

The Perceived Relationship between Employee Retention Practices and Organization Citizenship Behaviour at D.T.Dobie (K) Ltd.

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DECLARATION

I hereby declare that this MSC – HRM research project is my original work and that it has not been submitted for any degree or any other academic award at this university or any other institution of learning. Sources of information used here have been duly acknowledged.

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D64/69384/2013

Supervisor

This research project has been submitted for examination with my approval as the appointed university supervisor

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DEDICATION

To my beloved wife Judith Achien'g Otieno

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ABBREVIATIONS AND ACRONYMS

| | |
|-----------|-------------------------------------------------------|
| CEO | : CHIEF EXECUTIVE OFFICER |
| CSR | : CORPORATE SOCIAL RESPONSIBILITY |
| D.T.Dobie | : DAVID THOMAS Dobie |
| ECB | : EMPLOYEE CITIZENSHIP BEHAVIOUR |
| EQ | : EMOTIONAL QUOTIENCE |
| HR Diary | : HUMAN RESOURCE Diary |
| IQ | : INTELLIGENCE QUOTIENCE |
| NGO | : NON-GOVERNMENTAL ORGANIZATION |
| OCB | : ORGANIZATIONAL CITIZENSHIP BEHAVIOUR |
| OCBI | : ORGANIZATIONAL CITIZENSHIP BEHAVIOUR for INDIVIDUAL |
| OCBO | : ORGANIZATIONAL CITIZENSHIP BEHAVIOUR for ORGANITION |
| RJP | : REALISTIC JOB PREVIEW |
| SD | : STANDARD DEVIATION |
| VW | : VOLKS WARGEN |

Abstract- The objective of this study was to establish the relationship between employee retention practices and OCB at D.T.Dobie (K) Limited. The factors explored on retention practices were Recruitment and selection, Realistic Job Preview, Corporate Image, Organizational Culture, Leadership style, Employee Relations, Communication, Reward and Recognition, Training and Development, Work Life Balance and Geographical Location/Transfers. The study then explored the intervening relationship of OCB factors thus; Helping Behaviours/ Altruism, Sportsmanship, Loyalty/General compliance, Conscientiousness/ Individual imitative, Civic Virtue and Courtesy. The study population comprised of all the D.T.Dobie staff that were present at the time of data collection in July 2015. A sample of 151 respondents was selected from the population using Stratified Random sampling method that captured 30% of the total population in the ratio of 3.1 with representation from all categories of employment. A descriptive research design was used. Primary data was collected using five point Likert scale design questionnaires with varying degrees of measurement from strongly disagree to strongly agree. Data was analyzed using descriptive statistics and inferential statistics. The study revealed the relationship between recruitment and selection practice and conscientiousness dimension was statistically significant. The study showed that Realistic Job Preview practice significantly contributes to existence of OCB dimensions thus Loyalty, conscientiousness and civic virtue of employees. The other retention practices; Organizational culture and employee relations, leadership styles showed equally significant relationship with OCB dimensions. The study revealed that there is a significant relationship between employee retention practices and OCB dimensions and is an indication that progressive and attractive employee retention practices are linked to OCB dimensions and contribute to employee retention at D.T.Dobie. The study also concluded that employees' dissatisfaction with retention practices and OCB dimensions at D.T.Dobie is major cause of employees' exits from the organization. Additionally the study revealed that retention practices have a positive influence on OCB dimensions. The study has made contribution to theory, policy and practice in relation to employee retention practices and OCB dimensions in the quest to retain employees. The study therefore offered further clarification into the relationship between employee retention practice and OCB. The limitations of this study arose from the selection of study variables, the scope of the study which involved one organization only and use of a single informant approach which deprived broad base information access. Lastly the study recommended future research should seek to address these limitations by inclusion of additional factors, expanding the scope of the study to include NGOs, Government institutions and SMEs and thus compare results similarities across the board. That could serve as a useful reference for future research.

Index Terms- About four key words or phrases in alphabetical order, separated by commas. Keywords are used to retrieve documents in an information system such as an online journal or a search engine. (Mention 4-5 keywords)

I. INTRODUCTION

E1.1 Background to the Study

Employee retention is today more than ever becoming the main concern of almost all organizations. A historical analysis of the strategies for employee retention practices were basically aimed at enhancing employee commitment and satisfaction to the organization. Maslow's and Herzberg's motivation theories were practiced to induce stimuli that could eventually enhance retention (Cascio, 2006). The major role of employee retention is to enable employees stick to an organization for a longer time. Empirical studies have shown positive linkage between employee retention practices and OCB in the effort of organizations to retain staff in the past instances (Allen, 2011). Although there is much evidence confirming the influence of organizational citizenship behaviour (OCB) on employee retention (Podsakoff, 2005), some studies have recommended for further research to improve our understanding of the relationships between OCB and HRM practices involved in the decision of employees to remain or resign from their organizations (Organ, Podsakoff and MacKenzie, 2006).

A closer look at the retention theories, one realizes that the concepts were drawn more from the education sector than the manufacturing work place. Astin's (1984) theory of Involvement says; the more involved a student is with the college, the higher likelihood of student's retention. Involvement here is understood to refer to the organization citizenship behavior. Herzberg's theory of motivation has been argued to be very effective in retaining employees through its hygiene factors. Bean and Metzger's (1985) model conquers that Environmental factors (OCB) have a greater impact on departure decisions of adult students than academic variables. Studies by Smith, Organ and Near (1983) proposed two dimensions of OCB, as we shall see later in chapter two 2.4, that enhances retention thus, altruism and general compliance.

