Constant), Zscore (retention strategies)

4.7.5 Coefficients of Retention Strategy and Career Sustainability

In order to test the hypothesis under study, β coefficients for independent variable were created from the model where the t-test was used as a measurement tool to ascertain whether the predictors were making a significant contribution to the model. Table 4.25 presents the estimates of β -value and provides the contribution of the predictor to the model.

Table 4.25: Coefficients of Employee Retention Strategies and Career Sustainability

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.033E-013	.032		.000	1.000
Retention	.788	.032	.788	24.908	.000

a. Dependent Variable: Career sustainability

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

$$Y = 1.033E-013 + 0.788X + \varepsilon_1 \dots\dots\dots 4.3$$

Where: Y = career sustainability, X_3 = retention strategies, ε = error term

From the findings, the t-test associated with β -values was significant and the retention strategies as the predictor were making a significant contribution to the model. The coefficients result in Table 4.25 exhibited that the predicted parameter relating to the independent factor was significant; $\beta_1 = 0.788$ ($P < 0.05$) which suggests that we reject the null hypothesis (H_{03}) which states that there is no significant relationship between retention strategies and career sustainability in tours and travel companies. This

indicates that for each increase in retention strategies, there was 0.788 times rise in career sustainability tours and travel companies. Moreover, the effect of retention strategies was indicated by the t-test value = 24.91 which indicates that the standard error associated with the parameter is over 24.91 times that of the error related with it.

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

4.8 Moderating Effect of Employee Engagement on the Relationship between Employee Retention and Career Sustainability

The fourth objective and hypothesis were first analyzed to establish the relationship between employee engagement and career sustainability. Their significant relationship was analyzed to show whether employee engagement improved the relationship between employee retention and career sustainability.

4.8.1 Relationship between Employee Engagement and Career Sustainability

The fourth objective was to establish the influence of employee engagement on career sustainability in travel and tour companies in Mombasa County, Kenya. This was established using the descriptive, hierarchical multiple regression and process.

The respondents had various views on the employee engagement at tours and travel companies. Most of the respondents 40.2% (139) agreed that they had information, training and equipment needed to ensure efficiency at work, 3.2% (11) disagreed and 16.8% (58) were neutral as shown in Table 4.26. This was supported by a mean of 4.24 and standard deviation of 0.88. Majority of the respondents 48.8% (169) agreed that they get a sense of satisfaction from their work, 5.8% (20) disagreed and 19.1% (66) were neutral.

Most of the respondents 43.6% (151) agreed that they were willing to put in the extra effort to get the job done, 3.8% (13) disagreed and 15.6% (54) neutral. This was supported by a mean of 4.06 and standard deviation of 0.92. Majority of the respondents 37.0% (128) agreed that they were proud of the work they do, 2.6% (9) disagreed and 19.4% (67) were neutral. Most of the respondents 40.5% (140) agreed that overall, they like their job, 3.8% (13) disagreed and 17.3% (60) were neutral. This was supported by a mean of 4.07 and standard deviation of 0.92.

Most of the respondents 35.0% (121) agreed that they would recommend their department or organization as a great place to work, 5.2% (18) disagreed and 26.3% (91) were neutral. This was supported by a mean of 3.88 and standard deviation of 0.99. Majority of the respondents 36.7% (127) agreed that they were satisfied with departmental activities, with 4.9% (17) disagreed and 28.3% (98) were neutral. On the statement that they would prefer to remain with organization, even if a comparable job was available elsewhere in the travel and tour companies, 33.2% (115) agreed, 13.3% (46) disagreed and 27.2% (94) were neutral. This was supported by a mean of 3.49 and standard deviation of 1.13.

Table 4.26: Descriptive Statistics of Employee Engagement Factors

	Strongly Disagree		Neutral		Agree		Strongly agree					
	Freq	%	Freq	%	Freq	%	Freq	%	Mean	SD		
Information, training and equipment	4	1.2	11	3.2	58	16.8	139	40.2	134	38.7	4.12	0.88
Satisfaction from work	3	.9	20	5.8	66	19.1	169	48.8	88	25.4	3.92	0.87
Willing to put extra effort to get the job done	7	2.0	13	3.8	54	15.6	151	43.6	121	35.0	4.06	0.92
Proud of the work that they do	5	1.4	9	2.6	67	19.4	128	37.0	137	39.6	4.11	0.90
Overall, I like my job	6	1.7	13	3.8	60	17.3	140	40.5	127	36.7	4.07	0.92
Recommend my department/organization as a great place to work	8	2.3	18	5.2	91	26.3	121	35.0	108	31.2	3.88	0.99
I am satisfied with my department	14	4.0	17	4.9	98	28.3	127	36.7	90	26.0	3.76	1.02
I would prefer to remain with my organization	20	5.8	46	13.3	94	27.2	115	33.2	71	20.5	3.49	1.13

From the findings, the employee engagement at tours and travel companies was attributed to the information, training and equipment needed to ensure efficiency at work and would prefer to remain with organization, even if a comparable job was available elsewhere in the travel and tour companies. The employees were satisfied with departmental activities, would recommend their department or organization as a great place to work, get a sense of satisfaction from working, were willing to put in the extra effort to get the job done and proud of the work they do.

The data from interview schedules with the human resource managers from the tours and travel companies were analyzed as shown in Table 4.27. The findings indicated that the human resource managers observed their employees to be engaged as they took pride in their work, had good working conditions and friendly managers, were willing to put in an extra effort to get their work done even in more challenging work situations, and that the employees were provided with the necessary equipment to make their work enjoyable such as efficient internet in the offices and always updated on new information about the tourism industry.

Table 4.27: Employee Engagement Factors from Interview Schedules

Employee Engagement	Count (N= 20)
Good working conditions and friendly managers	7
Encourage employees to be proud of their work	5
Recognizing extra effort	3
Providing information and necessary equipment	2
Improve employee satisfaction and interactions at work	2
Employees create fun at work and like their job	1

The human resource manager of Tour Company H commented that “*fun and respect encourages people to achieve higher levels of performance and establishes stronger work relationships among staff,*” and also “*acknowledgement of achievement makes our staff motivated to work harder... work an extra mile...and be more loyal to the organization*” (Human resource manager, Tour Operator Company B).

