

**MOTIVATION AND EMPLOYEE RETENTION IN
SAVINGS AND CREDIT CO-OPERATIVE SOCIETIES IN NAIROBI
CITY COUNTY, KENYA**

BY

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DECLARATION

This research project is the output of my effort, and has not been submitted to any college, university or any other institution for an academic award other than Kenyatta University.

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This research project has been submitted with my approval as the university supervisor.

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DEDICATION

I dedicate this research to my loving family, classmates, colleagues and friends who have been a constant source of my inspiration. They have greatly encouraged me with enthusiasm and great determination until I completed this research project.

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OPERATIONAL DEFINITION OF TERMS

- Co-operative Society:** An independent group of individuals who come together willingly with the intention of fulfilling their social, economic and cultural ambitions.
- Employee Retention:** This describes a methodical approach by a firm to set up a conducive working environment that provides employees with all the requisite needs, which prolong their stay.
- Motivation:** The process of inspiring employees through the provision of both physiological and psychological needs to stimulate a desired performance.
- Employee Rewards:** These refer to compensation that workers receive for their inputs in terms of bonuses, salaries/wages, incentives as well as additional benefits, such as vacations, company vehicle, health insurance and many others.
- Job Design:** This is the conscious efforts to organize tasks, duties and responsibilities into a unit of work in order to achieve certain objectives.
- Career Opportunities:** These are individual development opportunities designed to match an individual's needs, abilities, and career goals.

ABBREVIATIONS AND ACRONYMS

ACCOSCA	Africa Confederation of Co-operative Savings and Credit Associations
CAK	Cooperative Alliance of Kenya
DTS	Deposit Taking SACCOs
ECCOS	Ethics Commission for Co-operative Societies
GDP	Gross Domestic Product
HR	Human Resource
HRM	Human Resource Management
ICA	International Cooperative Alliance
KNFC	Kenya National Federation of Co-operatives
MITC	Ministry of Industry, Trade and Cooperatives
SACCA	Savings and Credit Co-operatives Associations
SACCO	Savings and Credit Co-operative Society
SASRA	SACCO Societies Regulatory Authority
SPSS	Statistical Package for Social Sciences
WOCCU	World Council of Credit Unions

ABSTRACT

Failure to adequately motivate employees in savings and credit co-operative societies has resulted to high labour turnover in the sector. This study assesses the role of motivation and its effect on employee retention in savings and credit co-operative societies in Nairobi City County. The study has five chapters with chapter one highlighting the background of the study, problem statement, research objectives and questions, study population, significance of the study and scope of the study, chapter two highlights the literature review and theories used, chapter three is on the research design and methodology, chapter four highlights the study findings and chapter five the conclusions and recommendations of the study. The specific objectives of the study examined the role of employee rewards in promoting employee retention in saving and credit co-operative societies in Nairobi city county, to investigate the impact of a job design on employee retention in savings and credit co-operative societies in Nairobi city county and to examine the effect of career opportunities on employee retention in savings and credit co-operative societies in Nairobi city county. The study used three theories of motivation namely content theory, which centres on the need to recognise and understand people needs, Instrumentality theory, which is based on the hypothesis that people must be rewarded or punished to change their behaviour and Process theory which explains the perception of people on their working environment. Due to the broad nature of the study, a descriptive study design was adopted. The target population of the study was 270 societies located in Westlands sub-county Nairobi County. The study used simple random sampling to select the sample size. The evaluation was done using questionnaires tailored towards collecting primary data in line with the objectives of the study. The data collection instruments were checked for reliability using Cronbach's Alpha method. The study used descriptive statistics to analyse data using mean and standard deviation and inferential statistics using regression analysis, and analysis of variance. The study employed multiple regression analysis at 5% level of significance to establish the association between the variables. The study findings established that the employee rewards, job design and career opportunities are crucial factors that positively affect retention of employees. The study recommends that savings and credit co-operative societies should formulate well-structured employee rewards with supportive policies to improve the level of employee retention. The study also recommends that the societies should have a variety of career opportunities to satisfy different employee needs. The study suggest that in future, researchers should carry out a longitudinal study to establish the extent to which employee rewards, job design and career opportunities affect employee retention in savings and credit co-operative societies.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A co-operative is an enterprise comprising of independent groups of people who come together voluntarily with the intention of accomplishing mutual economic, social, and cultural goals democratically (Figueiredo & Franco, 2018). The Rochdale Society of Equitable Pioneers of Great Britain was the earliest known consumer cooperative. Launched in 1844 in Great Britain, the co-operative introduced the practice of paying a patronage dividend to its members and eventually laid a solid foundation for present-day co-operative movements. (Walton, 2015). Even though people had previously launched a number of co-operatives at the time, the Rochdale Pioneers' co-operative became the model example for later companies in Great Britain by coming up with the Rochdale Principles, which have been widely used by many cooperatives in the world today to carry out their operations smoothly. After only one decade from the time Rochdale was launched, the co-operative movement in Great Britain had approximately one thousand co-operatives (Ministry of Industrialization, Trade and Co-operatives, 2014).

In the African region, the African Confederation of Co-operative Savings and Credit Associations (ACCOSCA) oversees the activities of cooperatives in the region. Established in the year 1968, this non-governmental co-operative uses domicile laws as well as its constitution to govern active African cooperatives (Onyango, 2016). The associations' main objective is to facilitate the creation of an all-inclusive institutional framework to mobilize SACCOs while nurturing capacity building, accelerating dissemination of information, providing financial and technical assistance, as well as refining research and development. According to (Feather & Meme, 2018), there are 27 member countries forming the General Assembly of ACCOSCA in Africa. The association carries out

annual meetings through its Annual Savings and Credit Co- operative Association of Africa (SACCA). By giving every country equal chance to host the event in rotation, it ensures all their scheduled plans are appropriate to address the existing challenges affecting African cooperatives. Sathyamoorthi, Mbekomize, Radikoko & Wally-Dima, (2016) state that the various programs established by ACCOSCA have constantly focused on motivating members of SACCOs to find sustainable solutions to socio-economic issues affecting the African continent. This has been successful because the association has partnered with a number of research agencies, development organizations, and governmental entities to mobilize the right people to work towards mitigating the modern-day challenges. Furthermore, the association supports its members by effectively acting as a bridge for providing services to the local people even if they formal sectors do not provide them. By partnering with the World Council of Credit Unions (WOCCU), ACCOSCA conjointly facilitates various activities that nurture the development of cooperative societies in Africa. It is important to note that the association has an exclusive department that caters for the financial needs of women across the continent (Maleko & Msuya, 2015).

Mathuva & Kiweu (2016) hold that Kenya is the leading country in SACCO growth in Africa. Feather & Meme (2018) depose that the history of co-operatives in Kenya can be traced to the year 1908 when Lumbwa Farmers' Cooperative Society was established as a dairy society. About two-and-a-half decades later, a number of cooperatives that were established after Lumbwa merged to establish the Kenya Farmers Association in 1923. By the time Kenya attained independence, there were 600 registered co-operative societies with a membership of 200,000. Discussions were held among the co-operative leaders to form an apex organization for the countries co-operatives. This culminated in the founding of the Kenya National Federation of Co-operatives (KNFC) which was registered in the year 1964.

Gazette (2008) state that in 2008, a SACCO Societies Act was legislated in order to acknowledge the increasing significance of the cooperative movement, and to facilitate the spirited implementation of practical standards for the SACCOs. Consequently, the SACCO Society Regulatory Authority was established to oversee and regulate the deposits obtained by SACCOs. The organization body conscripted the management guidelines of the SACCOs' as well as their Prudential Standards on assessment and audits to promote a culture of best management practices and acceptable corporate governance. According to (Wathanga, 2017), the founding of the Ethics Commission for Co-operative Societies (ECCOs) was a major boost for the cooperative movement in Kenya because it assisted them in incorporating good governance practices.

SASRA which is the acronym for SACCO Societies Regulatory Authority, is a semi-independents body of the government that carries out its mandate through the Ministry of Industry Trade and Co-operatives. The government established it through the SACCO Society's Act, which was enacted in 2008 and passed into law the following year (Wathanga, 2017). SASRA key role is to license and oversee all the Deposit Taking SACCOs (DTS) operating in the country as a way of protecting them. The governmental agency is part of the reform process by the government of Kenya to care for SACCO members including their interests in order to increase public confidence in SACCO sector. In an effort to outgrow the country's economic growth, the government mobilises domestic savings from SACCO societies through SASRA (Mathuva & Kiweu, 2016). In the past decade, Kenya's co-operative sector has impacted the socioeconomic development of many ordinary Kenyans because they offer both financial and non-financial services. Financial cooperatives include workers cooperatives, investments co-operatives, and housing societies. On the other hand, (Kavulya, 2018) defines non-financial cooperatives as those that market various products and services such as agricultural produce, livestock, dairy, coffee, tea, handicraft and

others on behalf of its members. Some other benefits include the provision of education for members and fewer reasons to take risks.

Ndungo, Tobias and Florence, (2016) acknowledge that the number of SACCO societies in Kenya have tremendously increased in the last decade. The Kenya Union of Savings and Credit Co-operatives (KUSCCO) Limited receiving an award through ACCOSCA in the year 2014 as a leader in the rapid growth of cooperative societies in the continent. Approximately 2.7 million Kenyan citizens have been recruited by SACCO societies that take deposits (Kavulya, 2018). Furthermore, it is important to note that more than sixty per cent of citizens eke a living from their operations both directly and indirectly to contribute to approximately 45% of the Gross Domestic Product GDP in the country (Wanjala, 2015).

According to Infotrak Research Company, Westland sub-county is among the 17 sub-counties in Nairobi City County, in Kenya. It has an area of 72.4 square kilometres and has a population of approximately 176,689. The sub county which was formerly known as Westlands District has a total of 270 registered Sacco societies as per the statistics from the ministry of Industry Trade and Co-operatives.

Most SACCO societies fail to adequately motivate their employees and this has resulted to high labour turnover in the sector. This study was intended to assess the role of motivation and its effect on employee retention in savings and credit co-operative societies in Nairobi City County

1.1.1 Employee Retention

Bulitia, Wanjala and Mwangi (2018) state that employee retention is a key process for organisations that aim to encourage their workers to provide their services in the long-term until

the accomplishment of project objectives. Retaining employees helps the management to maintain their services through the continued use of their skills and expertise. On the other hand, firms usually incur additional costs when they fail to retain a number of key employees. Several assessments put forward that organisations that fail to retain any of their middle managers usually suffer major losses that could reach five times their wages (Schaner, 2017). When it comes to companies that outsource their labour force, the outcome could worsen in the long run because they subject their employees to intense training and induction because of their fresh talents. Today, co-operative societies in Kenya operate in an environment that is more engulfed with uncertainty rather than predictability (Bulitia, Wanjala & Mwangi, 2018). With the rapid growth of SACCOs, these organizations have shifted their focus on exploiting their skills and talents of their employees in order to prove the need to retain them. According to (Nyaribo, 2016), the Human Resource (HR) department must use effective processes to manage employee retention. The management usually has to analyse various situations and their respective data to improve retention and lessen turnover instead of using ad hoc reactions and subjective impressions.