The perennial high attrition problems experienced at D.T.Dobie Company year in year out can never be overstated. The notion of everyday recruiting needs more attention as it produces heavy strain on budgets. Experienced personnel are now diminishing. Operational disruptions following the departure of key employees are becoming a serious challenge. Training and retraining of new personnel is probably a factor draining financial and personnel resources. Loyalty of employees has taken a down turn with repercussions on quality of work besides attrition. Employees who stay do so for convenience and not out of loyalty. Staff are demoralized may be due to the loss of their respected colleagues or the fact that turnover requires additional workload to be absorbed by remaining employees whose capacity is already stretched. Much of the negative effects seems to be spiraling in the public domain and may dent the public image of D.T.Dobie if left unchecked (D.T.Dobie "What is the weather like" survey report by Delloite, 2012).

1.1.1 Perception

Perception is a person's mental image of the world. It is what we think is and not what it should be (Metzger, 2006). Perception involves paying attention to situations, objects, behaviours etc. A perceptual process is where observers decide on causes of other people's behaviour. Such perceptual processes may be true or not depending on the influence of one's psychological perceptual orientation that is errors or defense for example; Similarity Error –giving people similar traits .e.g kikuyus – thieves, Luos - proud etc, Contrast error – are comparisons that may not be objective or true, Race/Age/Gender Bias – are perceptions tempered by prejudice, First impression error – judging people on first appearances and making an impression and so on.

According to Gillenfield (2010) perceptions may also be defended depending on people's attitudes and attributes for example, People tend to defend the way they perceive things and they may become highly resistant to change and lead to negative consequences. Defense may inhibit learning and employees ability to be creative. Stereotyping would be hard to crack as people may believe certain groups share similar traits. Perceptual processes have a very critical role in individual and group decision making in organizations as it also define group dynamics. Perceptual decisions influence behaviours and how employees relate to one another in organizations. This has a major impact on individual's motivation, interpersonal relations, productivity, commitment and retention (Ulrich 2007).

1.1.2 Employee Retention Practices

According to Armstrong (2007) employee retention refers to the ability of an organization to retain its employees. Retention practices refer to the strategies or road maps employers use to make retention a success. They are the various policies and practices which enable the employees stick to an organization for a longer period of time. Ulrich (2007) says retention practices includes assigning challenging work, encouraging informal relationships, team building, recognitions, involvement in decision making, open door management styles, offering cash prizes and birthday parties for age groups.

According to Thabaur et al. (2008) hiring the right candidate, designing good job descriptions, realistic job previews, commensurate remuneration, training and development opportunities, favourable health plan schemes, performance appraisals and reward and incentives, effective communication, transparent promotion, growth patterns, transparent discipline procedures and transparent redundancy programs are the retention practices used by some organizations. Those who stay tend to know the organization better and develop a feeling of attachment towards it. The employees who stay for a longer duration are familiar with the company policies, guidelines as well as rules and regulations and thus can contribute more effectively than individuals who come and go (Graham, 2000).

1.1.3 Organization Citizenship Behaviour

According to Organ (1988) OCB is defined as work-related behaviours that are discretionary, not related to the formal organizational reward system, and, intended to promote the effective functioning of the organization. OCB extends beyond the performance indicators required by an organization in a formal job description. It reflects those actions performed by employees that surpass the minimum role requirements expected by the organization and promote the welfare of co-workers, work groups, and/or the organization (Lovell, et al., 1999).

The social exchange theory is often used to examine various aspects of employee reciprocity including OCB. This concept proposes that "gestures of goodwill" are exchanged between employees and the organization as well as between subordinates and their supervisors when particular action warrants reciprocity (Hopkins, 2002). Integral to both social exchange and reciprocity is the fact that individuals are connected through mutual dependencies. This dependency is a characteristic of the relationship between the employees and the organization and if the relationship is deemed favourable by the employee then a sense of commitment and trust is built and the employee as a result feels no need for changing jobs (Baron & Kreps, 1999).

1.1.4 D.T.Dobie (K) Limited

The late Colonel David Dobie, a veteran of World War 2, started D.T Dobie in 1949. The company started out with the Mercedes-Benz franchise for East Africa, which included both saloon cars and heavy commercial vehicles. It is situated in industrial area along Lusaka road with branches in Mombassa Kisumu and Nakuru. In 1964 the organization was awarded the sole franchise distributorship of Nissan passenger and light commercial vehicles in Kenya. In 2001, the company was awarded the Jeep franchise for Kenya. In 2007, they acquired the Renault brand for saloons and light commercial vehicles.

In 2015 the company has gone on a new transition again, shedding off the Nissan brand and taking on the Volkswagen (VW) franchise for Kenya market. (Company Website). The company has a total workforce of 500 staff with a structure comprising the Managing Director who is the CEO, his deputy, the HR manager, Finance manager, Sales and marketing manager and the service Manager who all report to the CEO. The HR department is equally much flatter with a structure of the HR manager her assistant and one HR officer (Company Employee Hand book, 2010).

1.2 Research Problem

Despite the rationale of organizations striving to gain competitive advantage, the current trend of employees changing jobs on average five times or more in a span of less than 5years becomes an impediment to this fact. Most organizations do experience higher rates of staff turn over than ever. A research by Deloitte (2008) reported that 87% of HR directors believed that employee retention and motivation are the biggest issues they face today. OCB on the other hand is perceived to give a window that can support the

social and psychological environment of employees in organizations to induce satisfaction and retention (Organ, 1997). So far there are quite a number of empirical evidence that relates retention practices and growth of OCB to retention (Allen and Smith, 1987). OCB has been seen to significantly impact on performance and retention of employees (Bergeron, 2007). The overall problem then is to determine the clear relationship between retention practices and OCB dimensions and examine how such relationship can influence the retention of employees and mitigate the consequences of voluntary exits in organizations today.

Like many organizations, D.T.Dobie Kenya limited has a very fragile position as an employer of choice. The major challenge that D.T.Dobie faces is the high rate of staff exits. In the last 4 years the company has experienced a high rate of labour turn over with the majority of the employees who exit are of age group 20years - 40years (HR Diary, 2011 to 2014, Leavers and Joiners section). Some of the reasons the leavers cite include lack of recognition, lack of growth opportunities, poor pay, poor teamwork and such like. No survey has ever been carried out to understand the reasons behind the high rate of staff turnover.