The findings from the interview schedules supports those of Msengeti and Obwogi (2015) that human resource experts are required to every now and again re-asses their

present procedures to guarantee that they address the inclinations of their employees for enhanced responsibility and inspiration through arrangement of employments that are fulfilling, give clear professional success openings, and offer as much freedom as is practicable.

4.8.2 Correlation between Employee Engagement and Career Sustainability

The researcher used Pearson moment correlation to ascertain the relationship between employee engagement and career sustainability as shown in Table 4.28. There was a positive relationship between employee engagement and career sustainability [$r = 0.667$, $n = 346$, $p < 0.05$]. This indicates employee engagement significantly influenced career sustainability.

Table 4.28: Correlation between Employee Engagement and Career Sustainability

		Sustainability	Engagement
Sustainability	Pearson Correlation	1	
	Sig. (2-tailed)		
Engagement	Pearson Correlation	.667*	1
	Sig. (2-tailed)	.000	

*. Correlation is significant at the 0.05 level (2-tailed). b. Listwise N=346

This study found out that the more the tours and travel companies engage their employees the more they enhance career sustainability. Worker engagement is in this way of imperative essentialness to fruitful maintenance of gifted individuals. This investigation is in concurrence with the experimental examination by Baum (2016) that organizations are currently starting to focus more genuinely on giving their

employees the assistance and help they need to effectively get engaged with their work.

4.8.3 Regression of Employee Engagement and Career Sustainability

A multivariate regression model was used to explore the relationship between independent variable or predictor and continuous dependent variable. It was used to predict career sustainability using employee engagement (Table 4.29). From the model, ($R^2 = .444$) shows that all the predictors account for 44.4% variation in career sustainability. The predictors used in the model have captured the variation in the career sustainability in travel and tour companies.

Table 4.29: Regression Results of Employee Engagement and Career Sustainability

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Change	F Change	df1	df2	Sig. F Change
.667 ^a	.444	.442	.74672440	.444	301.702	1	378	.000

a. Predictors: (Constant), Zscore (engagement)

b. Dependent Variable: Zscore (sustainability)

The change statistics were used to test whether the change in adjusted R^2 is significant using the F-ratio. The model caused adjusted R^2 to change from zero to 0.444 and this change gave rise to an F- ratio of 301.702, which is significant at a probability of 0.05.

4.8.4 Analysis of Variance on Employee Engagement and Career Sustainability

The research used the ANOVA to test whether the model could significantly fit in predicting the outcome than using the mean as presented in Table 4.30. Results show that the model significantly improved the ability to predict the career sustainability. The F- ratio was 301.702 and significant ($P < .05$) and therefore the model was significant thus leading to rejection of the null hypotheses (H_{04}) that there is no significant effect of employee engagement on career sustainability.

Table 4.30: Analysis of Variance on Employee Engagement Factors and Career Sustainability

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	168.228	1	168.228	301.702	.000 ^b
	Residual	210.772	378	.558		
	Total	379.000	379			

a. Dependent Variable: Zscore(sustainability)

b. Predictors: (Constant), Zscore(engagement)

4.8.5 Coefficients of Employee Engagement and Career Sustainability

In addition, the β coefficients for was produced from the model, so as to test each of the hypotheses under investigation. The t-test was used to ascertain whether the predictors were making a significant contribution to the model. Table 4.31 presents the estimates of β -value and provides contribution of the predictor to the model. The β -value for employee engagement had positive coefficient, showing positive correlation with career sustainability as summarized in the model as:

$$Y = 1.011E-013 + .667 \text{ employee engagement} + \varepsilon_1 \dots\dots\dots \text{Equation 4.4}$$

Where:

Y = career sustainability, X =employee engagement, ε = error term

Table 4.31: Coefficients of Employee Engagement and Career Sustainability

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.011	E-013		.000	1.000
Zscore(Engagement)	.667	.038	.667	17.370	.000

a. Dependent Variable: Zscore (sustainability)

The findings show that the t-test associated with β -values was significant and the employee engagement as the predictor was making a significant contribution to the model. The coefficients results showed that the predicted parameter in relation to the independent factor was significant; $\beta_5 = 0.667$ ($P < 0.05$) implying that the null hypothesis (H_{04}) stating that there is no significant correlation between employee engagement and career sustainability is rejected. This shows that for every unit increase in the employee engagement, there is 0.667 units increase in career sustainability in tours and travel companies. The findings agrees with Ologbo and Safian (2012) that worker engagement could be a solid factor for organizational performance and career sustainability as it has a critical potential to influence employee loyalty, efficiency and retention

4.8.3 Moderating Effect of Employee Engagement on the Relationship between Employee Retention and Career Sustainability

The fifth objective was to establish the moderating effect of employee engagement on the relationship between employee retention and career sustainability in travel and tour companies in Mombasa County, Kenya. A hierarchical multiple regression

analysis was used in order to establish the moderating effect of employee engagement on the correlation between employee retention and career sustainability in travel and tour companies. The first model represented the control variable which was the years worked in the firm and model 2 was the independent variables, model three was the moderator employee engagement. Model 4, 5 and 6 represented the interaction effect between the employee retention and employee engagement in travel and tour companies (Table 4.32).

Model 1 showed the control variable years worked in travel and tour companies in Mombasa County had an R squared of 0.006 and an adjusted R square of 0.004. The control variables could explain 0.6% variance in career sustainability in travel and tour companies ($F=2.37$). This indicated that the years worked in travel and tour companies does not influence the career sustainability in tours and travel companies.

Model 2, representing independent variables had an adjusted R square of 0.654. Intrinsic motivation ($\beta=0.156$), extrinsic motivation ($\beta=0.111$) and retention strategies ($\beta=0.611$) had significant relationship ($p<0.01$) with career sustainability in travel and tour companies. This indicated that the employee retention had a positive relationship with career sustainability in travel and tour companies in Mombasa County.