1.1.2 Employee Motivation

Mostafa, Gould-Williams and Bottomley (2015) hold that in any work setting, employees need constant motivation because it helps to establish a high levels of commitment towards achieving companies' goals. Through various processes and programs that the management use to influence employee behaviour, motivation stands out as the catalyst that promote positive outcomes in the firm. Since motivation stimulates morally acceptable behaviour and produces strategic retention strategy for Savings and Credit Cooperatives, this study seeks to establish the various motivation factors that set direction and prevail in the firms. In the perspective or using it as a retention strategy, employee motivation practices must ensure that all individuals are adequately inspired

and enthusiastic about the vision and missions of the cooperatives. Furthermore, SACCOs must give employees a comprehensive detail of the prospective achievements by providing all the requisite resources to seal their longstanding commitment and eventually realize the stated goals (Albrecht, Bakker, Gruman, Macey and Saks, 2015).

Oluseyi and Ayo (2009) state that in order to ensure that the workforce commitment to achieving company goals is effective, managers must integrate employee motivation in their day-to-day operations. Highly motivated employees have the tendency to perform exceptionally well and even exceed expectations of the managers, and leads to reduced operation costs as well as improved productivity. In every work setting, employees need motivation because apart from the company's objectives, they also have individual reasons to accomplish their tasks. However, the bottom line is that the outcome of every task performed in a SACCO affects the employees' confidence and enthusiasm as well as their livelihoods. In the modern-day world of fast-paced technology and globalisation, SACCOs have experienced the challenge of finding the most appropriate ways of motivating employees with the intention of retaining them because it includes both extrinsically inspiring as well as intrinsically satisfying influences (Abbah, 2014).

1.2 Statement of the Problem

The key challenge facing a number of organisations today is to attract the most suitable employees and retain them with the intention of sustaining their growth and productivity. When management fail to stop the high potential employees from leaving them, they face some negative consequences. Some effects of poor employee retention are, loss of knowledge invested in experienced employees. Existing and experienced employees are well familiar with the organization's policies and values. Losing such employees causes organization to suffer in productivity and profits.

Another effect is the cost of time and money invested in training new employees to bring him at par with the existing employees. Again when individuals leave any organization, they are more likely to join the competitors. Sometimes taking confidential data along with them to create an impression in their new organization. The HRM departments must take the initiative to discuss the issues disturbing employees and try to sort them out as soon as possible to avoid these negative effects. Therefore, SACCO Societies must also work hard towards retaining their loyal and committed employees for their sustainability, competitiveness and growth.

The modern-day work environment is largely dynamic and managers must come up with effective ways of motivating their employees to stay committed towards improving performance. Motivation is directly associated with the commitment of employees as well as their capacity to realise an improved productivity in a firm (Kimani, 2016). Cooperative societies that constantly lose their highest performing employees to other companies tend to slow down in their quest to achieve their business goals. Furthermore, the permanency of staff usually provide the firms with a clear depiction of the employee's abilities, which helps to attract and retain people with comparable talents (Nyaribo, 2016).

The SACCO sector in Kenya is currently facing major challenges, such as mergers& acquisitions, political and legal issues, corruption, and staff retention. In this regard, this sector has not been able to properly address issues of employee motivation. Many employees are dissatisfied with the Human resource employment terms presented by their employers. Failure to adequately motivate employees in SACCO societies has resulted to high labour turnover which eventually has adversely affected productivity and sustainability of the societies.

Due to the employee retention challenges facing the SACCO sector in Kenya, researchers and

scholars in Kenya need to address this issue of employee retention and how it can be enhanced. This study will however focus on a few motivation factors that lead to employee retention in SACCO societies, using Westlands sub-county as the case study.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to examine the effect of motivation on employee retention in SACCO societies in Nairobi City County.

1.3.2 Specific Objectives

The specific objectives of the study were:

- i. To examine the effect of employee rewards in promoting employee retention in SACCO societies in Nairobi City County.
- ii. To investigate the impact of a job design on employees retention in SACCO societies in Nairobi City County.
- iii. To examine the effect of career opportunities on employee retention in SACCO societies in Nairobi City County.

1.4 Research Questions

The research questions used in this study were:

- i. What are the effects of employee rewards in promoting employee retention in SACCO societies in Nairobi City County?
- ii. How does job design affect employee retention in SACCO societies in Nairobi City County?

- iii. How do career opportunities affect retention of employees in SACCO societies in Nairobi City County?

1.5 Significance of the Study

First, the finding of the research will be of great significance to the SACCO society leaders. It will guide them as they govern their societies especially in satisfying the Human resource factor of production. SACCO managers and directors will be able to identify and formulate strategies to motivate their employee thereby promoting staff retention for societies' growth. The leaders will be assured of retaining their staff for work continuity and better performance. Sacco societies like any other service industry, operate on trust. The human resource department will be able to generate policies that promote the health of their members of staff.

Secondly the research findings will be significant to SACCO employees in guiding and assisting them in clearly identifying their motivation factors so that they can guide management for their mutual benefit. The effective motivational factors identified in the study if adopted, will greatly impact on the employee job satisfaction, productivity and retention. Employees can only do their work effectively if they are treated with recognition and respect.

Thirdly the study findings will be significant to the government which is responsible for the regulation of all industry sectors including the co-operative sector. The government, through the ministry of Industry, Trade and Co-operatives and SASRA, will be guided in formulating workable Human Resource policies that can become Law to govern the SACCO industry. The two arms of government are responsible for the supervision of the SACCO societies and this study will provide useful information that can be used during policy formulation process in matters affecting staff motivation and retention.

Lastly, the study findings will assist other researchers and scholars of the world as they seek to expand knowledge. These findings will be an addition to the existing literature in investigating further on motivation and employee retention in SACCO societies and other industries.

1.6 Scope of the study

The study was carried out in Westlands Sub County, located in Nairobi City County, where the researcher has worked for eight years. The Sub County has a total of 270 SACCO societies. This includes both non-deposit taking SACCO societies (NDTS) and Deposit Taking SACCO societies (DTS) (MITC, 2016). Out of the 270 SACCO societies in Westlands Sub County, the study selected 83 SACCOs as follows: 38 from Deposit taking, 24 Non-deposit taking and 21 Public transport service SACCO societies. The study targeted both junior and senior Sacco employees to establish the motivation factors that promote their retention. The research sought to establish the retention strategies currently in use and establish the rate of staff turnover due to motivation related cases. The department of co-operative societies also played a big role in providing information on the general SACCO employee turnover in their areas of jurisdiction and their efforts to improve the performance of the SACCO movement in Nairobi City County and in Kenya as a whole. The whole study took four months to be completed.

1.7 Limitations of the study

Time constraints on the side of the respondents was one of the major problems experienced by the researcher while undertaking the study. Six respondents from the study had little or no time to complete the questionnaires. The researcher had to reschedule the investigation severally thereby leading to incomplete questionnaires. However, every effort was made to ensure that other respondents completed the questionnaires which included requesting for more time to complete

the investigation from the respondents' management. Negative attitude, unwillingness to participate, intimidation and fear by some respondents was also a major challenge. This was cured by affirmation of anonymity, collaboration and assurance by management on non-reprisal. In addition, this study was conducted in Nairobi City County and does not represent the retention strategies of other industries or other geographical areas, therefore the findings cannot be generalized to other sectors or areas. In this regard further studies may be undertaken to establish other motivation strategies that promote employee retention in other industries and other geographical areas.

1.8 Organization of the Study

Chapter One provides the research background, problem statement, research objectives and research questions, significance, scope, limitation of the study. Chapter Two presents literature review on motivation and retention theories, empirical review, and research gaps. Chapter Two is concluded with the conceptual framework. Chapter Three provides the research methodology including the model employed in the study. This research also presents the study findings in Chapter Four, while the summary, conclusions and recommendations are presented in Chapter Five.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains the theoretical review of the study, the empirical literature on the independent and dependent variables, research gaps and finally the conceptual framework that was used in the study.

2.2 Theoretical Review

The study used specific theories to explicate the basis of various assumptions, while at the same time challenging the extent to which such knowledge can be used in describing the expectations. With respect to the abovementioned, this study used the following theories and frameworks to investigate motivation and employee retention in SACCO societies: Instrumentality Theory, Content Theory, and Process Theory.

2.2.1 Instrumentality Theory

Graen, (1969) held that the instrumentality theory of work motivation is based on the hypothesis that in order to make people change their behaviours, there must be rewards or punishments or rather “carrots or sticks”. Graen said that instrumentality predicts the conviction that one action leads to a reaction or simply, people will conduct themselves in desired ways if there is a prize, in most cases, money. The theory was established with the intention of rationalizing labour and the resulting economic outcomes. Steers, Mowday and Shapiro, (2004) deposed that as long as the performance of workers are weighed with respect to their rewards and penalties, they will be motivated to work effectively. Bindra, (1969) held that instrumentality has its roots in the principle of reinforcement, which states that it is possible to lay conditions on people in order to make them

act in a desirable manner. Using this method to motivate employees has been named the law of effect because it has been successful in a number of varied circumstances; however, it had been reported to ignore some human needs and it strictly uses a system of external controls. This theory centres on the need for HRM to come up with actions like employee rewards that can promote desired reactions in employees like employee retention.

2.2.2 Content Theory of Motivation

Maslow (1954) on the content theory mainly centres on the need to recognise and understand people's needs so that they can feel motivated. Motivating people starts with taking the necessary steps to fulfil the needs of others in order to influence their behaviour. Smith, Atkinson, McClelland, & Veroff, (1992) basing the theory on the premise that needs and motivation are complementary to each other or in other words, needs are the content of motivation. An unfulfilled need usually leads to a tensed work environment as well as a state of uncertainty. In order to reinstate stability, the manager must always identify a specific goal that will fulfil the acknowledged need, and an influential behaviour that will result in the accomplishment of that particular goal. Therefore, unfulfilled needs motivate people to behave in certain ways.

The model of a hierarchy of needs is essential in the development of a person's personality (Maslow, 1954). According to the author, five major categories of needs apply to all individuals in general. They include physiological needs such as oxygen, food, water and sex, safety needs like protection against danger, social needs of love, affection and acceptance to a group, esteem needs like high evaluation of oneself, prestige, and self-actualization of realisation of one's potential. Maslow's theory postulates that as soon as people fulfil a lower need, the subsequent highest will dominate their attention in order to fulfil it. Gouveia, Milfont & Guerra, (2014) held

that with such considerations, it is almost impossible to fulfil the need for self-fulfilment, because a ‘man is a wanting animal’. As people move towards the apex of the hierarchy, they develop their psychological skills because the progress is not direct and lower needs remain in existence. Herzberg (1957) came up with a two-factor model and substituted the term ‘needs’ with ‘satisfiers’ and also included ‘dissatisfiers’ in order to investigate the factors influencing job satisfaction as well as dissatisfaction among engineers and accountants. He based the research on the assumption that people can accurately describe the circumstances that made them feel satisfied or dissatisfied in the workplace. The study found out that the subjects felt exceptionally good about their jobs during periods that involved achieving their objectives, promotions, accepting responsibilities, recognition, and working autonomously. Contrariwise, ‘bad’ periods involved the context of the job, such as salaries, company policies, working conditions, and supervision.

Agreeing with Alston (2017), this research divided employees into two groups. The first one were concerned with using their occupation to develop personally and professionally, while the second one focussed on the need for fair compensation, conducive working conditions supervision, and non-discriminatory policies as well as friendly administrative practices. Yeboah & Abdulai (2016) held that elements in the first group are known as satisfiers or motivators, while those of the second group are known as dissatisfiers, which generally refers to the working environment and its influence on positive job attitudes. The second group of elements were termed hygiene factors to signify that they are both environmental and preventive. Organisations therefore need to recognise and understand their employees’ needs and then seek to satisfy them with the intention of retaining them.