Quite a number of studies have been carried out on related areas of retention and job satisfaction, OCB and job satisfaction, organizational structure and OCB, Employee psychological contract and OCB and the relationship between employee retention and voluntary exit. Organ's (1977) conceptualized the first empirical study on citizenship behaviour in 1983 and proposed the relationship between OCB and job satisfaction in relevance to qualitative performance. Findings were that there was sufficient evidence to support the relationship between OCB and satisfaction. Omani (2013) conducted a study to determine the perceived influence of organizational structure on employee citizenship behaviour (ECB) at Vivo Energy Kenya. The study established that Vivo Energy had an organic structure and the association between the organizational structure and employee citizenship behavior was strong.

Namabaka (2010) did a study to determine the relationship between employees' psychological contract and organization citizenship behavior. The study established that there exists the exchange relationship between employee psychological contract and organization citizenship behaviour, and that the fulfillment of the organization's obligations towards its employees is important in explaining the willingness of employees to engage in organization citizenship behaviour. Lepilale (2009) did another research to establish employee retention practices used by the five star hotels in Kenya to retain critical employees and to determine the relationship between employee retention practices and voluntary labour turnover. The findings of the study revealed that regardless of the absence of the retention practices employees still stayed on and labour turnover was low. The study revealed that the low levels of voluntary labour turnover could be attributed to OCB factors other than retention practices alone.

The studies by Organ, Omani, Namabaki and Lepilale focused more on performance, organization structure, psychological contract and labour turnover variables in relation to employee retentions. Their researches were void of the facts of what retention practices and OCB dimensions would go a long way in enhancing the length of employee's stay in an organization. This study therefore is going to examine the relationship of retention practices with the presence of OCB dimensions that may motivate employees to stay in one organization for a long period of time. No known similar study has been carried out before, and therefore this study will try to size the gap left by the previous researchers in this respect. This study attempted to answer the question, what is the relationship between employee retention practices and organization's citizenship behavior at D.T.Dobie Company?

1.3 Objective of the Study

The objective of this study was to establish the relationship between employee retention practices and organization citizenship behaviour at D.T.Dobie Kenya Limited.

1.4 Value of the Study

The study will be an eye opener and will create a greater understanding to HR managers, other line managers and supervisors, who are in positions of authority to appreciate the adoption of the retention practices and create conducive environment for OCB factors that can really help companies meet their bottom line, remain competitive and achieve innovation and quality of products through retention of key staff.

In terms of policy and decision making, this study will be beneficial not only to practitioners like the HR managers but to the other stakeholders such as the government, employers association, unions etcetera to create an awareness that may initiate policy change in the labour practice. Other organizations will also benefit by way of making decisions in the development of OCB dimensions and retention practices that will enable the retention of talented employees, thus improving their growth as well as those of their staff and achieving their bottom line in tandem.

Not least, the study will also be a rich field for further academic research. Researchers and Scholars in social studies will find this valuable for review and analyze the gaps that may not have been captured here for the development of a working theory in the relationship between employee retention practices and OCB, as it were for the development and progression of knowledge anchored in motivational theories.

II. LITERATURE REVIEW

2.1 Introduction

This chapter summarized the various studies that have been carried out by other scholars in the similar area of research. We looked at the theoretical foundation of the study together with the various retention practices that have been established, the dimensions of OCB and finally the empirical linkage or relationship between retention practices and OCB.

2.2 Theoretical foundation of the study

This study was guided by Herzberg's theory of motivation (Armstrong, 2007) and the Social Exchange Theory (Hopkins, 2002)

2.2.1 Herzberg's theory of motivation

The two-factor theory of work motivation was developed by Herzberg in 1959 and it later provided the foundation for numerous other theories and frameworks in human resource development. The theory states that job satisfaction and dissatisfaction are affected by two different sets of factors thus the motivators and the hygiene factors (Herzberg, 1987). The theory suggested that while some job factors lead to employee satisfaction, others just prevent dissatisfaction but do not serve as sources of satisfaction. The satisfiers/motivators include the work itself, recognition, advancement, and responsibility and dissatisfiers, include company policy and administration, supervision, salary, interpersonal relations and working conditions (Herzberg, 1966).

According to Armstrong (2007) the hygiene/dissatisfiers factors, are associated with an individual's positive or negative feelings about the job context and they variably lead to employee exits. This theory suggests that to improve job attitudes and productivity, administrators must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to decrease in dissatisfaction as both are not on the same continuum.

2.2.2 Social exchange theory

Social exchange theory was introduced by Homans in 1958 in his work "Social Behavior as Exchange". He defined social exchange as the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons. Social exchange theory explains the process of negotiated exchanges between parties. It posits that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. The theme of this theory is that social behaviour is moderated by the amount of additions or withdrawals of bargainable instruments (Blau 1964).

According to Harrington et al (2007) individuals base their next social move on past experiences which they may chose to reinforce or withdraw. The theory also suggests that social exchange result in both economic and social outcomes that is mutually beneficial for the relationship to be sustained. West et al (2007) infer Social exchange theory is a theoretical explanation for OCB as it examines a model of leadership and relational building between leaders and employees as a consequence of employer employee exchange. In this case the employer has to provide a warm environment for OCB growth in order for the employees to be committed hence their retention is made possible.

2.3 Employee Retention practices

Most organisations like to pride the idea that employees are their biggest source of competitive advantage yet, interestingly too many organisations are unprepared for the challenge of finding, motivating and retaining skilled and talented employees in today's labour market (Harrington et al., 2007). According to O'Neal (2005) employee practices include providing better employee relations, the opportunity to train and grow, fair compensation reflecting an employee's contributions and value to the organization, effective communication, realistic job preview (RJPs) and above all, recognition and respect for the uniqueness of each person's competencies, needs, desires and style. Armstrong (2007) added Challenging work, supportive leadership/management style, effective recruitment and selection, organizational culture, corporate image, geographical location, and work life balance.