Model 3 indicated the effect of moderator variable (employee engagement) on career sustainability. The findings indicated that employee engagement ($\beta=0.236$) had a significant relationship with career sustainability, with an adjusted R squared of 0.681. This concurs with Ologbo and Safian (2012) that employee commitment could be a solid factor for the organization performance and accomplishment since it has a huge potential to influence worker profitability and retention. Representative

engagement was, therefore, of vital significance in this study as a moderator between employee retention and career sustainability.

This study found out that employee engagement had significant effect on career sustainability. This agrees with Nwokocha and Iheriohanma (2012) that workers who are satisfied with their employment will likely remain in the company longer than the individuals who are not happy with their occupations. This likewise implies employee retention can be accomplished and turnover lessened if administration can distinguish and implement legitimate factors that will create career sustainability among workers.

Table 4.32: Hierarchical Multiple Regression of Employee Engagement on the Relationship between Employee Retention and Career Sustainability

Variables	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
(Constant)	1.036E-013	1.029E-013	1.023E-013	1.024E-013	1.004E-013	1.006E-013
Years working	-.079	-.032	-.026	-.029	-.026	-.028
Zscore(intrinsic)		.156*	.103*	-.143	-.375	-.449
Zscore(extrinsic)		.111*	.077	.078	.371	.318
Zscore(retention strategies)		.611*	.522*	.521*	.525*	.679*
Zscore(engagement)			.236*	.388*	.389*	.388*
Intrinsic *engagement				.413*	.800*	.922*
Extrinsic*engagement					-.487	-.397
Retention strategies*engagement						-.249
R Square	.006	.654	.685	.687	.687	.688
Adjusted R Square	.004	.651	.681	.682	.681	.681
R Square Change	.006	.255	.075	.017	.000	.001
F Change	2.372	234.285*	36.368*	2.014*	.828	.341

*Significant at 0.05

In order to test the null hypothesis H0₄; the moderating effect of employee engagement on the relationship between employee retention and career sustainability in travel and tour companies, all the independent variables (intrinsic, extrinsic and

retention strategies) were each multiplied with the employee engagement and the product used in the regression equation to establish the model 4, 5 and 6.

The interaction effect between the employee retention and employee engagement, gave R square value of 0.687, 0.687 and 0.688 respectively. The findings showed that employee engagement moderates the relationship between the intrinsic motivation ($\beta=0.413$) and career sustainability in travel and tour companies. The findings agree with Schaufeli and Bakker (2004) that involved employees are more likely to be attached to their organizations and thus are not likely to leave the organization.

Employee engagement does not moderate the relationship between the extrinsic motivation ($\beta= -0.487$), retention strategies ($\beta= - 0.249$) and career sustainability in travel and tour companies in Mombasa County. This study concurs with White (2009) that lack of employee engagement reduces workers' long-standing commitment to the company making it difficult to attract, develop, align and retains highly talented employees.

An examination of the interaction plot in Figure 4.8 showed that an enhanced effect of employee retention, with increased employee engagement contributes to increased career sustainability. At low engagement, career sustainability was low because of low retention. However, as the engagement increases the retention improved leading to enhanced career sustainability among employees in the travel and tour companies.

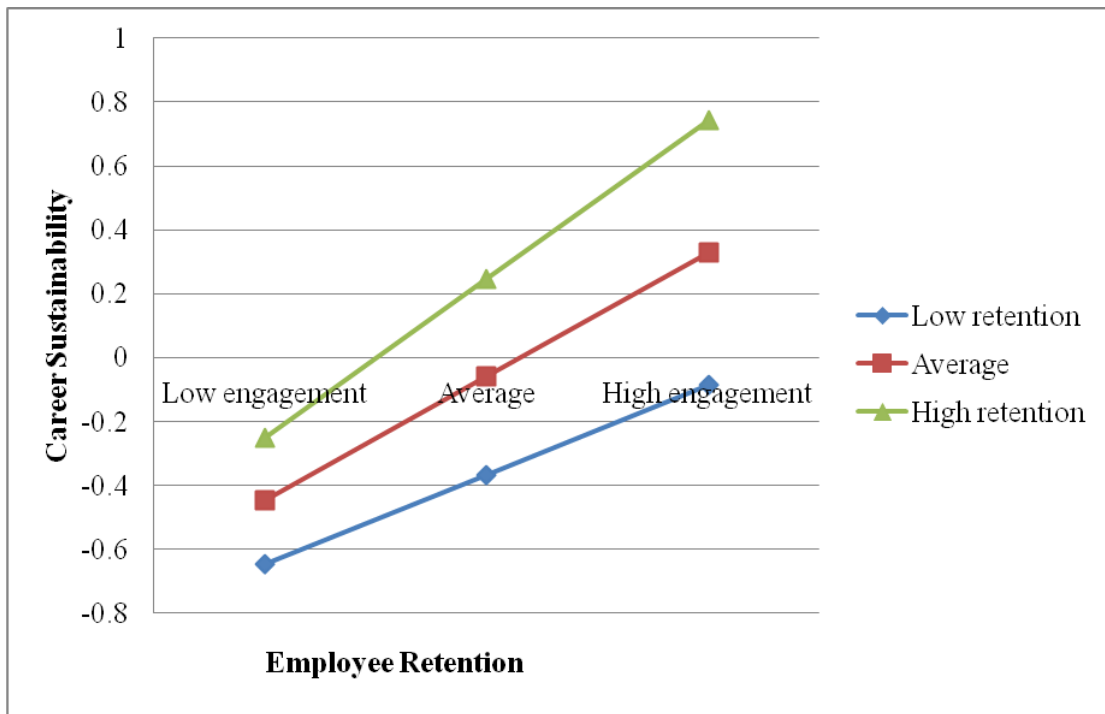


Figure 4.8: Coefficients of Employee Engagement

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter contains a summary of the findings, conclusions drawn from the study and recommendations made. These were based on the objectives of the study and findings derived from chapter four.

5.2 Summary of Study Findings

This section provides the summary of the findings from the study with respect to the objectives of the study.