2.2.3 Process Theory

Process theory explains the perceptions of people on their working environment as well as the best approaches for interpreting and understanding the same (Solomon & Corbit, 1973). The study used the process theory as the most suitable methodology to examine motivation because they provide more accurate direction on the methods of motivating people. The theory is premised on expectations, goal achievement and equity.

Vroom equates the concept of expectancy with a person who is cornered into choosing options that would lead to uncertain outcomes. In this way, the author posits that the behaviour of individuals are influenced by their preferred outcomes as well as their belief in the possibility of those outcomes (Vroom, 1964). The theory suggest that employees' behaviour can be influenced if their expected and preferred outcomes in an organisation are evident.

Latham and Locke (1979) on the goal theory postulates that when individuals set specific goals, they tend to improve their performance because they will feel highly motivated. Further, people perform exceptionally well when they are faced with difficult but acceptable goals and when they constantly receive feedback on their performance. This theory also state that people who actively set their short-term and long-term goals usually achieve even higher goals and that through guidance and counselling, people can be led into achieving difficult goals. (Locke & Latham, 2015). Erez and Zidon (1984) held that in order to maintain a motivated atmosphere, it is important to provide feedback, which facilitated the greater goal accomplishment. It is important for an individual to accept goals that he can stay committed to in the specified period. This theory suggest that when employees achieve the set goals, it motivates them to remain in an organisation.

Adams & Freedman (1976) denote that equity theory revolves around the perceptions of people when it comes to the way they compare themselves to others in terms of the kinds of treatment they receive. The assumption of this theory is that a person who receives fair treatment will also feel motivated as compared to other reference groups. According to the authors, equity theory is a process of comparing oneself to others but is different from equality, which refers to treating all individuals in the same way even if they want to be treated otherwise. If people receive equitable treatment, they will eventually feel motivated to do their tasks, which is an important factor in building morale. Lazaroiu (2015) said that equity theory presents two kinds of equity namely distributive equity and procedural equity. The former refers to the equality that comes with rewards as reflected by their inputs. Conversely, procedural equity or justice denotes the perceptions of the workforce when it comes to the fair implementation of company procedures including promotion, performance appraisal, and discipline. Procedural fairness is largely influenced by interpersonal factors, such as ample respect to a worker's perspective; reducing personal favouritism towards workers; using standards unswervingly across all personnel as well as giving timely feedback and explanations on various decision-making outcomes. This theory suggest that when employees are treated equitably, they will eventually be motivated to do their tasks, thus remaining in an organisation for longer periods.

2.3 Empirical Review

This section follows the view that employee retention in SACCO societies is defined by the practices of HR in the areas of employee rewards, job design, and career opportunities. The researcher presented past studies regarding the abovementioned variables in the following subsections.

2.3.1 Employee Rewards and Retention

Hale (1998) states that employee rewards refer to compensation that workers receive for their inputs in terms of bonuses, salaries/wages, incentives as well as additional benefits, such as vacations, company vehicle, health insurance and many others. Teclemichael Tessema and Soeters (2006) found that compensation was a leading motivational factor for retaining employees in the Eritrean civil service. The researchers used HRM outcomes to arbitrate the contributing factors between human resource policies and the performance of employees. By collecting data in the poorest nation in Africa, the researcher found that the civil servants who were attracted to higher salaries and perks exuded higher voluntary turnover to prove that compensation prolongs their stay in the firm.

Kossivi et al, (2016) in a study investigated the factors that determine employee retention by conducting a review of previous studies done by various academicians on the topic. The study categorised these factors broadly including compensation, autonomy, work-life balance, work environment, development opportunities, leadership, social support, as well as training and development. According to the findings, compensation highly affected employee's retention; however, further investigation is needed when it comes to autonomy, organisational culture, and training and development.

Spence Laschinger, Leiter, Day and Gilin (2009) carried out a study among Canadian nurses that investigated the impact of nurse recruitment on retention outcomes in hospitals. The researchers analysed three outcomes of employee retention, namely turnover intentions, job satisfaction, and organizational commitment and how supervision, empowerment, burnout, and lack of respect from co-workers affect the same. The findings of the study show that these variables were strongly

associated with turnover intentions, job satisfaction, and organizational commitment among Canadian nurses.

Hayes et al, (2006) found that no direct correlation exists between compensation and retention. The researchers conducted the comprehensive study with the aim of examining the existing knowledge regarding the scope of concerns surrounding nurse turnover, the determining factors, the turnover costs as well as the impact of those outcomes on nurses, patients and the entire system. Lee et al, (2017) also noted that Google had a generous compensation package, because of the hyper competitive nature of the technology industry to provide massive job opportunities.

Giancola (2014) investigating whether HR professionals should focus on intrinsic rewards to foster long-term employee retention in a firm examined the use of intrinsic rewards because they are key factors for satisfying the needs of employees as well as boosting their motivation. The study concluded that HR professionals should emphasise the use of intrinsic rewards, and managers should be mandated to further the course more than other ordinary employees. Therefore, the job design must bear the intrinsic characteristics in order to allow employees to accept it wholeheartedly. Furthermore, employees who largely deserve superior intrinsic rewards are those who cannot compete based on financial rewards. Firms should also implement all-encompassing programs to counter the costly outcomes of creating new positions after mergers and acquisitions. In addition, the researcher recommend that firms should highly prioritise intrinsic rewards to gain a competitive advantage when it comes to staff recruitment retention, and rewards. Lastly, the study concluded that firms that offer employees with a robust intrinsic element usually have a competitive edge in their industry because they will attract the best talent.

Goldthorpe et al (1968) stated that the affluent employee considers pay as the most prevailing factor when it comes to choosing the right employer who will retain their services. The author indicated that even though money may lack intrinsic significance, it plays a key role in motivating employees since it represents a number of intangible objectives. Savage (2015) expounds on this observation by noting that money has the capacity to offer employees with positive motivation in the most appropriate situations since it is universally acceptable and recognised easily. Therefore, the amount of money paid to employees as salaries, wages and benefits is significant in enticing people to join various organizations for the long term. However, a poorly designed and carelessly managed payment systems also have the potential to demotivate employees and reduce retention. The author emphasizes that money is an indispensable incentive in regard to its influential value because it can perpetually attract, retain and motivate people with the sole intention of enhancing firm performance

Tella, Ayeni and Popoola (2007) carried out a study in Nigeria to investigate organisational commitment, job satisfaction, and work motivation, and found out that money stands out as the most influential factor for the employees in the industry. The author mentioned Frederick Taylor's work in 1911 in which recommended that organisations should develop incentive wage systems in order to inspire workers towards achieving the desired performance through commitment and in due course fosters satisfaction. Bernstein et al (2009) described rewards as management tools that effectively helps organisations to influence the behaviour of its employees towards enhancing productivity.

2.3.2 Job Design and Retention

Parker (2014), states that in any organization, job design and employee relations complement each other. Firms that focus on fulfilling workers' satisfaction and motivation to increase productivity use job design as a means of changing the processes involved in various positions. Menges et al (2017) clarifies that a number of factors exist when it comes to changing job design, such as job enlargement, job enrichment, job rotation, and job re-engineering. Therefore, firms can enhance employee job satisfaction by designing jobs that consider motivational factors in their processes.

Oldham and Hackman (2010) investigating the future of job design, came up with a model to illustrate the most effective ways of motivating people through their jobs. According to the researchers, the model used five characteristics to describe jobs, which included diversity of skills, identification of tasks, significance of tasks, independence, and feedback. Through this model, the findings of this study suggested that an organisation that incorporates these characteristics in the process involved in various jobs will have highly motivated employees. Sageer et al (2012) denotes that job design influences job satisfaction because employees who experience positive behavioural elements feel more satisfied and productive.

Scott et al (2010) investigated the influence of rewards programs on employee engagement through World at Work, which is an internationally recognised HR association that aim to attract, motivate, and retain staffs. With a target population of 736 respondents, the survey collected the survey data through emails to attain a 12% response rate. The findings showed that the highest rated factor when it comes to job design is the quality or nature of the job. The study concluded that refining employee engagement is rapidly overtaking a number of incentive pay programs.

Nohria et al (2008) conducted a study to investigate a new powerful model of employee motivation. The researchers used a sample of 385 employees from globally acclaimed financial and IT companies. The findings indicated that the most influential way to motivate and retain staff is to restructure the job design as one of the key levers for satisfying the human drive to work harder than usual. The study concluded that giving employees challenging tasks in the workplace motivates them to accomplish them, which in turn leads to overall personal development and learning. Therefore, it is important to design jobs by focusing on the employees roles in the firm in order to pave way for their input.

SHRM (2012) investigating intrinsic motivators to employee job satisfaction and engagement in the United States found that the chance to use of skills and capabilities, relevance of the job, and autonomy played a critical role concluding that the above-mentioned variable are the leading motivational factors for maximizing employee engagement.

Giancola (2014) and a Sibson Consulting Study (2009), examined the extent to which various jobs promote motivation and categorised the workers into their respective industries. The study found that in twenty five industries, employee engagement depended on job responsibility and timely performance feedback. The survey focussed on the following variables: job security, opportunities, affiliation, work content, training as well as compensation. The study concluded that even in spirited conditions, employees can be constantly productive through relentless motivation.

2.3.3 Career Opportunities and Retention

Bwana (2013) carried out a study to investigate the various issues faced by SACCO societies in Kenya and Tanzania when it comes to their development. The researchers found out that the most influential factor that makes many people switch or maintain employers constantly is career

development. The researcher conducted the survey by interviewing 240,000 employees regarding the key determining factors that influence people to leave or stay in a particular firm. Graham, (2017) held that organisations that promote a culture of career development usually build their brand rapidly to have a competitive advantage in their industry. Such firms help their employees to experience progression in their working life through a series of rewarding roles or occupations. By providing employees with several career development programs, it shows that the firms have the capacity to nurture skills and talent through such career opportunities. Scott et al (2010) stated that developing employees' careers should be incorporated in the HRM functions through career development programs that help to pinpoint the requisite competencies for supporting both their career objectives and their employers.

Summers (1999) holds that managers can easily identify and find solutions to training gaps by providing employees with a well-designed career development path. This prepares people for promotions as well. Abbasi and Hollman (2000) investigated the impact of employee turnover on a firm concluding that excessive employee turnover frequently produces sweeping consequences that may slow down the efforts made by employees to achieve the firm's objectives.

Leibowitz (1986) states that career planning requires employees to self-appraise themselves constantly as they set objectives that will complement the overall goal in the organisation. Even if some firms have opted to automate their operations, the productivity levels can only be high with constant motivation through training for employees. Tella et al (2007) held that one of the most effective techniques to induce motivation among junior employees is to provide them with the right information regarding their actions towards others. As such, the employees would experience a boost in their confidence in the course of their longstanding career path.

Dewhurst et al (2009) in a global survey dubbed *Motivating People and Getting beyond the Money* that involved 1,047 participants, which included employees, managers and executives found that the most effective motivating factor was giving employees an opportunity to manage a number of tasks by assuming a leadership role. This was compared to other financial incentives including a rise in base pay, bonuses and stock options, which did not motivate employees at the same level as providing them with leadership opportunities. The researchers concluded that employees who constantly receive nonfinancial motivators always feel valued by their employers because of the existing opportunities for growing their careers.