2.3.1 Employee relations

Nurturing good employee relations is fundamental in enhancing retention. This involves engaging and involving employees' participation in matters of the organization such as decision making. When giving employees a chance to participate in making decision over matters that affect their working life, they feel valued, especially when their knowledge, skills, competencies and experience is used to make quality business decision and vice versa (Hertzberg 1968). Storey (2007) also recognises the linkage between retention and the employee manager relationship by saying, "Get it right and acceptable, retention is almost assured; get it wrong and everything else will count for naught".

Ulrich (2007) states that having strong employer and employee relations reaps a lot of benefits for organizations as it creates a pleasant working atmosphere, increases employee motivation and improves employee morale. Podsakoff (2000) says a happy workforce is a productive workforce. Creating a sound and efficient work environment with good management and a strong employer-employee relation can be the vital key to exits or retention.

2.3.2 Realistic Job Previews

Realistic job previews (RJPs) is a recruitment approach designed to improve retention of new employees by providing potential new hires with an accurate picture of the job for which they are interviewing before the organization makes a job offer. RJPs were first proposed in the late 1950s and became popular during the 1970s and 1980s to promote retention and reduce early voluntary turnover among new employees (Steers 1996). Realistic job previews (RJPs) are an evidence-based human resource management intervention used to support employee career transitions, promote person-job fit, job satisfaction, and ultimately reduce avoidable turnover of highly skilled employees hence retention (Brockbank, et al, 2003).

The philosophy behind RJPs is two pronged, first to calibrate participants' expectations about the job by learning about the positive and negative aspects of the job at the beginning of the recruitment process works to either lower or heighten a person's expectations about what it would be like to work in the job. Second, RJPs participants are able to assess the extent to which the organizational culture aligns with their values, work style, and career goals (Earnest et al., 2011). RJPs shape employees' perceptions

that the organization cares about and supports individuals' professional development and career progression. Individuals' perceptions of organizational support promote higher levels of employee performance and retention (Allen, Fiorini, & Dickey, 2010).

2.3.3 Communication

Communicating effectively with employees is something that businesses need in order to be competitive. That means tying communication to specific goals as employees need to clearly understand their benefits so that they can make wise benefit choices. They need to understand organizational policies and procedures so they can work efficiently and effectively. They need to understand the company's products and services so they can communicate about them to customers as well as to personal friends and relatives. Devising an effective medium of communication is key to its success, face to face, bulletins, notices, meetings newsletters, magazines and many others enhances effective communication. Good communication mechanism which is vertical that is from management to employees and from the employees to management (GoodMan & Hirsch, 2010).

In order to make good retention strategies the HR managers should occasionally schedule stay in interviews whereby the HR should interview the long staying or serving employees and ask them questions like why have you stayed longer with us. An appraisal program is essential for employee to understand their performance levels and obtain feedback on their progress, gaps and gains. The employee's participating in appraisal interviews will help the HR specialist to device stronger employee retention strategies. An effective communication network is vital to 'Keep your door open 'to any inquiries or concerns, and are ready to listen. Maintaining an open channel of communication will make you aware of problems quickly, which is beneficial for quick resolution of conflicts and disharmony (Armstrong 2007).

2.3.4. Rewards and Recognition

Reward and other financial incentive programs are designed to inspire employee loyalty and increase their productivity. Employees need to understand the criteria for receiving the incentives and how the amount is determined. Financial incentives include stock options which give them the right to purchase company stock at a fixed price (usually below market value), medical health cover for the employee and their family members, school fees for the children of some the key staff that must be retained, Profit sharing by setting aside a percentage of their profits for employees, Salary Raises most companies implement raises once-a-year and are greatly anticipated by employees.

The amount generally varies depending on the individual's performance and the philosophy of the company. Bonuses occur one time per year or at a certain number of predetermined times each year and can range from 50% to 200% of employees basic pay. It may be varied in accordance to performance. Other financial incentives may relate to time pay, piece rate, pay on commissions, and pensions (Ojokuku, 2011). A successful employee recognition program is one that allows employees to participate easily. Studies have found that employees who feel more satisfied, valued, and appropriately compensated are less likely to become disengaged on the job, leave their employment (Nelson 2003).

2.3.5 Recruitment and Selection

The current overflowing Labour market is making recruitment and selection be a more difficult exercise to handle nowadays. Getting the right candidate from a multitude of similar qualifications complicates the exercise farther; hence employers are left to fight for talents. Recruitment and Selection is critical to effective HR Management and need to be carried out with the focus on training and development, succession planning, performance planning, HR planning and talent management, so that attracting, developing and retaining individuals with high potential is made successfully. The recruitment and selection process need to be driven by clear policies, accountability, and shared responsibility and most importantly by professionals who have the capacity to deliver on intended goals. Use of recruitment tests/examination tools such as IQ, EQ, or psychometric tests help organizations' understand and predict the retention abilities of skilled candidates (Armstrong, 2007).

Storey (2007) stated that the war for talent led organizations to shift from the historical selection to the modern ways of attracting employees. Recruitment and selection includes those practices such as company branding, culture dominance, CSRs and bragging about high perks and incentives in order to identify and attract potential employees. The principle significance of the process is the need to attract and retain high quality people in order to gain a competitive advantage. When the right candidates are recruited, the organization benefits on reduced training costs, reduced intra and inter personal conflicts, quality production or service increased and more important reduced attrition rates putting the organization in a position of achieving its key performance objectives.