5.2.1 Intrinsic Motivations Influencing Career Sustainability in the Travel and Tour Companies in Mombasa County

The first objective of the study was to examine intrinsic motivations influencing career sustainability in the travel and tour companies. The findings from both interview schedules to the human resource managers and questionnaires to the employees indicated that tours and travel company employees had freedom to work without interference, were appreciated and given commendations or praised for excelling in their tasks, and had challenging and interesting job tasks. This indicates that for career sustainability to be realized more, employees should be given freedom to make decisions and provided with work tasks that are interesting and challenging to them. Although commendations have a positive relationship with career sustainability, the study findings suggests that the travel and tour companies seem to assume or rarely use it.

The study findings showed that there was a positive relationship between intrinsic motivations and career sustainability. This indicated a positive correlation exist between intrinsic motivations and career sustainability in tours and travel companies. From the regression model, ($R^2 = 0.424$) indicated that the predictors account for 42.4% variation in career sustainability. The predictors used in the model have captured the variation in the career sustainability in tours and travel companies. The β coefficients of intrinsic motivation was significant ($\beta_1 = 0.651$ ($P < 0.05$)) and the null hypothesis (H_{01}) that there was no significant relationship between intrinsic motivation and career sustainability was rejected, and the alternative hypothesis that there was a significant relationship between intrinsic motivation and career sustainability among employees in the tours and travel companies was adopted.

5.2.2 Influence of Extrinsic Motivations on Career Sustainability in the Travel and Tour Companies in Mombasa County

The second objective of the study was to investigate the extrinsic motivations of employee retention influencing career sustainability in the travel and tour companies. The physical surroundings of workplace, transparent promotion opportunities, company policies, salary and benefits, the treatment by supervisor, work interference with personal life, work that gives a good status in the society, the sense of job security within job position or organization, and working relationships with supervisors or peers and subordinates had influence on career sustainability. All the extrinsic motivation factors under study had significant relationship with career sustainability. The findings from the mixed methods analysis showed that employees in the tours and travel companies are extrinsically motivated to a greater extend by the

good working relationship with their employers, employment security, as well as better salary and benefits.

The findings of the study revealed that there was a positive correlation between extrinsic motivations and career sustainability. This indicated that extrinsic motivations positively influence career sustainability in tours and travel companies. From the model, ($R^2 = 0.378$) showed that all the predictors accounted for 37.8% variation in career sustainability. The β value for extrinsic variable had a positive coefficient with career sustainability among selected tours and travel companies. The coefficients $\beta_2 = 0.615$ ($p < 0.05$) led to the rejection of the null hypothesis (H_{02}). The alternative hypothesis was accepted, that indeed there was a significant relationship between extrinsic motivations and career sustainability among employees on the tours and travel companies in Mombasa County.

5.2.3 Employee Retention Strategies and Career Sustainability among Employees in the Travel and Tour Companies in Mombasa County

The third objective of the study was to analyze employee retention strategies that facilitate career sustainability in the travel and tour companies. The retention strategies included; development of a greater transparency about internal opportunities, including interdepartmental moves and advancement, organization prioritizes funds for the development of employees' needs, and actively recruits externally through employee referrals to fill various vacant positions.

From the mixed methods analysis, this study found out that a positive relationship exists between transparency in internal opportunities, priority on employee development, opportunities for cross-functional work and active external recruitment

with career sustainability. All the employee retention strategies identified in this study were significantly related to career sustainability. From the mixed methods analysis, the study points out that the most prominent retention strategies included prioritized skill multi-tasking, cross-functional work, external recruitment of staff through referrals from related companies, improved awareness of the internal opportunities available to tours and travel company employees.

There was a positive relationship between retention strategies and career sustainability ($R^2 = 0.621$, $n = 346$, $p < 0.05$). This indicated that the predictors account for 62.1% variation in career sustainability. The β -value for retention strategies had positive relationship with career sustainability $\beta_1 = 0.788$ ($P < 0.05$) which implies that null hypothesis (H_{03}) was rejected. The alternative hypothesis was accepted that employee retention strategies were significantly related to career sustainability among employees in the tours and travel companies in Mombasa County.

5.2.4 Moderating Effect of Employee Engagement on the Relationship between Employee Retention and Career Sustainability in Mombasa County

The fourth objective of the study was to establish the moderating effect of employee engagement on the relationship between employee retention and career sustainability in travel and tour companies in Mombasa County, Kenya. The employee engagement at tours and travel companies was attributed to the information, training and equipment needed to ensure efficiency at work and preference to remain with organization even if a comparable job was available elsewhere in the travel and tour companies. The employees were satisfied with departmental activities, would recommend their department or organization as the best place to work, get a sense of

satisfaction from working, were willing to put in the extra effort to get the job done and were proud of the work they do.

There was a positive correlation between employee engagement and career sustainability [$r = 0.667$, $n = 346$, $p < 0.05$]. The employee engagement significantly influenced the career sustainability. From the model, ($R^2 = 0.444$) shows that all the predictors account for 44.4% variation in career sustainability. The β coefficients for employee engagement had positive relationship with career sustainability, where $\beta_1 = 0.667$ ($P < 0.05$). Thus the null hypothesis (H_{O4}) was rejected and the alternative hypothesis upheld that employee engagement moderated the relationship between employee retention and career sustainability.

A hierarchical multiple regression analysis was used in order to establish the moderating effect of employee engagement on the relationship between employee retention and career sustainability in tour and travel companies. The factor, years worked in travel and tour companies, was controlled and was found not to influence career sustainability in tours and travel companies. Employee engagement ($\beta = 0.236$) had a significant relationship with career sustainability, with an adjusted R squared of 0.681. Intrinsic motivation ($\beta = 0.156$), extrinsic motivation ($\beta = 0.111$) and retention strategies ($\beta = 0.611$) had significant relationship ($p < 0.01$) with career sustainability in travel and tour companies.