Perrin (2008) in a global survey on 88,612 permanent employees found that to improve productivity and performance, it is imperative that one engages employees in the firm calls for enhanced skills and abilities, contributing to the firm's decisions, and providing them with opportunities to manage challenging projects. With such foundations in place, the employees will constantly develop their skills for the betterment of organisational performance and productivity.

2.3.4 Employee Retention

Fitz-enz (1990) investigated employee retention in various companies in San Francisco and documented that a number of factors come into play to retain employees for the long-term or until project objectives are accomplished. The majority of organisations that have been successful in employee retention reported that the management mainly focussed on pertinent factors that motivate their workforce. These include training, conducive work environment, job security, constant support from supervisors, career development programs, organization justice, as well as fair compensation and rewards.

Osteraker (1999) found that satisfied employees will definitely promote employee retention. This study examined three general categories of retention factors; physical which include pay and working conditions, mental that include work characteristics such as leadership opportunities and social that include employees' internal and external relationships. Stein (2000) also found that organizations must make the best use of wide-ranging HRM factors with the intention of promoting employee retention and commitment.

Walker (2001) carried out a study by pinpointing seven key factors that have the potential to improve employee retention in various firms, namely effective communication, favourable compensation and rewards, opportunity to conduct challenging tasks, job promotions, positive relations with colleagues, welcoming work atmosphere, and a healthy balance between the personal and professional life. The study concluded that employee retention helps firms to encourage employees to carry on with project goals to its completion and employers have a significant role to play when hiring knowledgeable candidates. However, when it comes to hiring and retention, the latter is more important.

Rao (2012) on employee retention, held that an organisation must give a clear explanation and details to an employee regarding the nature of his job, providing them with the requisite in-depth details of their tasks at work, including the procedures to follow, time allocations, and its overall significance. In addition, he deposed that corporate leaders struggle to retain employees which leads to acute labour shortage during key projects. Chafetz et al (2011) agreeing with this assumption posed that in case of any changes or discrepancies to the job description, employees have the right to receive the communication on a timely basis. Therefore, every organisation must provide all the requisite tolls and resources to carry out various tasks effectively.

Panoch (2001) noted that a number of firms in the modern-day business world have exerted more effort compared to previous years regarding the retention of their most valuable employees since they have become ever scarcer. Walker (2001) in approval of the assumption found that achieving competitive advantage in an organisation must start with the management of talented employees incessantly to retain them for the long term. Walker also concluded that the HR department has the mandate to keep the most promising and dynamic employees today since it helps other ordinary employees motivated. Therefore, the HR department of any firm should not only focus on hiring new people, but also the best employees to retain in the organisation.

Acton & Golden, (2003) examining the role of the HR in promoting retention among employees through training concluded that the department is the first point of contact when it comes to training employees. By ensuring that all the company policies fulfil the overall goals of the organisation, HRM also helps in bettering employees skills while satisfying their needs for the long-term stay in the firm. The author also added that not only the retention process of employees encourages the workforce to stay longer, but also the retention of their treasured skills. Amadasu (2003) and Gberevbie (2008) also held that organisations that adopt the most effective retention strategies for their employees would usually accomplish their organizational goals successfully.

Kaliprasad (2006) also carried out a comprehensive study on attracting, retaining, and motivating capable employees. The study concluded that even though some firms usually consider all factors with the intention of promoting employee retention, poor management is one of the reasons for employee exits. Kaliprasad (2006) holds that if firms can manage their employees' well to a point where they feel satisfied with the overall goals, they will retain them completely. The study also stated that one of the most important ways of managing employees to enhance retention is

employee recognition transformation. The study argued that over 50% of firms globally struggle to retain its workforce, with 25% of employees categorised as “high risk” to leave their current employer.

2.4 Summary of Literature Review and Research Gaps

Many researchers have conducted studies on employee motivation in relation to organizational performance as depicted in the literature review. Despite this, very few have focused on employee motivation and its relationship with retention, especially in the SACCO sector in Kenya. Studies by (Mosoti and Masheka, 2010) and (Ndwandwe & Onyancha, 2011) are among the few studies in Kenya that have sought to investigate the motivation strategies that lead to staff retention. Their results also show that there exist a positive relationship between motivation and employee retention. This study sought to fill this research gap on the extent of the relationship.

Table 2.1: Summary of Literature Review and Research Gaps

Authors Name and Year of Publication	Study Focus	Study Results	Research Gap	Emphasis in this study
Gardner et al. (2004)	Talent management and employee retention	Compensation a key employee retention strategy	The study used compensation as the only variable affecting employee retention	This study focussed on two other variables namely Job satisfaction and Career advancement, in addition to employee rewards
Rao (2012)	Employee retention	Retention motivates through open communication and leads to employee loyalty	The study focused on Open communication as one non-monetary aspect that enhances employee loyalty	The current study focussed on both monetary and non-monetary aspects and how they enhance employee retention

Spence Laschinger,Leite r, Day & Gilin (2009)	Staff recruitment and retention outcomes	The nurses cited supervision, empowerment, burnout, and lack of respect from co-workers affect turnover intentions, job satisfaction, and organizational commitment	The study only concentrated on one profession.	This study focussed on all professional employees of SACCO societies
Hayes et al (2006)	Factors affecting Employee Retention	Compensation, work life balance, working environment and superior-subordinate relationships must be practiced together to achieve employee retention	The study had four factors that help achieve employee retention in organizations	This study focussed on employee rewards, job design and career advancement as some of the factors that help achieve employees retention in SACCO societies
Frank L Giancola (2014)	Compensation and Benefits Review	Managers and executives place greater importance on intrinsic rewards than other employees	The study focused more on the HR professionals in their effort to improve their employee welfare	This study focussed more on what employees term as important variables that enhance their retention and these will guide the HR professionals
Teclmichael Tessema & Soeters (2006)	Challenges and prospects of HRM in developing countries	Compensation was a leading motivational factor for retaining employees.	The study derived its findings from one firm	This study used a number of SACCOs to investigate the topic
Goldthorpe et al(1968)	The affluent worker	Pay is the dominant factor in the choice of employer and considerations of pay seem most powerful in binding people to their present job.	Pay was the only variable considered	This study considered other variables in addition to pay
Kossivi, Xu & Kalgora (2016)	Determining factors of employee retention	Compensation and employees retention had a significant relationship.	Further investigation is needed when it comes to autonomy, organisational	This study addressed career planning, training programs, employee coaching and mentoring

			culture, and training and development	
Nohria, Groysberg & Lee (2008)	Employee motivation: A powerful new model	The nature of the job or quality of the work was the highest rated factor for improving employee engagement	The study generally focused on all variables that improve employee engagement	This study focussed on three variable that improve employee retention in addition to employee engagement
Harvard Business School (2008)	Employee Motivation	Job design is one of the four primary levers employers have to motivate and retain employees, as it satisfies the basic human drive to make sense of the world around us.	The study generally focused on what motivates employees	This study narrowed down to three variables and focussed on how these three affect employee retention
Dewhurst Guthridge & Mohr (2009)	Motivating People and Getting beyond the Money	An opportunity to lead projects or task forces was a more effective motivator than the three highest-rated financial incentives i.e. base pay increases, cash bonuses and stock options.	The study focused on other motivating factors excluding the financial incentives	This study focused on both financial and non-financial incentives
Perrin (2008)	Workforce study of full-time employees of midsize to large organizations in 18 countries	Improved skills and abilities over the past year, input into decision making, challenging work assignments that broaden skills and an organization that encourages innovative thinking were among the top 10 most important drivers for engaging employees.	The study was global and focused on midsize and large organizations only	This study specifically focused on employees of SACCO societies

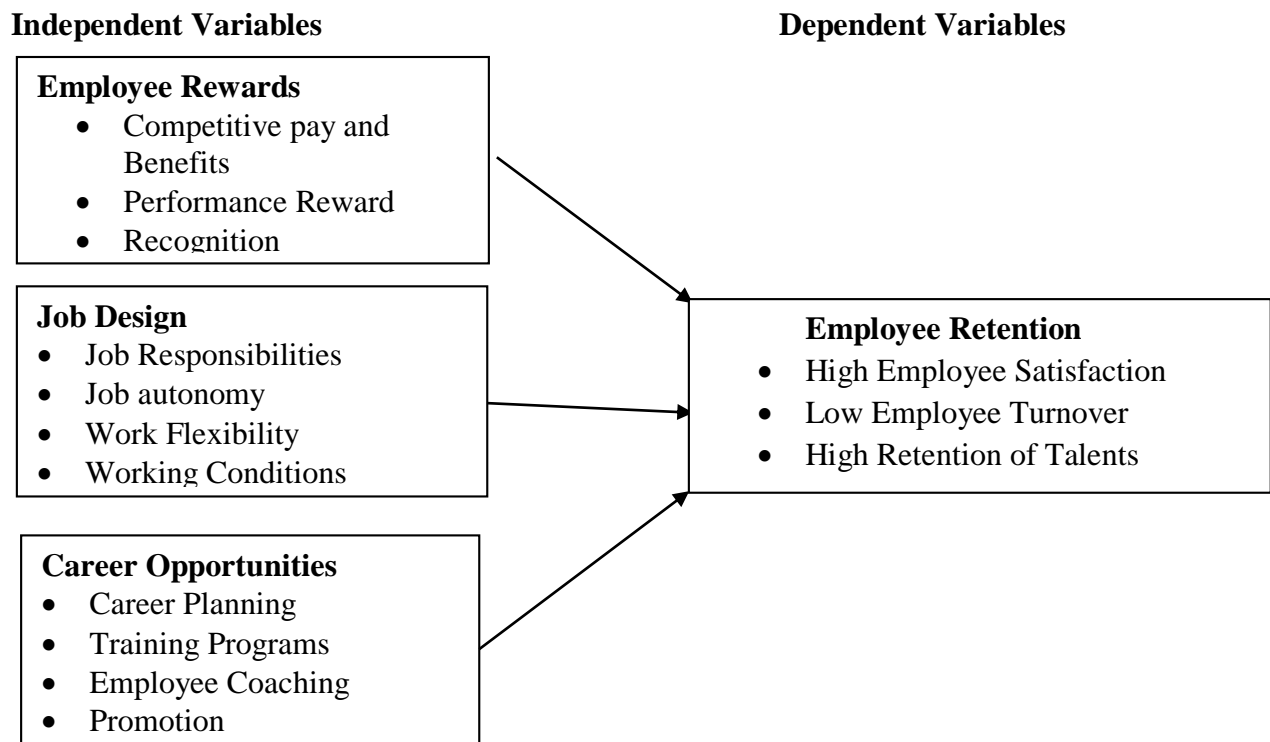
Leibowtz et al (1986)	Overcoming management resistance to Career development programs	The rewards that result from career development efforts	The study focused on Career development only	This study focused on employee rewards and job design in addition to Career development
Tella, Ayeni & Popoola (2007)	Organisational commitment, job satisfaction, and work motivation.	Managers can instigate motivation by giving appropriate information on the sentences of their actions on others	The study only focused on what managers can do to instigate motivation to their employees	This study looked on the employee's perspective on what motivates them to retain their jobs
Graham (2017)	Career development: a resource for talent retention	Career development was identified as the top reason why people leave or remain with organizations	The study focused on career development as the only variable	This study focused on three variables including Career development and advancement that specifically motivate employees of Sacco societies to retain their jobs
Fitz-enz (1990)	Employee Retention	Employee retention is not influenced by a single factor, but there are hosts of factors which are responsible for retaining employees in an organization	The study focused on general factors that are responsible for retaining employees in organizations	This study focused on three factors that specifically motivate employees of Sacco societies to retain their jobs
Stein (2000)	Employee Retention	Firms should use wide-ranging HRM factors to improve retention.	The study focused more on what the organization should do to enhance employee commitment and retention	This study specifically focused on the employees to find out how the three variables affect them to retain their jobs in the Sacco societies.
Walker (2001)	Employee Retention	Seven factors can enhance employee retention: Compensation, Appreciation of the performed work, Provision of	The study focused generally on the seven factors that enhance employee retention	This study focused specifically on what strategies motivates Sacco society employees