2.3.6 Organizational Culture

One of the deciding factors of employee retention is organizational culture. The HR Manager can facilitate a corporate culture which is intended to support and enhance creativity and innovation. Sheridan (1992) noted that a corporate culture that values team spirit, collaboration, interpersonal relationship as well as respect for persons has evidently shown to result into longer tenure of its employees. Some of the drivers of retention are the sense of connection between a workers' job and the corporate strategy, corporate innovation culture, corporate reputation of integrity as well as the success of the organization (Brocckbank, 1999).

Organizational cultures are driven by Mission and vision statements which should demonstrate that the organization understands the necessity of acquiring and developing appropriate employees to achieve its strategic plans. According to Atwood (2007) a strong organizational culture is not only critical for engaging, attracting and retaining senior executives but all other staff as well. Research

recently performed by Inc. magazine revealed that 18% of 2012 college graduates consider 'company culture and the perks' as their top priority in evaluating prospective employers.

2.3.7 Corporate Image

Corporate image and reputation is considered to be a critical factor in the overall evaluation of any organization. Thus, continuous self assessment on corporate image and reputation is a must for those organizations that want to successfully differentiate their positioning in the market. Corporate image consists of emotions such as feelings, attitudes and beliefs that people have towards the organization. These emotional components are consequences from accumulative experiences the public have with the passage of time with the organization. These overall impressions of the organization is what attracts the best employees to an organization and gives them satisfaction and loyalty hence retention is achieved (Bitner, 1990).

CSR programs are some of the tools companies use to create good image. CSR provide valuable opportunities for employees to become engaged in new ways, not just as active citizens in their communities but also as valued team members when undertaking team projects. When employees take on new roles that are different from the ones they hold at their corporation, they are learning new skills and their co-workers can recognize different strengths they might not employ in the workplace. A good reputation of the organization to the external world helps in attracting competent skills and talents to work for the organization that can then easily be retained. (Atwood, 2007).

2.3.8 Training and Development

Training and development of staff is gaining importance to companies seeking to have an advantage among competitors. Previous researches show that employers use varying techniques for the retention of employees that includes training, better work environment, compensation, and many more. The importance of ensuring employee retention following training may lie in the strategic approach that is utilized. One such approach is commitment strategy which attempts to develop psychological connections between the company and employee as a means of achieving goals (Scholl, 2003).

In an attempt to ensure that the employee remains with the company following training, Deckop et al. (2006) says employers may implement a strategy to training that fosters commitment. Training that attempts to increase employee commitment may serve to counter the numerous direct and indirect costs associated with turnover. Although a commitment strategy can be tied to all company human resource practices; recruitment and selection, performance evaluation, and so on, continuous training can never be underestimated. According to Griffeth et al. (2000), development reduces the turnover rate of employees. Advancement opportunities not only reduce absenteeism, but also increase employee commitment and satisfaction which helps in reducing turnover.

2.3.9 Geographical Location/ transfers

The challenge of attracting and retaining populations in remote location/upcountry has intensified over the last couple of decades with the shift towards a market-led allocation of resources and government policies that have encouraged rationalization and devolution of services to remote regions. Attracting and retaining skilled and professional staff in remote locations has continually declined (Haslam McKenzie & Stehlik 2005). This is particularly evident in the youth cohort and many young people drift to cities for education and work and usually stay there. This structural social shift has an impact on the economic health of a community as well as diminishing the sense of wellbeing for the remote communities from which they left. At the same time, there have been significant population increases in cities making recruitment and retention difficult.

Remote and non-remote areas are similar in that both increasingly need skilled workforces to fill vacant jobs and career opportunities. Both regions are also increasingly driven by external market forces. For retention to be achieved employers need to recruit or transfer staff who fit well with the local community in terms cultural orientations, religion, beliefs and the least language. Provision of leisure through social interaction is also fundamental to enhancing wellbeing of the employees and by extension retention. A focus on lifestyle and community is therefore very important for attraction and retention of people to a remote location. Attracting and retaining skilled and professional staff is a problem not limited to remote locations only but there is strong evidence to suggest that it is increasingly a global problem and organizations throughout the world are seeking innovative strategies to attract and retain staffs who work in remote areas (Hofstede 2001).

2.3.10 Work Life Balance

Staff exits an organization for many reasons ranging from career advancement, better job opportunities, and layoffs to retirement. Some of these departures may be difficult to prevent. However a recent area of concern and is another key reason staff – and in particular women employees - leave their job is to find a better work life balance. Work – family conflict is a form of responsibility conflict in which the role pressures from the work and family domains are incompatible in some respect. It is a conflict where employees work life is interfering with their family life or vice versa (Cooper, 2008). Changes to the family situation most often tend to impact upon women and results in increasing difficulty in managing a balance between work and family responsibilities.

Organizations initiatives to help employees balance their work and family lives are becoming increasingly popular. The emerging initiatives of work life balance, Retention and attraction Strategies include flexible working hours, providing more part time jobs with less hours, job sharing arrangements, access to childcare, flexible leave arrangements - providing greater flexibility in leave arrangements to suit employees' personal circumstances, including leave for school, leave in single days - allowing employees to request and take leave in single days and accrued hours as time off in lieu of payment (Mercer 2000). Job mobility - providing increased mobility for employees to transfer between work areas, Safety and wellbeing - improving safety, wellbeing and respect for

all employees in the workplace, telephone access - ensuring all employees are able to receive urgent telephone calls or messages from family members at work and have access to a telephone to remain contactable with their family during working hours, casual work - introducing pools of permanent flexible part time or casual employees, are all strategies employers use to mitigate work-life balance and improve on retention (Decarlo & Gruenfeld 1989).