Employee engagement ($\beta = 0.236$) had a significant relationship with career sustainability, with an adjusted R squared of 0.681. Employee engagement moderates the relationship between the intrinsic motivation ($\beta = 0.413$) and career sustainability in travel and tour companies. However, it does not moderate the relationship between extrinsic motivation ($\beta = -0.487$), retention strategies ($\beta = -0.249$) and career

sustainability. Overall, enhanced effect of employee retention, with increased employee engagement contributes to increased career sustainability.

5.3 Conclusion

The tours and travel sector provides a lifetime employment for many people. In spite the continuous labour movement across establishments and departments that has been observed in the industry, many employees usually remain within the tours and travel companies.

The results from this study have shown that intrinsic motivational factors are significantly related to career sustainability among employees in the tours and travel sector. The results are consistent with Herzberg's theory (Herzberg *et al.*, 1959) that intrinsic factors have a greater influence on career sustainability than extrinsic factors. The tours and travel company employees can sustain their careers when they receive more intrinsic motivations such commendations from their managers, and when their supervisors and employers provide them with challenging work tasks.

A correlation between the extrinsic motivations and career sustainability supported the qualitative findings that: sense of job security within job position or organization; and the working relationships with supervisors, peers, and subordinates were the main factors that could contribute to an increased career sustainability among employees in the tours and travel companies. This signifies that tours and travel companies employees should encourage good employee-employer working relationships and appreciate employee job security in order to improve career sustainability among the employees. Extrinsic motivations that are effective for career sustainability among employees should include and not be limited improving; sense of job security within

job position or organization, the working relationships with supervisors or peers and subordinates.

Mixed methods research is useful in interpretation of information and is more specific in that it includes the mixing of qualitative and quantitative data (Leavy, 2017). The findings from the interview schedules indicate that the tours and travel companies utilized employee retention strategies that; prioritized skill multi-tasking, cross-functional work, external recruitment of staff through referrals from related companies, as well as making staff aware of the internal opportunities available for them in the company. This shows that tours and travel companies value and implement different strategies in order improve career sustainability among their employees. Keeping in mind the end goal to advance career sustainability, tours and travel organizations ought to create retention strategies that give more chances to cross-functional work, organize and fund the development of employees so as to improve them, external recruitment of staff through referrals from related companies, and provide greater transparency about internal opportunities.

The findings from this study have demonstrated that tours and travel employee engagement has a strong moderator influence on the relationship between employee retention and career sustainability. From the conceptual framework, this study confirms that increase in employee engagement causes an improvement in the relationship between employee retention and career sustainability among employees in the tours and travel companies. This study is also pertinent to the understanding of Super's Self-Concept Theory that an evaluation of an individual's progress toward meeting different career-related goals (for instance, income, advancement,

development, and overall career goals) makes career sustainability and adjustment a continuous process.

5.4 Recommendations for Policy and Practice

According to the findings of the study, a number of recommendations were made that would improve employee retention and enhance career sustainability in the tours and travel sector both at the practical and policy levels.

5.4.1 Recommendations for Policy

The following policy recommendations are suggested to be made based on the findings of the study. It is hoped that this will improve employee retention and subsequently foster career sustainability in the tours and travel sector.

This study provides the government through its Tourism Regulatory Authority (TRA) with significant information for formulation of policies that would encourage career sustainability among employees in the travel and tour companies. The government can take appropriate measures in terms of examining workplace efforts to increase employee retention, career sustainability, passion and productivity in the long term. The government department should develop tourism employment data in the sector to give policy makers clearer vision on career sustainability among the tours and travel companies.

The Kenyan universities and tourism training service providers should incorporate employee retention as a key area in the curriculum to teach the employers and the employees the importance of enhancing career sustainability. The scholars and

academicians with interest on career sustainability will find the use of mixed methods research design very handy in their analyses.

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

KATA and KATO should participate in career fairs and speak to employers whose companies have employment policies that underestimate the power of employee engagement as a moderator on the relationship between employee retention and career sustainability in their mission and work. This will enable the employees to take a personal career interest inventory and assessments through lessons to more deeply understand their interests, skills, values, hopes, intrinsic and extrinsic motivations for the future in the tours and travel sector.

5.4.2 Recommendations for Practice

Employees should be ready to undertake challenging and innovative assignments to qualify them to be promoted through the management and operation levels in their organizations. Employees can be strengthened when they are delegated with work that matches their strengths including work related to technology and online digital skill-sets.

Tours and travel sector employees should be extrinsically motivated and must forge effective interpersonal working relationships with their supervisors, peers and

subordinates. This forms the cornerstone of satisfaction with their work and career, thus, improving career sustainability.

Tours and travel company employees should develop goals, strategies, action plan and an evaluation plan with measurable results. The employees should develop strong networks with professionals and experts in the industry that can provide them with more employability opportunities through referrals and cross-functional work. Employees can also enhance their visibility by joining professional associations, and participate in formal and informal networks that would enable them to improve their skills, and maintain their careers in the tours and travel sector.

Employee engagement can highly be enhanced when employees regularly have discussions with their human resource managers in career discussions and evaluate how well they can be guided in their career decisions. The employees should find more ways of maximizing their satisfaction with their departments and organizations by engaging their employers to allow them participate in career events, networking and professional development opportunities.

5.5 Recommendations for Further Research

It is recommended that further research be undertaken in more areas related to employee retention and career sustainability in the tours and travel sector. There is need to understand the contribution of terms of employment, especially whether engaging employees on part-time, contract or full time have an influence on career sustainability in the tours and travel sector.

By understanding the factors supporting employee retention, employers can devise recruitment and retention initiatives that reduce loss of human resource to other

sectors and increase career sustainability in the tours and travel sector. This calls for further research on the influential factors contributing to staff turnover and their influence on career development among the tours and travel company employees.

This research looked at the influence of employee retention on career sustainability among tour companies and travel agents in Mombasa County in Kenya. The independent variables of interest in the research were intrinsic motivation, extrinsic motivation and retention strategies. A similar research can be carried out, with considerable variation or comparison across occupations, tourism sectors, regions and age groups.

Further research needs to be done on the benefits of employee engagement. There is need to compare and explore the future of the concept of employee engagement on career sustainability across sectors in the tourism industry.