		challenging work, Invitational atmosphere, Positive relations with colleagues, Healthy balance between professional and personal life and Good communication.		
Panoch, (2001)	Employee Retention	Organizations today take great care in retaining its valuable employees and good employees as they are increasingly becoming more difficult to find	The study focused on how to retain valuable and good employees only	This study focused on how to retain all employees in SACCO societies, using the three variables
Walker (2001)	Employee Retention	Managing and retaining promising employees' is an important fundamental mean of achieving competitive advantage among the organizations.	The study focused on how organizations can achieve competitive advantage by managing and retaining employees	This study focused on how SACCO societies can achieve competitive advantage by managing and retaining employees
Acton & Golden (2003)	Employee Retention	The values skills that employees have must be nurtured and rewarded for retention purposes.	The study focused on how organizations can retaining valued skills	This study focused on how SACCO societies retain valued skills
Kaliprasad (2006)	Employee Retention	An organizations ability to retain its employees completely depends upon its ability to manage them.	The study focused on how organizations can retaining their employees through managing them	This study focused on how SACCO societies can manage and retain employees

2.5 Conceptual Framework

The conceptual framework illustrates the graphical depiction of the relationship between the dependent and independent variables in this research. The drawing demonstrates that the independent variables (Employee Rewards, Job design and Career opportunities) are all associated to the dependent variable (Employee Retention) as shown in Figure 2.2.

Figure 2.1: Conceptual Framework



Source: Author (2020)

Employee rewards refer to competitive pay and benefits; performance reward; and recognition, which take account of salaries/wages, bonuses, and incentives along with additional benefits, such as vacations, company vehicle, health insurance, etc. Such rewards results in employee retention because they motivate workers causing them to remain in the organisation.

Job design includes job responsibilities, job autonomy, work flexibility, and working conditions. An organisation that incorporates these characteristics will have highly motivated employees involved in various jobs to bring about employee retention in the process.

Career opportunities takes into account career planning, training programs, employee coaching and promotion. Organisations that promote a culture of career development usually build their brand rapidly to have a competitive edge in the industry, while retaining employees to experience progression in their working life through a series of rewarding roles or occupations.

CHAPTER THREE

RESEACH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents the research design, the target population, the sampling techniques and the Instrumentation used to collect data, the data collection techniques and the techniques of data analysis and presentation.

3.2 Research Design

Bryman and Bell (2011) describe a research design as a comprehensive blueprint and framework of the various methods that a researcher uses in order to carry out a scientific study successfully. This research study used a descriptive research design to obtain data that go a long way in pinpointing specific unique characteristics of a population. This approach facilitated the collection of detailed information to examine the extent to which each response was related to the variables to establish the motivation factors that promote employee retention in SACCO societies situated in in Nairobi City County. Therefore, this study obtained data from the population by surveying and describing the characteristics of specific individuals with respect to the study variables.

3.3 Target Population

Saunders, Lewis & Thornhill, (2009) describe a target population as an all-inclusive, homogenous group that researchers can utilize to conduct an investigation. This study targeted 270 SACCO societies situated in Westlands Sub County of Nairobi City County. Compared to other sub counties in Nairobi City County, Westlands Sub County hosts the largest SACCO population and offices as outlined in appendix V on the distribution of SACCOs in Westlands Sub County. The

target group was divided into three categories: Deposit taking SACCO societies, non-Deposit taking SACCO societies and public service SACCO societies.

Table 3.1: Target Population

Category	Number of SACCOs
Deposit Taking SACCOS	128
Non-Deposit Taking SACCOS	80
Public Service SACCOS	62
Total	270

Source: MITC (2020)

3.4 Sampling Procedure

Kombo & Tromp (2006) propose that sampling is a scientific technique used by researchers to select the elements to be studied with the purpose of generalizing the results accurately. Simple random sampling technique was used in the study to obtain the sample population. The technique was used to select the sample by chance in order to gather data from every member of the population that represented the larger population of SACCO societies. Mugenda & Mugenda, (2003) hold that a sample size should have 30% or more test units to qualify for the accurate generalization of research findings. Since the population was heterogeneous, the research randomly selected a 30% sample size from each category of SACCOs, which included senior staff and junior staff members to get a sample population of 83.

Table 3.2: Sample Population

Category	Target Population	Sample Size	Sample Population
Deposit Taking SACCOS	128	30%	38
Non Deposit Taking SACCOS	80	30%	24
Public Service SACCOS	62	30%	21
Total	270	30%	83

Source: Author (2020)

3.5 Data Collection Instrument

The study used questionnaires, which were sent to respondents with a cover letter requesting for assistance. Questionnaires were used on random basis, and each had multiple choice questions which prompt the respondents to choose from the list of several answers, included scales where the respondent was required to rank their answers. The questionnaires were distributed by hand and via email.

3.6 Data Collection Techniques and Procedure

The research used structured questionnaires to collect primary data. The questionnaires were split into Section A to E. Section A was used to elicit the general information of the respondents, section B captured the first variable in the study, section C; the second variable, section D; the third variable; and Section E employee retention. The researcher used drop-and-pick method to distribute the questionnaires and in a few cases, some respondents received them through electronic mail.

3.7 Reliability and Validity of Data Collection Instrument

3.7.1 Pilot Study

Zikmund et. al (2012) defines a pilot study as a study that collects data from a few units of the sample but similar to the full study. To ascertain the validity and reliability of the data, the researcher conducted a pilot study using two SACCOs located in Westlands sub- County, and these did not take part in the final study. The main aim of the pilot study was to guide the full study and inform on whether the procedures would work or not.

3.7.2 Reliability

Reliability is the extent to which the instruments produce steady outcomes with recurring trials (Cooper and Schindler, 2008). To ensure reliability, this study used Cronbach's Alpha through the Statistical Package for Social Sciences (SPSS) software to test internal reliability or internal consistency of the data. An alpha value of 0.7 or above was the acceptable reliability coefficient. Measuring reliability using Cronbach's Alpha helps indicated the extent to which the Dependent Variable and Independent Variables are related as a group. The Cronbach's Coefficient Alpha determined the extent to which the variables correlate. The researcher further analysed the results and amended the questionnaire accordingly.

3.7.3 Validity

Creswell (2017)) states that validity is the accuracy of interpretations as presented by the study findings. In order to validate the measurement scales, the researcher conducted a critical evaluation of the questionnaire as regards the assumptions and objectives of the study. Through content validity, the researcher also consulted the academic supervisor to help in reviewing the data collection instruments to ensure that they were relevant to the area of study. Mugenda & Mugenda (2003) states that to ensure the validity of the data collection instrument, the researcher should use 5% of the sample as the threshold.

3.8 Data Analysis and Presentation

3.8.1 Data Analysis

Steelman, Hammer & Limayem (2014) hold that data analysis connotes the systematic process of using statistical and analytical methods with the purpose of defining, examining, summarising and appraising data. To ensure data integrity, the study cleaned up errors from the collected data to

remove inconsistencies, gaps, errors and omissions before being fed in SPSS software for analysis. The study carried out thorough perusals of the duly filled questionnaires to ensure that the recorded data is fit for analysis.

Descriptive statistics, mean and standard deviation was also used to analyse the data. Inferential statistics included correlation, regression analysis, and analysis of variance. The study also employed multiple regression analysis to establish the association between the independent variables; Employee Rewards, Job Design, and Career Opportunities and the dependent variable, Employee Retention.

The regression equation was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon \dots\dots\dots (i)$$

Where:

Y= Employee Retention

β_0 = coefficient of intercept

X_1 = Employee Rewards

X_2 = Job Design

X_3 = Career opportunities

ϵ =error term

$\beta_1 \dots \beta_3$ = regression coefficients of the independent variables

3.8.2 Data Presentation

To ensure data integrity, the study cleaned up the collected data to remove inconsistencies, gaps and data entry errors. The study then used means, percentages, and frequencies to carry out data

presentation. In addition, the study displayed the analysed data by tallying up responses using tables, pie charts, graphs, and bar charts with respect to the study objectives.

3.9 Ethical Considerations

Steelman et al (2014) holds that various ethical considerations are key to a successful academic research. This study used humans as the key subjects of data collection ensuring that all participants were protected from any potential unethical implications. This was achieved by seeking official consent from the university's graduate school to circulate the questionnaires. The study also sought permission from National Commission for Science, Technology & Innovation and a research permit was issued to that effect. Respondent's anonymity and confidentiality was also preserved to protect their identities and prevent intimidation and reprisal by the management.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the research findings for the study. It presents the demographic information relevant for the study and the findings as guided by the research questions. The researcher used the following specific objectives to address the findings: to determine the effect of employee rewards in promoting employee retention in SACCO societies in Nairobi City County; to establish how job design affect employees retention in SACCO societies in Nairobi City County; and to evaluate how career opportunities affect employee retention in SACCO societies in Nairobi City County.

4.2 Response Rate

From the two hundred seventy (270) SACCO societies in Nairobi City County, which made up the target population of the study, the researcher sampled eighty three (83) respondents and distributed questionnaires to them. A total of sixty two (62) forms were duly filled and returned as shown in Table 4.1.

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	62	75%
Non-Response	21	25%
Total	83	100%

Source: Author (2020)

As presented in Table 4.1, it is clear that out of the 83 (100%) respondents, a total of 62 (75%) of them responded. The high response rate in this study was attributed to the researcher's preliminary groundwork in pinpointing the most dependable and reliable employees of the targeted SACCOS

to take part in the study willingly. This therefore implies that the research instrument was well understood by the respondents and no major challenges were faced in the process.

4.3 Validity and Reliability

4.3.1 Validity Test Results

The study conducted a pilot survey using a sample of four respondents, which is according to the required proportion of 5% of the sample population. The pilot study respondents were excluded from the final study. Validity was also checked by the supervisor who went through the questionnaire to ensure it was free from ambiguity. The researcher confirmed that the questionnaire was fit for the study due to its clarity, relevance, and interpretation of questions and that the respondents could answer all the questions without difficulties.

4.3.2 Reliability Test Results

To ensure reliability, this study used Cronbach's Alpha through the SPSS software to test internal reliability of the data. An alpha value of 0.7 or above was the acceptable reliability coefficient. Measuring reliability using Cronbach's Alpha helped to indicate the extent to which the dependent variables and independent variables are related as a group. The overall reliability value for each variable was above 0.7. Table 4.2 shows the reliability test results of the study.