2.3.11 Leadership Styles

Leadership is about influencing, motivating and enabling others to contribute toward the effectiveness and success of the organization (Armstrong 2007). A leader's behavior is very important regardless of varying situational conditions at the workplace (Podsakoff, et al 2000). Actions by a leader can have a strong effect on the motivational and emotional states of followers and on the successful accomplishment of the task. Numerous aspects of the organizational culture are connected to the role of leaders in creating and maintaining particular types of culture. The responsibilities of the HR-department are increasingly being devolved to line managers. There might be differences in the way of working and leadership between managers should be managed by the HR for conformity of leadership behaviour across the organization (Bass, 1990).

Over the past twenty years, theories of charismatic, transformational and visionary leadership emerged to dominate much of the empirical and scientific literature on leadership. These theories investigated leaders' behaviors, which evoke confidence and acquire support of followers. Leadership often leads to productivity and satisfaction. The model of Leadership provides a more complete view on leadership and is perhaps the most widely cited theory of leadership. The transformational perspective is currently the most popular and important perspective on leadership that is required to change, motivates, inspire and retain employees. Transformational leaders are agents of change. They communicate, create and model a shared vision for team or organization and inspire their employees. There is considerable evidence that transformational leadership is effective and it has been positively related to performance and employee satisfaction and retention (Tejeda et al., 2001)

2.4 Dimensions of OCB

Williams and Anderson (1991) classified OCB into two groups thus OCB-Organizational and OCB- Individual. According to Organ (1988) the Citizenship behaviours directed toward individuals (OCBI) where OCBI refers to the behaviours that immediately benefit specific individuals within an organization and, thereby, contribute indirectly to organizational effectiveness. Altruism is an aspect of OCBI and is defined as voluntarily helping others with work-related problems (Lee & Allen, 2002). OCB-Organizational on the other hand benefits the organization in general such as adhering to informal rules devised to maintain order. Podsakoff et al (2000) identified almost 30 different forms of behaviors in examination of the literature and classified them into seven common dimensions: Helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue and self development.

Borman et al.(2001) stated that altruism and conscientiousness are the two major or overarching dimension of OCB, where as Organ (1988) identified five major types (dimensions) of OCB; Altruism, conscientiousness, sportsmanship, courtesy, civic virtue (Podsakoff et al, 1990). Altruism can be called simply helping or helpfulness (Organ, 1997). Altruism consists of voluntarily actions that help others with an organizationally relevant task such as voluntarily helping orientation of a new employee, sharing sales strategies, teaching employees useful knowledge or skills, showing employees how to accomplish difficult tasks and so on. Conscientiousness is a discretionary behavior that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie et al, 1993).

2.5 Relationship between Retention Practice and OCB

Drucker (2001) stated that the greatest challenge for most HR managers which is now widely recognized is the retention of the highly talented employees. Knowledgeable workers who in most cases possess high degree of education, experience, expertise and whose primary job is to cause the creation, distribution and the application of this knowledge at work place has become critical due to unpredictable voluntary staff exits.

Several empirical studies have tested the link between organizational retention and OCB. Allen and Smith (1987), Meyer and Allen (1991) and Chen et al. (1998) found that affective commitment and retention correlated positively with self-report measures of OCB. According to Organ (1988), high levels of OCB lead to high levels of organizational efficiency, effectiveness and adaptability. It is considered as one of the most important factors influencing organizational effectiveness. Walz and Niehoff (2000) found that OCB dimensions enhance organizational efficiency, performance, satisfaction and retention.

According to Meyer and Allen (1996) retention is the main construct in order to understand the relationship between the employee and the employer. Harrington et al (2007) believe that leadership has become a key factor in increasing employees' retention and reducing employees' turnover. The relationship between retention and OCB has been demonstrated by many studies (Wagner & Rush, 2000). In fact, it is expected that employees with high level commitment to their organization are more focused on their work than employees reporting lower levels (Story 2007). HR retention practices are the means through which employee perceptions, attitudes and behaviors are shaped. Morrison (1996) mentioned that because HR retention practices set the tone and conditions of employee employer relationship, an organization can foster OCBs through human resource management. However, what specific HR practices can be used to elicit OCBs will be identified at the findings stage of this study.

Employee retention has the attention of top-level managers in today's organizations because the personal and organizational costs of leaving a job are very high (Mitchell, et al 2001). It is a business management term which refers to the efforts made by employers to retain employees in their workforce. A number of studies (Meyer, Ristow, & Lie, 2007; Podsakoff & Mackenzie, 1997) revealed that OCB dimensions like altruism and sportsmanship improve organizational capacity to attract and retain best employees. Retention has a direct and casual relationship with employee's needs and motivation. Employees with altruism behavior help each other in the organization which leads to healthy interpersonal relationship. HR practices and job embeddedness have been taken as determinants of OCB and employee retention, job satisfaction, low absenteeism, work-family conflict, and role-overload. Managers should give adequate importance to OCB because it is accepted as an indispensable condition for increased retention (Organ, 1990).

III. RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter presented the procedure and the methodology that was used to carry out the study. The chapter described the proposed research design, Population of the study, data collection instruments and how data will be analyzed, interpreted and presented.

3.2 Research Design

The study adopted a descriptive research design. Descriptive survey is used to obtain information concerning the current status of the phenomena to describe what exists with respect to the variables in a situation (Orodho 2004). Descriptive studies are pretty much as they sound - they describe the situation. They encompass observations, case study and surveys or use of questionnaires. Descriptive survey is therefore appropriate for this study to obtain and correlate the information on the relationship between retention practices and OCB as it was at D.T.Dobie Company.

3.3 Population

The total aggregate of the study Population was 500 members of staff. D.T.Dobie, by end of March 2015 had total staff population of 500 employees based at the company's entire branches made of the executive staff, senior managers, junior managers, administration staff and the unionizable staff and distributed in the following departments; accounting and finance, Sales and marketing, Service and parts, HR, IT, and the Operations department.