5.6 Contribution of Current Study

The study made significant contributions to the existing body of knowledge, theory and practice in terms of employee motivation and retention strategies.

- i. This study may be used by policy makers to assess levels of career sustainability among employees in the tours and travel sector, and compare it with other sectors in the tourism industry in Kenya.
- ii. This study has shown that the tours and travel sector in the tourism industry provides long lasting careers and not a 'pass-through' sector where employees work in the sector as they wait for other opportunities in other sectors and industries.

- iii. The study helped to exhibit the existence of a relationship between intrinsic motivation and career sustainability among employees in the tours and travel companies. This could be used to promote the use of commendations for employees who achieve or complete their tasks in time, and offering employees opportunities to learn new trade or skills. This can also be used to design a comprehensive organizational structure that offers possibilities for promotion of employees with time.
- iv. The study contributed to the Maslow's Hierarchy of Needs Theory and Herzberg's Two Factor Theory by positing that extrinsic motivations have little contribution to provide career sustainability. It only prevents dissatisfaction and does not motivate the employees. It also implies that most junior and new employees values are extrinsically motivated and become intrinsically motivated with continued stay in the company.
- v. A significant contribution of the study to policy and practice was by analyzing the influence of intrinsic and extrinsic motivation factors on career sustainability. The findings suggested that using more of intrinsic motivators and a careful balance of retention strategies would enhance career sustainability among employees in the tours and travel sector, other than the use of extrinsic motivators.

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APPENDICES

5.1 Appendix I: Letter of Transmittal

Dear Sir/Madam,

RE: RESEARCH QUESTIONNAIRE

Attached to this mail is a questionnaire for a doctoral study being conducted in the department of Tourism at Kenyatta University, which seeks to establish the 'Influence of Employee Retention on Career Sustainability in Travel and Tour Companies in Mombasa County, Kenya.' The questionnaire is divided into two parts. Part A seeks information on workforce characteristics, Part B for employee retention and career sustainability, and Part C for policies and strategies.

The respondents to this study have been selected randomly and your responses were treated with utmost confidentiality. Please complete all the items to reflect your opinion.

Thank you in advance for your participation.

If you have any questions or comments about this study, kindly contact me through mobile no. 0725820202 or Email: bitok.kipkosgei@ku.ac.ke.

Yours Sincerely,

Kipkosgei Bitok

PRINCIPAL RESEARCHER

5.2 Appendix II: Questionnaire for Travel and Tour Firm Employees

Code No.

This questionnaire is to be used for a study to determine the ‘Influence of Employee Retention on Career Sustainability in the Travel and tour companies in Mombasa County, Kenya.’ Kindly respond by ticking the appropriate choice [] or filling the blank spaces.

Part A: Demographic Information

1. Your gender:

1. Male []

2. Female []

2. Please indicate your education level:

1. Secondary (O level) []

4. Bachelor’s degree []

2. College certificate []

5. Postgraduate degree []

3. Diploma []

6. Other (specify) [].....

3. Please indicate your age bracket:

1. 18 – 25 []

4. 42 – 49 []

2. 26 – 33 []

5. 50 and above []

3. 34 – 41 []

4. Is this your

1. First employment []

3. Third employment []

2. Second employment []

4. Other (specify) [].....

5. Current employment terms:

1. Full time []

3. Contract []

2. Part time []

4. Other (specify) [].....

6. What is your job title?

- | | |
|---|--|
| 1. Finance officer [<input type="checkbox"/>] | 3. Operations officer [<input type="checkbox"/>] |
| 2. Marketing officer [<input type="checkbox"/>] | 7. Tour/driver guide [<input type="checkbox"/>] |

8. For how many years have you been working with this organization?

1. 0-3 Years []
2. 3-5 Years []
3. 5 to 7 Years []
4. More than 7 Years []

9. How long have you held your current work position?

1. 0-3 Years []
2. 3-5 Years []
3. 5 to 7 Years []
4. More than 7 Years []

10. Are you seeing yourself staying in Travel and Tour organization in the next five years, and if no, why?

1. Yes, []
2. Yes, to take another job within the travel and tour companies []
3. No, to take another job outside the travel and tour companies []
4. No, other []

Part B: Employee Retention and Career Sustainability

- 11.** Below are intrinsic (internal) motivation factors that are likely to attract you to a different job. Please tick (\surd) the number that reflects your opinion concerning their influence, where, 1 = Not Influential (NI), 2 = Less Influential (LI), 3 = Neutral (N), 4 = Moderately Influential (MI) and 5 = Extremely Influential (EI).

	Intrinsic Motivation (Motivators)	Likert Scale				
1.	Recognition and acknowledgment for a job well done	1	2	3	4	5
2.	High commendation for achieving or completing a task before the deadline	1	2	3	4	5
3.	Possibility of getting promotion	1	2	3	4	5
4.	Opportunity to learn a new skill or trade	1	2	3	4	5
5.	Freedom to make and implement own decisions	1	2	3	4	5
6.	Challenging and interesting job tasks	1	2	3	4	5

12. Below are intrinsic extrinsic (external) motivation factors that are likely to attract you to a different job. Please tick (\surd) the number that reflects your opinion concerning their influence, where, 1 = Not Influential (NI), 2 = Less Influential (LI), 3 = Neutral (N), 4 = Moderately Influential (MI) and 5 = Extremely Influential (EI).

	Extrinsic Motivation (Hygiene factors)	Likert Scale				
1.	Physical surroundings of workplace, like facilities or location	5	4	3	2	1
2.	Transparent promotion opportunities	5	4	3	2	1
3.	Company policies	5	4	3	2	1
4.	Salary and benefits	5	4	3	2	1
5.	Treatment by supervisor	5	4	3	2	1
6.	Work interference with personal life	5	4	3	2	1
7.	Work that gives a good status in the society	5	4	3	2	1
8.	Sense of job security within job position or organization	5	4	3	2	1
9.	Working relationships with supervisors, peers, and subordinates	5	4	3	2	1

13. The following are employee retention strategies that enhance movement across departments and organizations. Please tick (\surd) the number that reflects your opinion concerning them, where, 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (SA).