Table 4.2: Reliability Test Results

Variables	Cronbach's Alpha	Number of Items	Comment
Employee Rewards	0.977	4	Accepted
Job Design	0.817	4	Accepted
Career Opportunities	0.771	4	Accepted
Employee Retention	0.911	4	Accepted

Source: Author (2020)

As shown in Table 4.2, the reliability test produced acceptable Cronbach’s Alpha values for each variable including employee rewards (0.977), job design (0.817), career opportunities (0.771), and employee retention (0.911). Therefore, the motivational factors have a strong positive relationship with employee retention since all the values are leaning closer to the recommended Cronbach’s Alpha value of 0.7.

4.4 General and Demographic Information

Besides the specific objectives, the study also sought to gather the general and demographic information about the respondents. The general and demographic information in this study included the response rate, age, work experience, managerial positions and academic qualifications of the respondents who participated in the study.

4.4.1 Age of Respondents

The researcher examined the age brackets of the employees at the SACCO societies in Nairobi County. The findings show that 42% of the respondents were aged 19-30 years, 32% were aged 31-40, 19% were aged 41-50; and 7 were aged over 60 years. Therefore, 42% of the employees in the SACCO societies are aged between 19 and 40 years representing 74.2% of the total employees studied. Table 4.3 illustrates the findings.

Table 4.3: Age of Respondents

Age Category	Response	Percentage
19-30	26	42%
31-40	20	32%
41-50	12	19%
Over 60	4	7%
Total	62	100

Source: Author (2020)

4.4.2 Work Experience at the SACCO Societies

The researcher sought to establish the experience of the employees at the SACCO societies in Nairobi County in order to establish how long the employees have worked in their respective SACCOs and if they are familiar with responsibilities entrusted to them. The findings showed that 51.61% of the respondents had worked at the SACCO societies for 0-5 years; 25.81% had worked for 6-10 years, 14.52% had worked for 11-15 years, and 8.06% had worked for 5 years. The study findings revealed that 32 of the employees had been working in the SACCO societies for between 0-5 years representing 51.61% to prove that employee retention is moderate in the SACCO societies. Those who have worked for more than 16 years are the minority representing 8% which indicates low employee retention. The findings are tabulated in Table 4.4.

Table 4.4: Work Experience at the SACCO Societies

Years of Experience	Frequency	Percentage
0-5	32	51.61%
6-10	16	25.81%
11-15	9	14.52%
16+	5	8.06%
Total	62	100%

Source: Author (2020)

4.4.3 Managerial Level of Employees in the SACCO Societies

The researcher examined the level of management of the employees. The researcher stratified the employees into three (3) categories including the top level, middle level and junior level management. Middle level managers represent (53.22%) followed by junior level managers (30.65%), and top level managers at 16.13%. These findings showed that middle level managers were the most motivated to retain their jobs in the SACCO societies. Table 4.5 illustrated the findings.

Table 4.5: Managerial Level of Employees

Managerial Level	Target	Frequency	Percentage
Top level	13	10	16.13%
Middle level	45	33	53.22%
Junior level	25	19	30.65%
Total	83	62	100%

Source: Author (2020)

4.4.4 Academic Qualifications

The researcher sought to enquire on the current academic qualification of the employees in the SACCO societies. 28 employees in the SACCO societies had a bachelor's degree representing (45.16%), followed by diploma (19.35%), Masters (17.74%), Certificate (14.52%) and the least number (3.23%) has attained academic qualifications up to the PhD level. These findings revealed that the SACCO societies retained employees who were highly educated. The findings are illustrated in Table 4.6.

Table 4.6: Academic Qualifications of Employees

Category	Frequency	Percentage
PhD	2	3.23%
Masters	11	17.74%
Bachelors	28	45.16%
Diploma	12	19.35%
Certificate	9	14.52%
Total	62	100%

Source: Author (2020)

4.5 Descriptive Statistics

The general objective focussed on examining the effect of motivation on employee retention in SACCO societies located in Nairobi City County. To achieve this objective, the researchers ought to establish whether motivation had impacted on employee retention by examining the motivation strategies that SACCO societies employ to retain their employees, namely employee rewards, job

design and career opportunities. The mean score levels on how the selected variables affect employee retention were as follows: Employee Rewards 3.30, Job Design 2.72 and Career Opportunities 3.0.

4.5.1 Employee Rewards

The first objective examined the effect of employee rewards on employee retention in SACCO societies located in Nairobi City County. To achieve this objective, the researcher first sought to establish the impact of each aspect on employee retention in the SACCO societies. Table 4.7 presents the findings.

Table 4.7: Effect of Employee Rewards on Employee Retention

Employee Rewards	5	4	3	2	1	Total	M	SD
Competitive Pay & Benefits	35.48%	45.16%	6.45%	8.07%	4.84%	100%	3.98	1.011
	22	28	4	5	3	62		
Performance Rewards	22.58%	25.81%	14.52%	33.86%	3.23%	100%	3.30	.976
	14	16	9	21	2	62		
Recognition	8.06%	29.03%	11.29%	20.97%	30.65%	100%	2.63	1.028
	5	18	7	13	19	62		
Average							3.30	1.01

Source: Author (2020)

The respondents agreed to a large extent that competitive pay and benefits had the biggest effect on employee retention (Mean of 3.98), followed by performance rewards (Mean of 3.30), and recognition with (Mean of 2.63). The results showed that the affluent employee considers pay as the most prevailing factor when it comes to choosing the right employer who will retain their services.

4.5.2 Job Design

The second objective examined the effect of job design on employee retention in SACCO societies located in Nairobi City County. To achieve the objective the researcher sought to establish the aspects of job design that SACCO societies employ on the employees. The researcher used job responsibilities, job autonomy, work flexibility and working conditions as the variables for examining job design in SACCO societies. Table 4.8 presents the findings.

Table 4.8: Effect of Job Design on Employee Retention

Job Design	5	4	3	2	1	Total	M	SD
Job Responsibilities	40.32%	29.03%	14.52%	12.90%	3.23%	100%	3.90	0.958
	25	18	9	8	3	62		
Job Autonomy	32.27%	24.19%	22.58%	12.90%	8.06%	100%	2.15	1.12
	19	15	14	8	4	62		
Work Flexibility	3.23%	12.90%	16.13%	43.55%	24.19%	100%	2.27	0.896
	3	8	10	26	15	62		
Working Conditions	4.85%	22.58%	17.74%	35.48%	19.35%	100%	2.58	0.967
	4	14	11	20	13	62		
Average							2.72	0.99

Source: Author (2020)

The respondents agreed to a minimal extent that job responsibilities had the biggest effect on employee retention (Mean of 3.90), followed by working conditions (Mean of 2.58), work flexibility (Mean of 2.27), and job autonomy (Mean of 2.15). These results clarified that job responsibilities is a major part of job design and is associated with job enlargement, job enrichment, job rotation, and job re-engineering. Therefore, firms can enhance employee job satisfaction by designing jobs that consider motivational factors in their processes.

4.5.3 Career Opportunities

The final objective examined the effect of career opportunities on employee retention in SACCO societies located in Nairobi City County. To achieve this objective, the researcher sought to establish if career planning, training programs, employee coaching and promotion were employed in the SACCO societies. The researcher then sought to establish the effect of the career opportunities on employee retention. The results are shown in Table 4.9 below.

Table 4.9: Effect of Career Opportunities on Employee Retention

Career Opportunities	5	4	3	2	1	Total	M	SD
Career Planning	11.29%	12.9%	9.68%	41.94%	24.19%	100%	2.45	1.029
	7	8	6	26	15	62		
Training Programs	32.27%	35.48%	17.74%	12.90%	1.61%	100%	2.79	1.089
	20	22	11	8	1	62		
Employee Coaching	29.03%	32.26%	19.35%	12.9%	6.46%	100%	3.84	1.057
	18	20	12	8	4	62		
Promotion	8.06%	24.19%	12.9%	29.03%	25.82%	100%	2.92	.996
	4	15	8	18	27	62		
Average							3.0	1.99

Source: Author (2020)

According to the findings, the respondents agreed to a large extent that employee coaching had the highest effect on employee retention (Mean of 3.84), followed by promotion (Mean of 2.92), training programs (Mean of 2.79), and the least rated was career planning (Mean of 2.45). Since employee coaching was the most significant factor because it is one of the most effective techniques to induce motivation among junior employees by providing them with the right information regarding their actions towards others.

4.5.4 Employee Retention

The researcher finally sought to establish whether various employee retention indicators were used in the SACCO societies. These included high employee satisfaction, low employee turnover and retention of talents. The researcher sought to find out the main motivation strategies employed in SACCO societies for employee retention. Table 4.10 presents the results.

Table 4.10: Motivation Strategies for Employee Retention

Motivation Strategies	5	4	3	2	1	Total	M	SD
Employee Rewards	30.65%	19.35%	16.13%	22.58%	11.29%	100%	2.79	1.234
	19	12	10	14	6	62		
Job Design	24.19%	24.19%	22.58%	20.97%	8.06%	100%	2.69	1.089
	17	17	15	9	4	62		
Career Opportunities	25.82%	29.03%	12.9%	24.19%	8.06%	100%	2.97	1.057
	16	18	8	17	4	62		
Average							2.62	1.13

Source: Author (2020)

The researcher established that among the three variables, career opportunities were rated as having the greatest impact on employee retention with a mean of 2.97. Employee rewards and Job design had a mean of 2.79 and 2.69 respectively. Career opportunities stood out because by providing employees with several career development programs, it shows that the firms have the capacity to nurture skills and talent.

4.6 Inferential Statistics

4.6.1 Model Summary - Motivation and Employee Retention

The study used a regression model to establish the statistical relationship between the dependent variable (employee retention) and the independent variables (Employee rewards, Job Design and

Career opportunities). The researcher adopted the model below and regressed the variables. Table 4.11 presents the results:

$$Y = \beta_0 + \beta_1X_1+ \beta_2X_2 + \beta_3X_3 + \epsilon \dots\dots\dots (i)$$

Where:

Y= Employee Retention

β_0 = coefficient of intercept

X₁= Employee Rewards

X₂ = Job Design

X₃= Career opportunities

ϵ =error term

$\beta_1 \dots \beta_3$ = regression coefficients of the independent variables

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911 ^a	.808	.827	.4317

a. Predictors: (Constant) Employee Rewards, Job Design, Career Opportunities

According to Table 4.11, the model depicted that the coefficient of the adjusted R Square is 0.827, which further explains that a strong relationship exists between the independent variables (Employee Rewards, Job Design, and Career Opportunities) and the dependent variables (employee retention). The results showed that the independent variables had an 82.7% effect on the dependent variables. The other 17.3% are caused by other factors external to the study objectives. These findings agree with the findings of Fitz-enz (1990) who stated that employee

retention is not influenced by a single factor but that a hosts of factors are responsible for retaining employees in an organization.

4.6.2 Analysis of Variance

The researcher also sought to analyse the significance level of the study using the ANOVA test. With the aim of analysing each predictor variable to determine their independence levels, the researcher used the ANOVA test to show the relationship between the four independent variables and the dependent variables. Table 4.12 presents the findings.

Table 4.12: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.114	4	8.028	2.521	.000 ^b
Residual	17.178	62	.177		
Total	49.292	66			

Source: Author (2020)

The findings established the extent to which each of the four predictor variables had an effect on employee retention in SACCO societies in Nairobi City County. The F-value of 2.521 at 5% level of significance expressed as $0.000 < 0.05$, revealed that if all other factors are constant, the three predictor variables or independent variables (Employee Rewards, Job Design, and Career Opportunities) had a significant effect on the dependent variables (employee retention) in SACCO societies.