3.4 Sampling Design

The sample size for this study was 30% of the total population. That was appropriate to achieve the confidence level and reduce on sampling error of the research as it compensated for possible non response (Cochran, 1963). Stratified random sampling method was used to arrive at the sample size of the study in the ratio of 3:1 with representation from all levels of measure calculated as follows;

Table 3.1 sampling design

| Level Of Measure | Population | Sample Size (30%) |
|---------------------------------|------------|-------------------|
| Executive Staff | 3 | 1 |
| Senior Managers | 18 | 5 |
| Junior Managers/Supervisors | 56 | 17 |
| Administration Staff | 98 | 30 |
| Unionizable Staff/Support Staff | 325 | 98 |
| Total | 500 | 151 |

3.5 Data Collection

The study used primary data which was collected using questionnaires. The questionnaires comprised of a five- point Likert scale design with varying degrees of measurements from strongly disagree to strongly agree. The questionnaire will be divided into three parts: Part A was to seek general/demographic details; Part B focused on Employee Retention practices and part C on Organizational citizenship behaviour (OCB) domains. A drop and pick method was used to collect data. Samples were identified randomly in the ratio of 3:1, that is in every strata one staff out of every three was picked at random.

3.6 Data analysis

The data collected was analyzed using descriptive statistics such as, mean scores, standard deviations, frequencies and percentages. The Pearson's product-moment correlation was used to analyze the relationship between employee retention practices and OCB. Data was presented in form of graphs, charts and tables.

IV. DATA ANALYSIS, RESULTS, AND DISCUSSIONS

4.1 Introduction

The objective of this study was to establish the relationship between employee retention practices and OCB dimensions at D.T.Dobie. This chapter provides data analysis, findings and discussions of the results based on the objectives of the study. Primary data was used for this research and was collected from all level of employee job categories. Questionnaires were used to seek the respondents' views on employee retention practices and OCB dimensions to measure their level of agreement or disagreement with the questions.

4.2 Response Rate

Out of the 151 questionnaires distributed in all the levels of job category thus; the executives, senior managers, junior managers/supervisors, administration staff and the unionizable staff, 142 were returned fully completed. A confidence return rate of 94% was achieved and is highly acceptable for this research as confirmed by Mugenda and Mugenda (2003) that a higher response of over 70% is representative. This was therefore considered a representative sample for further analysis. In comparison, the response rate was higher compared to that of similar studies conducted by Maliku (2014) at 57%, Omani (2013) at 71.4%, and Lepilale (2009) at 71.4%. Table 4.1 shows the response rate per job category.

Table 4.1: Distribution by job category

| Job category | No of respondents | Percent |
|---------------------------|-------------------|---------|
| Executive staff | 1 | 0.7 |
| Senior manager | 5 | 3.5 |
| Junior manager/supervisor | 17 | 12 |
| Administration staff | 25 | 17.6 |
| Unionized staff | 92 | 64.8 |
| Total | 142 | 98.6 |

Over half 64.8% of the respondents were unionized staff, 17.60% administration staff, 12% junior managers/supervisors, 3.5% senior managers and 0.7% executive staff. Results show that responses were collected from all job categories in the organization.

4.3 Demographic Variables of the Respondents

This section sought to identify the demographic characteristics of the respondents including job category, length of service at D.T.Dobie, highest level of education, gender dynamics and respondents age. These characteristics are important because they are known to influence the variables in this study including perceptions, training, leadership, conscientiousness, employee relations, culture, and loyalty among other factors. Metzger (2006) in his study of perceptual process found that perception is a person's mental image of the world, it is what a person thinks and not what it should be and that is influenced by a person's experiences, age, gender and level of knowledge. Metzger found out that younger people had a higher chance of exiting jobs than older people. Additionally, the study found that age and length of service were significantly related to job satisfaction, commitment and retention. Harrington et al (2007) noted that there is a strong support for gender difference characteristics like display of emotion, irritability and ease of job change.

4.3.1 Gender of Respondents

The study sought to identify the gender composition of the respondents for the reason that some studies have shown a relationship between gender and retention propensity. Cooper, (2008) noted that there were significant gender differences recorded in perceived relationship between work life balance and retention with a bias on female employees. While the research was not focusing on gender equity parse, the findings reflected that the sample was biased towards males. As shown in Figure 4.2, majority of the respondents (71.8%) were male and (28.2%) were female.

Table 4.2: Distribution by gender

| Gender | No of respondents | Percent |
|--------|-------------------|---------|
| Male | 102 | 71.8 |
| Female | 40 | 28.2 |
| Total | 142 | 100 |

The finding indicates that majority of staff at D.T.Dobie are male and this was attributed to the nature of work that requires high masculine input.

4.3.2 Age of Respondents

This study sought to establish the age of the respondents as age has been associated with job experience and retention ability to some extent Drucker (2001). He further noted in his finding on the relationship between OCB and job commitment that older employees due to other intervening reasons other than the job itself tend to stay longer in an organization. The table below showed age distribution of the respondents at D.T.Dobie.

Table 4.3: Age distribution

| Age bracket | No of respondents | Percent |
|---------------|-------------------|---------|
| 20 - 29 years | 37 | 26.1 |
| 30 - 39 years | 51 | 35.9 |
| 40 - 49 years | 54 | 38 |
| Total | 142 | 100 |

As shown in Table 4.3, a majority of the respondents (38%) were between the age of 40 and 49 years old. Thirty five point nine percent (35.9%) were in the age bracket of 30 to 39 years while (26.1%) were between 20 to 29 years of age. This indicated that majority of staff at D.T.Dobie are older employees of over 40 years of age.

4.3.3 Length of Service of Respondents

The study purposed to establish the length of service of the respondents at D.T.Dobie. The years worked would be an indication of their level of appreciation and application of the variables of the study in the organization. The longer they have been, the more they are able to appreciate questions regarding employee retention practices and OCB dimensions.