	Employee Retention strategies	Likert Scale				
1.	There is greater transparency about internal opportunities, including interdepartmental moves and advancement	1	2	3	4	5
2.	My organization prioritizes and funds the development employees need in order to improve	1	2	3	4	5
3.	There are more opportunities for cross-functional work or job rotation	1	2	3	4	5
4.	My organization actively recruits from outside of the organization to fill various vacant positions using employee referrals	1	2	3	4	5

- 14.** The employee engagement factors below indicate the feeling of satisfaction with your work, department and organization. Please tick (√) the number that reflects your opinion, where, 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (SA).

	Employee Engagement	Likert Scale				
1.	I have the information, training and equipment I need to ensure my efficiency at work.	5	4	3	2	1
2.	I get a sense of satisfaction from my work.	5	4	3	2	1
3.	I am willing to put in the extra effort to get the job done.	5	4	3	2	1
4.	I am proud of the work that I do.	5	4	3	2	1
5.	Overall, I like my job.	5	4	3	2	1
6.	I would recommend my department or organization as a great place to work.	5	4	3	2	1
7.	I am satisfied with my department.	5	4	3	2	1
8.	I would prefer to remain with my organization, even if a comparable job was available elsewhere in the travel and tour companies.	5	4	3	2	1

- 15.** The following are factors that are likely to influence you to maintain your career in the tours and travel sector. Please tick (√) the number that reflects your opinion, where, 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (SA).

Career Sustainability		Likert Scale				
1.	I am satisfied with the success I have achieved in my career.	1	2	3	4	5
2.	I am satisfied with the progress I have made toward meeting my overall career goals.	1	2	3	4	5
3.	I am satisfied with the progress I have made toward meeting my goals for income.	1	2	3	4	5
4.	I am satisfied with the progress I have made toward meeting my goals for advancement.	1	2	3	4	5
5.	I am satisfied with the progress I have made toward meeting my goals for advancement of new skills	1	2	3	4	5

16. What advice do you have for career changers from the travel and tourism sector?

.....

The End

5.3 Appendix III: Interview Schedule for Human Resource Managers

Greet the respondent and introduce yourself. Explain the purpose of the study and thank him/her for sparing time for the interview, then request if you can proceed with the interview.

A. Demographic Information

1. How do you compare the gender of employees in your organization?
2. Which category of employees (marketing, finance, operations, travel guides) attract more demand from other tourism related companies? Why?

B. Intrinsic Motivation

3. What are the intrinsic motivations (non-monetary incentives) that you use to motivate and enhance employee retention in your company?
 1. Recognition
 2. Achievement
 3. Advancement
 4. Growth
 5. Responsibility
 6. Job challenge

C. Extrinsic Motivation

4. What are the extrinsic motivations (monetary incentives) that you use in motivating and enhancing employee retention in your company?
 1. Physical surroundings
 2. Promotion
 3. Policies
 4. Salary and Benefits
 5. Supervision
 6. Personal life
 7. Status
 8. Job security
 9. Co-workers

D. Employee Retention Strategies

5. Which strategies can assist improve employee retention in the travel and tour companies?

- | | |
|---------------------------|-------------------------|
| 1. Recruitment referrals | 3. Employee development |
| 2. Internal opportunities | 4. Job rotation |

E. Employee engagement

6. How do you enhance the stay and engagement of employees in the tours and travel sector?

- | | |
|--|--------------------------------------|
| 1. Information, training and equipment | 5. Like job |
| 2. Work satisfaction | 6. Satisfied with department |
| 3. Extra effort in job | 7. Recommend department/organization |
| 4. Proud of work | 8. Preference to remain |

F. Career sustainability

7. In which ways do you think the employees enjoy sustainable careers in the tours and travel sector?

- | | |
|--------------------------|--|
| 1. Achieved success | 4. Goals for income |
| 2. Overall career goals | 5. Goals for development of new skills |
| 3. Goals for advancement | |

Thank you for your time and responses.

5.4 Appendix IV: Map of Mombasa County



5.5 Appendix V: Tourism Regulatory Authority (TRA) List of Travel Agencies and Tour Companies

Companies

Where: E: Number of Employees

No	Travel agencies	E	No	Travel agencies	E
1.	Euro car hire and travel	12	21.	Gramon tours and travel	12
2.	Akothee safaris tours and travel	23	22.	Baraka travel services limited	18
3.	Mafat travel ltd	11	23.	Kisiwa travel and tours ltd.	11
4.	Mantra marketing and travel ltd	18	24.	Mashayo car hire and safaris ltd	20
5.	Euro car hire and travel	11	25.	Prime time travel ltd	19
6.	Beach safaris tours and travel	13	26.	Zaras travel	15
7.	Atlantis travel services ltd	14	27.	North coast travel service	20
8.	Mideast travel Kenya ltd	19	28.	Bold travel and tours	20
9.	Eagle travel services	15	29.	Somak travels	20
10.	Bunson travel services	16	30.	Tropical odyssey Kenya ltd	18
11.	Boma travel services ltd	23	31.	Destination Mombasa	11
12.	Four ways travel services	11	32.	Sai tours and travel ltd	10
13.	Faruat tours and travel	10	33.	Amari tours and travels limited	17
14.	Harcourt ltd	14	34.	Pro tours and travel	15
15.	Fredlink company ltd	19	35.	Maple travel ltd	20
16.	Africa royal travels	15	36.	Abdallah tours and travel	10
17.	Kedev company	20	37.	Kenya beach travel ltd	11
18.	Mnazi autoparts ltd	19	38.	Travel trade ltd	10
19.	Bmx tours and travel	15	39.	Mara landmark limited	14
20.	Deans travel center	20	40.	Atlantis travel international ltd	25
				Sub-total	634