4.6.3 Regression Coefficient

To compare the independence levels of the variable, the researcher used regression coefficients to establish the level at which they affect employee retention in SACCO societies. Table 4.13 shows the results.

Table 4.13: Regression Coefficients for Employee Retention

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	.235	.299		.456	.247
Employee Rewards	.258	.126	.116	2.235	.000
Job Design	.189	.081	.222	3.125	.029
Career Opportunities	.077	.126	.301	1.698	.017

Source: Author (2020)

According to the regression coefficients results, the study established that employee rewards, job design and career opportunities (the independent variables) had a significant positive effect on employee retention. The researcher established that when all other factors are constant, the independent variables positively affected employee retention in SACCO societies. This implies that a unit increase in employee rewards led to a 0.258 improvement in employee retention and a unit increase in job design led to a 0.189 employees retained in the firms. In addition, a unit increase in career opportunities led to 0.077 improvement in employee retention in the SACCO societies. Generally, the study findings established that career opportunities had the least positive effect, while employee rewards had the highest positive effect on employee retention in SACCO societies. The findings agree with the findings of other researchers like Stein, that firms should use a wide range of HRM factors to improve retention (Stein, 2000).The regression model for this study is:

$$\text{Employee Retention} = 0.235(\text{coefficient of intercept}) + 0.258 (\text{Employee Rewards}) + 0.189 (\text{Job Design}) + 0.077 (\text{Career Opportunities})$$

CHAPTER FIVE

SUMMARY, CONCLUSION AND DISCUSSIONS

5.1 Introduction

This chapter presents the summary of the findings, conclusions, recommendations and suggestions for further studies with the intention of improving employee in SACCO societies.

5.2 Summary of the Findings

The general study objective was to examine motivation and employee retention for SACCO societies in Nairobi City County. The study obtained a 75% response rate from the sampled eighty three (83) respondents since a total of sixty two (62) questionnaires that the researcher distributed were duly filled and returned. The majority of the employees in the SACCO societies were aged between 19 and 40 years representing 74.2% of the total employees studied. In addition, the study found out that 52% of the respondents had been working in the SACCO societies for 0-5 years. The study further established that majority of the respondents were middle level managers (53.22%) followed by junior level managers (30.65%), and the least were top level managers at 16.13%. It is also important to mention that most respondents in the SACCO societies had a bachelor's degree (45.16%), followed by diploma (19.35%), Masters (17.74%), Certificate (14.52%) and the least number (3.23%) has attained academic qualifications up to the PhD level. The below is a detailed summary of key findings of the study as per each research objective.

5.2.1 Employee Rewards and Retention

The descriptive analysis of employee retention revealed that employee rewards is a key variables in SACCO societies as the leaders strived to put in place various rewards which include competitive pay and benefits, performance rewards and recognition. The respondents agree that

these rewards motivate them to retain their employment. The research findings establish that employee rewards are key to enhancing the employee retention. The findings of the regression analysis indicated that a unit increase in employee rewards led to a 0.258 positive improvement in employee retention. From the literature review, the researcher's findings echoes the findings of (Giancola, 2014) and (Lee, Hom, Eberly & Li, 2017) who established that to foster long-term employee retention, HR professionals should focus on intrinsic employee rewards in the firm. In summary employee rewards are necessary to ensure employees are retained in organization.

5.2.2 Job Design and Retention

The research findings confirm the need for well-structured job designs clearly specifying the job responsibilities, job autonomy, work flexibility and working conditions. Most of the respondents concur that the SACCO societies have these job designs in place. The job designs encourage the employees to take up their job roles and assignments. The research findings established that there is a positive correlation between job design and employee retention and that well-structured job designs enhance the retention of employee. The findings of the regression analysis indicated that a unit increase in job design led to a 0.189 positive improvement in employee retention. This concurs with the findings of (Tussing, Wihler & Grant, 2017) who clarified that a number of factors come into play when it comes to changing job design, such as job rotation, job enlargement, job enrichment, and job re-engineering. Job designs are meant to make work clear and easy to be performed therefore well designed jobs affect employee retention in the societies.

5.2.3 Career Opportunities and Retention

Career opportunities were well provided by the SACCO societies as per the study findings. The societies have a number of career opportunities all of which encourage employee retention in terms

of providing career planning, training programs, employee coaching and promotion. The researcher established that career opportunities positively affected employee retention. The findings of the regression analysis indicated that a unit increase in career opportunities led to a 0.077 positive improvement in employee retention. These findings concur with the findings of (Gomez-Mejia, Berrone and Franco-Santos, 2014) that managers can easily identify and find solutions to training gaps by providing employees with a well-designed career development paths. As such, the employees would experience a boost in their confidence in the course of their longstanding career path. Career opportunities are necessary to improve the skill, competences and enable employees to actualize their ambitions even as they promote the objectives of their employers.

5.3 Conclusion

The study concluded that the employee rewards, job design and career opportunities are crucial factors that contribute toward promoting retention of employees in any organization or society.

The study thus concludes that employee rewards positively affect retention of employees. Further, the study concludes that well-structured reward policies are crucial in promoting employee retention. A variety of employee rewards are necessary to address and satisfy employees at different management levels, including their responsibilities and needs. Therefore, this study concluded that SACCO societies highly prioritise intrinsic rewards to gain a competitive advantage when it comes to retention.

From the regression results, it is clear that job designs positively affect employee retention. The study concluded that well-structured job designs guarantee clear job responsibilities and flexibility and thus providing a conducive working environment which promote employee retention. Many SACCO societies' today implement comprehensive programs to counter the costly outcomes of

creating new positions especially when it comes to mergers and acquisitions. The firm use various characteristics to describe jobs, and the findings of this study revealed that firms that incorporate these characteristics in job designs usually have highly motivated employees.

The study also concluded that it is important to have a variety of career opportunities as they play a pivotal role in enhancing employee retention. A variety of career opportunities help address the different needs of different employee at different levels. From the regression results, it is clear that career opportunities have a positive contribution towards employee retention. Career opportunities help in the growth of the employees which then promotes retention of talents and employee retention in the SACCO societies. By providing employees with several career development programs, it shows that the SACCO societies have the capacity to nurture skills and talent through such career opportunities.

5.4 Recommendations

5.4.1 Employee Rewards and Retention

The success of any business depends on retaining highly skilled employees for business consistency and growth. This is possible if the employees are well rewarded, have properly structured job designs and clear career opportunities. The study recommends that SACCO societies should formulate motivating employee rewards with supportive policies. The societies should improve on these rewards to improve the levels of employee retention. The study also recommends that the management should have clear job designs as they also enhance on the retention of the employees. The study also recommends that the SACCO societies should have a variety of career opportunities to satisfy different employee needs.

5.4.2 Job Design and Retention

The study also recommends that the regulators of the SACCO societies should encourage and standardize the policies that promote employee rewards. The study further, recommends the standardization of the job designs and career opportunities since most businesses are operating on global village environment. One of the most effective techniques to induce motivation among junior employees is to provide them with the right information regarding their actions towards others. As such, the employees would experience a boost in their confidence in the course of their longstanding career path. Therefore, firms can enhance employee job satisfaction by designing jobs that incorporate motivational factors in their processes.

5.4.3 Career Opportunities and Retention

The study also recommends that the HR department should to retain the most promising and dynamic employees since it helps other ordinary employees to be motivated. Therefore, the HR department of any firm should not only focus on hiring new people, but also retain the best employees in the organisation. By ensuring that all the company policies fulfil the overall goals of the organisation, the HR department also helps in bettering employees skills while satisfying their needs for the long-term stay in the firm.

5.5 Suggestion for Further Research

Future researchers should conduct a study to target other co-operative sectors and organizations to determine the extent to which motivation affects retention of employees. It is important to study the effect of staff motivation on the retention of employees in other co-operative sectors to establish whether similar results will be achieved. In addition, since this study used a cross-sectional analysis, future researchers should use a longitudinal study to examine the relationship

between motivation and employee retention. The study also recommends that further studies should be done on career progression in relation to employee retention and other motivational factors that can promote retention of employees.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Grace Wambui Njora
Kenyatta University
Department of Human Resource Management

Dear Sir/Madam,

Re: Motivation and Employee Retention in Savings and Credit Co-operative Societies in Nairobi City County: A Perspective of Human Resource Management Personnel

I am a student at Kenyatta University, School of Business Administration. I am undertaking a research project to fulfil the requirements for the master's program. In this regard, I kindly request your assistance to collect data by filling out the accompanying questionnaire and provision of any other relevant document that could give important information for this study.

The information gathered will be treated with strict confidentiality and will be for the sole purpose of this study. Kindly feel free to respond to the items in the attached questionnaire, to the best of your knowledge. Thank you.

Yours Sincerely,

Grace W. Njora

APPENDIX II: QUESTIONNAIRE

Introduction

This questionnaire is designed to collect data on the motivation strategies that promote employee retention in SACCOs located in Westland sub county Nairobi, Kenya. I assure you that your response shall **NOT** at any point be used for any other purposes other than the academic purpose.

SECTION A: GENERAL INFORMATION

1. Indicate your age?

19-30 years	<input type="checkbox"/>
31-40 years	<input type="checkbox"/>
41- 50 years	<input type="checkbox"/>
Over 50 years	<input type="checkbox"/>

2. How long have you worked in this organization?

0-5 years	<input type="checkbox"/>
6-10 years	<input type="checkbox"/>
11-15 years	<input type="checkbox"/>
16 years and above	<input type="checkbox"/>

3. What position do you hold in the organization?

Board Member	<input type="checkbox"/>
Senior manager	<input type="checkbox"/>
General staff member	<input type="checkbox"/>

4. Which is your highest level of education?

Certificate	<input type="checkbox"/>
Diploma	<input type="checkbox"/>
Undergraduate degree	<input type="checkbox"/>
Master's degree	<input type="checkbox"/>
PHD and above	<input type="checkbox"/>
Any other.....	