No	Tour operator companies	E	No	Tour operator companies	E
1.	Abercrombie and kent limited	25	32.	Marhaba safaris and tour co.	28
2.	Glory carhire tours and safaris	30	33.	Ketty tours travel and safaris	34
3.	Blue sky aviation services ltd	20	34.	Journey to Africa	24
4.	Abercrombie and kent	28	35.	Jetsky adventure	19
5.	Kiboko tours an dsafaris	24	36.	Mombasa african safaris ltd	15
6.	Akarim agencies co ltd	21	37.	Area code services	20
7.	Impala nature trails and holidays	13	38.	Jungle explorer ltd	25
8.	Kenya one tours ltd	20	39.	Air Kenya express ltd	19
9.	Around and about african safaris	15	40.	Airport taxis association	15
10.	Big apple tours and safaris	10	41.	Al-ubeid agencies	16
11.	Haulpak Kenya ltd	11	42.	Buccaneer water sports ltd	23
12.	Holiday connect	14	43.	Mombasa serena taxi association	29
13.	Inside mombasa tours and safaris	21	44.	Archers clark enterprise	10
14.	Kenya wonders tours travel ltd	13	45.	Avenue motors limited	14
15.	Kentours safaris	28	46.	Majik sport fishing	19
16.	Aquadrom ltd	21	47.	African quest safaris	34
17.	Kenya wildlife trail ltd	18	48.	Jenes enterprise ltd	16
18.	African memories tours and safaris	20	49.	Eunice nyokabi ndegwa	23
19.	Mombasa north tours and safaris	15	50.	Chimp safaris	11
20.	Asaray tours and safaris	10	51.	East coast adventures limited	17
21.	Eastern vacations tours and safaris	19	52.	Fatihs tours and safaris	14
22.	African memorable safaris	15	53.	Merab universal asafaris	21
23.	East africa adventures tours and safaris	23	54.	Travellers beach private hire association	28
24.	Ace pioneer expeditions Africa	18	55.	Sollys safaris limited	20
25.	Across africa safaris/ liberty safaris	27	56.	Elgat safaris and tours	15
26.	African route safaris ltd	18	57.	Coast bus msa ltd	28
27.	African secret ltd	22	58.	C-wallen car hire tours and travel	20
28.	Monaco tours and travel	20	59.	Coast adventure safaris	19
29.	Mylls mia company ltd	15	60.	Camilo east african safaris	21

30.	Msaha tours and safaris	17	61.	Abdallah tours and travel	20
31.	Bigfish sportfishing	12	62.	Explorers safaris	15
63.	Destiny tours and travel	18	93.	East african safari rally	18
64.	David tours	10	94.	Demetrus tours ltd	12
65.	Mbugani trekers ltd	21	95.	Barakuda Kenya ltd	13
66.	Mombasa air safaris ltd	10	96.	Distance car hire and tours	10
67.	Circle k. Safaris ltd	16	97.	African last minute	21
68.	Coast prestige tours and safaris ltd	15	98.	Bongoland tours and safaris	18
69.	Mombasa concept	17	99.	Mars tours and safaris	14
70.	Global wild tours	12	100.	Mics tours and safaris	21
71.	Holiday inspiration tours and safaris	15	101.	Baracuda Kenya ltd/severine sea lodge	13
72.	Golini resorts	11	102.	Motherland tours and travel	15
73.	Golden key ltd	14	103.	Jahazi marine	18
74.	Gap imports and exports ltd	21	104.	Breeze tours and safaris	13
75.	Guide to africa safaris ltd	13	105.	Dakay tours and safaris	18
76.	Garimeli limited Kenya	15	106.	Mash bus services	11
77.	Gulf connections ltd	19	107.	Kenya safari lodges and hotels	19
78.	Distant adventures ltd	12	108.	Deep water sportfishing	17
79.	Hirola tours and safaris	16	109.	Kilburn park limited	12
80.	Baracom expeditions	18	110.	African fortune tours and safaris	13
81.	Feather, fins and fotos	13	111.	Six thirty adventures	15
82.	Fidex car hire	20	112.	Costarica car rentals ltd	21
83.	Farways safari center	11	113.	Creek enterprises ltd	21
84.	Farid kings tours and safaris	10	114.	Leisure lodge resort	13
85.	Franklin hope tours and safaris	14	115.	Lilac adventure	15
86.	Faima sihem abeid transport services	16	116.	Lilac safaris ltd	18
87.	Fremik investment	18	117.	Lion leopard tours and safaris	16
88.	Eyes on africa adventure safaris	18	118.	Lafarge eco systems ltd	21
89.	Foxen tours and safaris	20	119.	Kuldips touring company	25
90.	Fixus tours and safaris	20	120.	Kenya adventure tours and safaris	20
91.	Enforcer alarms	11	121.	Stemo tours and safaris	20
92.	Glorious safaris	26		Sub-total	2166
				Total	2800

5.6 Appendix VI: Kenyatta University Research Authorization Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

Website: www.ku.ac.ke

OUR REF: T130/29711/14

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

Date: 15th June, 2016

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

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR MR. BITOK KIPKOSGEI REG. NO. T130/29711/14

I write to introduce Mr. **Bitok** who is a Postgraduate Student of this University. He is registered for Ph.D. Degree programme in the **Department of Tourism Management in the School of Hospitality & Tourism Management.**

Mr. **Bitok** intends to conduct research for Ph.D. Thesis entitled, entitled **“Influence of Employee Retention on Career Sustainability in Travel and Tour Companies in Mombasa County, Kenya”**

Any assistance given will be highly appreciated.

Yours faithfully,


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

RM/cao

5.7 Appendix VII: Research Permit from NACOSTI

THIS IS TO CERTIFY THAT:
MR. BITOK KIPKOSGEI
of KENYATTA UNIVERSITY, 0-80100,
Mombasa, has been permitted to
conduct research in Mombasa County
on the topic: INFLUENCE OF EMPLOYEE
RETENTION ON CAREER SUSTAINABILITY
IN TRAVEL AND TOUR COMPANIES IN
MOMBASA COUNTY, KENYA
for the period ending: 28th September, 2017

Permit No : NACOSTI/P/16/99416/13731
Date Of Issue : 28th September, 2016
Fee Received : ksh 2000


Director General
National Commission for Science,
Technology & Innovation

Applicant's
Signature

5.8 Appendix VIII: Mombasa County Government Research Authorization Letter