SECTION B: EMPLOYEE REWARDS

5. To your understanding, which of the following rewards are awarded to Employees in your SACCO? *(Tick appropriately)*

Employee Rewards	
Competitive Pay and Benefits	
Performance Rewards	
Recognition	

6. On a scale of 1 to 5, how would you rate the effect of the following employee rewards on employee retention in your SACCO? **(1- To no extent at all, 2-To a minimal extent, 3- Neutral, 4- To a large extent, 5- To a very large extent)**

Employee Rewards	1	2	3	4	5
Competitive Pay and Benefits					
Performance Rewards					
Recognition					

SECTION C: JOB DESIGN

7. To your understanding, which of the following Job Designs do you have in your SACCO? *(Tick appropriately)*

Job Design	
Job Responsibilities	
Job Autonomy	
Work Flexibility	
Working Conditions	

8. On a scale of 1 to 5, how would you rate the effect of the following Job Designs on employee retention in your SACCO? **(1- To no extent at all, 2-To a minimal extent, 3- Neutral, 4- To a large extent, 5- To a very large extent)**

Job Design	1	2	3	4	5
Job Responsibilities					
Job Autonomy					

Work Flexibility					
Working Conditions					

SECTION D: CAREER OPPORTUNITIES

9. To your understanding, which of the following Career Opportunities are practiced in your SACCO? *(Tick appropriately)*

Career Opportunities	
Career Planning	
Training Programs	
Employee Coaching	
Promotion	

10. On a scale of 1 to 5, how would you rate the effect of the following Career Opportunities on Employee Retention in your SACCO? **(1- To no extent at all, 2-To a minimal extent, 3- Neutral, 4- To a large extent, 5- To a very large extent)**

Career Opportunities	1	2	3	4	5
Career Planning					
Training Programs					
Employee Coaching					
Promotion					

SECTION E: EMPLOYEE RETENTION

11. To your understanding, which of the following Employee Retention indicators are evident in your SACCO? *(Tick appropriately)*

Employee Retention	
High Employee Satisfaction	
Low Employee turnover	
Retention of Talents	

12. On a scale of 1 to 5, how would you rate the effect of the following Motivation strategies on Employee Retention in your SACCO? (1- To no extent at all, 2-To a minimal extent, 3- Neutral, 4- To a large extent, 5- To a very large extent)

Motivation Strategies	1	2	3	4	5
Employee Rewards					
Job Design					
Career Opportunities					

THANK YOU FOR YOUR COOPERATION

APPENDIX III: KU AUTHORISATION LETTER



KENYATTA UNIVERSITY GRADUATE SCHOOL

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

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

Website: www.ku.ac.ke

Our Ref: D53/CTY/PT/31766/2015

DATE: 14th January, 2020

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

Dear Sir/Madam,

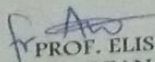
RE: RESEARCH AUTHORIZATION FOR GRACE WAMBUI NJORA - REG. NO.
D53/CTY/PT/31766/2015.

I write to introduce Grace Wambui Njora who is a Postgraduate Student of this University. The student is registered for M.BA degree programme in the Department of Business Administration.

Grace intends to conduct research for a M.BA Project Proposal entitled, "Motivation and employee retention in savings and credit Co-operative societies in Nairobi City County".


Any assistance given will be highly appreciated.


Yours faithfully,


PROF. ELISHIBA KIMANI
AG. DEAN, GRADUATE SCHOOL

AM/ik


APPENDIX IV: NACOSTI RESEARCH PERMIT


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **586469** Date of Issue: **18/April/2020**


RESEARCH LICENSE




This is to Certify that Ms. Grace Wambui Njora of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: Motivation and Employee Retention in Savings and Credit Co-operative Societies in Nairobi City County for the period ending : 18/April/2021.

License No: **NACOSTI/P/20/4797**

586469
Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



**NOTE: This is a computer generated License. To verify the authenticity of this document,
Scan the QR Code using QR scanner application.**

APPENDIX V: DISTRIBUTION OF SACCOS IN WESTLANDS SUB-COUNTY

LIST OF SACCO SOCIETIES IN WESTLANDS SUB-COUNTY			
1	AUSTIN SACCO	67	ACACIA SACCO
2	BIBILIA SACCO	68	ACK KANGEMI SACCO
3	BIBILIA HOUSING SACCO	69	BLUE SUN SACCO
4	KITSURU SACCO	70	CHEVRON SACCO
5	COMMUNICATION SACCO	71	DUME SACCO
6	CONCORD MULTIPURPOSE	72	FIDA SACCO
7	GRACIA SACCO	73	FP FK SACCO
8	HARRISON HOUSING	74	GATH SACCO
9	HOMES SACCO	75	HARLEYS SACCO
10	HURI SACCO	76	HEINMAN SACCO
11	ISMALIA PAL HOUSING	77	HUNTINGHAM MEDICARE
12	KABAGE MWIRIJI SACCO	78	KINARI YOUTH SACCO
13	KAMBATI SACCO	79	KISACCO
14	KANGEMI MATATU SACCO	80	KVI SACCO
15	KARI SACCO	81	KTTC SACCO
16	KENTON SACCO	82	LIVERPOOL SACCO
17	KENYA HIGH SACCO	83	LOINTEL SACCO
18	KIRUTI SACCO	84	MKOMBOZI SACCO
19	KIVU SACCO	85	PALACINA SACCO
20	LAXMA HOUSING	86	PICEA SACCO
21	LION SACCO	87	PLANNED PARENTHOOD
22	LYNX SACCO	88	RADAR SACCO
23	MARARO SACCO	89	ROYAL MEDIA SACCO
24	MATUTU SACCO	90	SECULAR ARM SACCO
25	MILIMANI UNITED	91	START SACCO
26	PARKLANDS HOUSING SACCO	92	STELA SACCO
27	POLYPHASE SACCO	93	STIMELA SACCO
28	SAFETY NET SACCO	94	TENITEN SACCO
29	SALAMA SACCO	95	TESCOM SACCO
30	WOFAK SACCO	96	THIRIKA SACCO
31	UKOKUJI SACCO	97	TOPEES SACCO
32	WATELLE SACCO	98	UNITED WOMEN
33	BROAD COMMISSION	99	UNITED WORKERS
34	ESTA	100	URAFKI SACCO
35	OLTIKAI SACCO	101	VETLAB SACCO
36	VILLAGE MARKET	102	WINDAL SACCO
37	ADVENTIST SACCO	103	ZIWA SACCO
38	SINDER SACCO	104	EMCO SACCO
39	NAL CONSUMER	105	KTTC SACCO
40	ITDO	106	KIRUNDI SACCO
41	BOSS DORMANNS SACCO	107	COA SACCO
42	STEMSKY SACCO	108	V-TECH SACCO
43	LAVINGTON SECURITY	109	TOPEES HOUSING
44	HASHAM SACCO	110	INVESTIQUE SACCO
45	HUDUMA SACCO	111	ASPIRE SACCO
46	KENYA BANKER SACCO	112	ACTION AID SACCO
47	KENYA POLICE SACCO	113	LAXMA SACCO
48	NHF SACCO	114	ALDIES SACCO
49	SAFARIKOM INVESTMENT	115	APPOLOSURE SACCO
50	SAFARIKOM SACCO	116	JEWEL HOUSING
51	UN SACCO	117	NASERIAN SACCO
52	USHURU SACCO	118	NASSEFU INVESTMENT
53	USHURU INVESTMENT	119	OSANYA INVESTMENT
54	CITU KIMURI SACCO	120	EXPRESS SACCO
55	KILIMANI JUA KALI	121	FEWA SACCO
56	KRONES SACCO	122	GERTRUDE SACCO
57	GATHIRIMU SACCO	123	HACO SACCO
58	MADISON SACCO	124	ICL SACCO
59	NASSEFU SACCO	125	UTABIBU SACCO
60	NIMEPATA SACCO	126	WANADAWA HOUSING
61	NAIROBI HOSPITAL SACCO	127	KARUME INVESTMENT
62	REDCLINIC SACCO	128	ST PHILLIP THIBORO
63	LAVINGTON CABS	129	MARAKA SACCO
64	RUNDA WATER SACCO	130	JAVA SACCO
65	RURAL URBAN SACCO	131	AUSCON SACCO
66	SILVER SACCO	132	ACCESS
67	STEADMAN SACCO	133	LANSET HOUSING
68	WANADAWA SACCO	134	METHODIST SACCO
135	APPROTECH SACCO	203	ALL SAINTS SACCO
136	KANISA HOUSING	204	ASMUS SACCO
137	CCF SACCO	205	CASINO SACCO
138	CHATER SACCO	206	CFC LIFE AGENT SACCO
139	COMPUERA SACCO	207	COMHIGH SACCO
140	CONCORDE SACCO	208	COMPASCO SACCO
141	CORPERATE PENSION	209	CONAFRIC SACCO
142	CORNINGTON SACCO	210	DELO SACCO
143	CROWN JUENDE	211	DIVERSEY SACCO
144	DHAMINI SACCO	212	DREAM CAMP SACCO
145	EMCOBILLETS SACCO	213	FATE SACCO
146	FAIRSEAT SACCO	214	FIRST ASSURANCE
147	FINLEMM SACCO	215	HIFADHI SACCO
148	FRECSTA SACCO	216	HOWTIAM SACCO
149	IASCO SACCO	217	JISADIE SACCO
150	HEALTH YOU SACCO	218	KABAGE MWINGI SACCO
151	HOTPOINT SACCO	219	KILIMO CONSUMER
152	IMPULSE SACCO	220	MAKTABA SACCO
153	INTERSHADE SACCO	221	MSHINDI SACCO
154	INRODATION SACCO	222	MUSIC SACCO
155	JOYTECH SACCO	223	MUTHAIGA GOLF CLUB
156	KANISA HOUSING	224	MUTHASCO
157	KIMSITU SACCO	225	MUTHAIGA CLUB
158	CITY KIMURI SACCO	226	NDUVU WORKERS
159	LORD ERROL SACCO	227	NESTAL SACCO
160	MAKAD SACCO	228	NOVEL SACCO
161	MAZAO SACCO	229	ODLUVY SACCO
162	MICHEZO SACCO	230	PCEA SACCO
163	MINET SACCO	231	RELIFE SACCO
164	NAIROBI SCHOOL	232	ROSYLN SACCO
165	OCCIDENTAL SACCO	233	SADAMA SACCO
166	PLANNING SACCO	234	SMOOTHTEL SACCO
167	PREMSHA SACCO	235	TUMAINI NIEMA SACCO
168	SAFEWAYS SACCO	236	UMOJA WA KARURA
169	SPENDOMATIC SACCO	237	WANAMITI SACCO
170	TRANSWORLD RADIO	238	MULTICONSULT
171	KASS	239	PRESTIGE
172	JEMBE INVESTMENTS	240	KINDA SACCO
173	NEW GENERATION INVESTMENTS	241	CAL SACCO
174	WANAWAKILI SACCO	242	QUICKLINK SACCO
175	UNJOMAKI	243	CFC HOUSING
176	MASTER BUILDERS	244	RYQA HOUSING
177	AMAZON WOMEN	245	JISADIE HOUSING
178	PCEA KANGEMI	246	TOUR AFRICA SACCO
179	SANAA SACCO	247	UHSIANO SACCO
180	AIRTOUCH SACCO	248	UKAKIRA SACCO
181	BRAEMED SACCO	249	WAAJIRI SACCO
182	ONSERVE SACCO	250	WEAVERBIRD SACCO
183	CREDIT TRADERS	251	WAUMINI SACCO
184	CUNNUM SACCO	252	ODCC SACCO
185	DAYSTAR MULTIPURPOSE	253	PARENT PLAN SACCO
186	HACHIN SACCO	254	CPC SACCO
187	HIGH RIDGE HOUSING	255	KANISA SACCO
188	KATECH SACCO	256	SITA
189	JINYIMEUPATE SACCO	257	LANYAVU SACCO
190	KANGEMI KINUMO	258	HABITAI HOUSING
191	KANGEMI MAINDI SACCO	259	CAL SACCO
192	KARURA COMMUNITY	260	INTIME COURIERS
193	KIMUNJI SACCO	261	JEMBE SACCO
194	ACCEL SACCO	262	NOCK
195	MENTA ELECTRICAL	263	BORNS
196	SHYLOYEES SACCO	264	NUMETRO SACCO
197	MAKINI SACCO	265	PAMQIANESS SACCO
198	MURUTU SACCO	266	PHOTOMAP SACCO
199	NAIROBI WEST HOSPITAL	267	ROSE SACCO
200	NAPSCO SACCO	268	TECHNICAL SACCO
201	YONIKA SACCO	269	TIBA SACCO
202	RIARA SCHOOL SACCO	270	TIMBA MULTIPURPOSE

Source: MITC (2020)