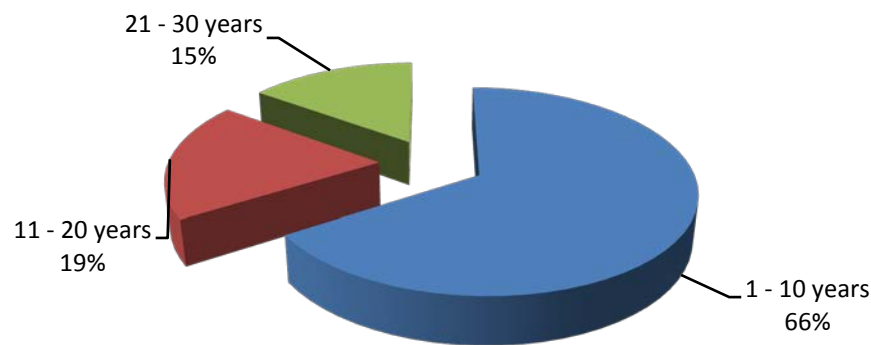


Fig. 4.1: Work experience

As shown in figure 4.1, most of the respondents (66%) have been in the organization for 1 – 10 years while 19% of the respondents have been working for 11 to 20 years. Another 15 % have worked for 21 to 30 years. This implies a sense of consistency in working for D.T.Dobie and hence ability to appreciate the application of the variable in this study to their respective circumstance.

4.3.4 Respondents Level of Education

The study sought to establish the highest level of education of the respondents. According to Organ (1992) Education levels include level of knowledge and skills and this is one way of measuring competence, commitment and retention.

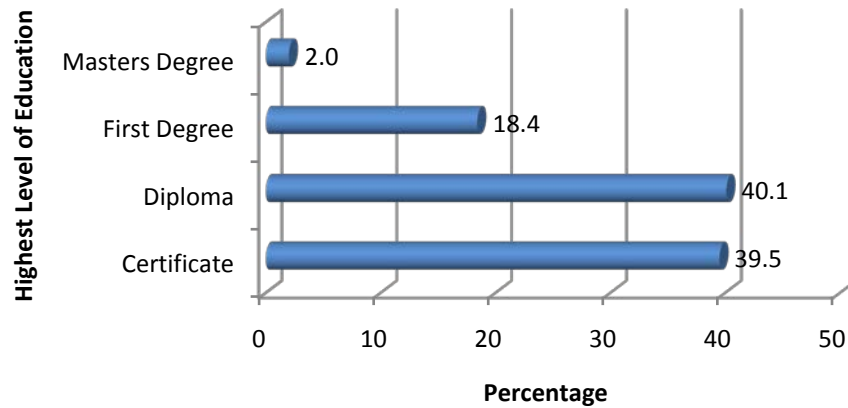


Fig. 4.2: Highest level of education

Fig. 4.2 above shows that 40.1% of the respondents had attained Diploma level of education while 39.5% were O’level Certificate holders, 18.4% were holders of First Degrees and 2.0% had Masters Degrees. This dispersion is in line with the requirement that all employees must have a minimum O level education while mechanics are required to have a minimum diploma qualification at entry level.

4.4 Employee Retention Practices

The research objective was to establish the relationship between employee retention practices and OCB at D.T.Dobie. This section therefore reports on the Employee retention practices at D.T.Dobie. In order to determine this relationship, it was important to establish the respondents’ perception of the employee retention practices. This section therefore reports on the analysis of Employee Retention Practices at D.T.Dobie. Employee Retention practices were rated as Strongly Disagree, 1 Disagree, 2 Neutral, 3 Agree 4 and Strongly Agree 5. A score of ≤ 1.5 was interpreted to mean strongly disagree, while a score 1.5 to ≤ 2.5 implied that the respondents disagrees and 2.5 to ≤ 3.5 was interpreted to mean that the respondent was neutral. A mean score of $3.5 \leq 4.5$ was interpreted to mean that respondents agree while a score of ≥ 4.5 was interpreted to mean strongly agree. A standard deviation of ≤ 1 was interpreted to mean that respondents had a consensus in the rating of the statement while a standard deviation greater than 1 was interpreted to mean that the respondents differed in their perception about the statement. There were 14 statements used to measure employee retention practices at D.T.Dobie. These statements were adopted from Armstrong (2007) and measured employee retention practices in terms of Recruitment& Selection, Realistic job preview, corporate image, leadership style, employee relations, Training & Development, Communication, reward and recognition, Work life balance and geographical location. Respondents’ perception relating to the variables under each of the statements of employees retention practices is presented in the following sections

4.4.1 Recruitment and Selection

Recruitment and selection has been said to influence retention of employees. Armstrong (2007) on Talent management said that well designed talent pipeline enhances retention. This study therefore sought to establish this. The respondents were asked to indicate the extent to which they agree or disagree with the statements of recruitment and selection at D.T.Dobie. A set of three statements were used to measure the respondents’ feelings towards recruitment and selection as shown in Table 4.4.

Table 4.4: Recruitment and selection

| | Mean | SD |
|--------------------------------------------------------------|------------|-------------|
| Do you feel you were competitively recruited? | 4.6 | 0.75 |
| Were your job responsibilities clearly explained to you? | 4.2 | 0.92 |
| Are you satisfied with your position and role at D.T. Dobie? | 4.0 | 1.07 |
| Average | 4.3 | 0.91 |

The results in Table 4.4 reveal that the average mean score for recruitment and selection was 4.3. This shows that the respondents agreed with the recruitment and selection practice. More specifically, the respondents agreed about the extent to which they were competitively recruited (Mean 4.6, SD 0.75) and clear explanation of job roles (Mean 4.2, SD 0.92). The respondents also agreed with the level of their satisfaction with their position at D.T.Dobie (Mean 4.0, SD 1.07) This analysis implies that on average the respondents were agreeable to recruitment and selection practice at D.T.Dobie. It can be seen that in all statements, the standard deviation was less than 1 or near 1 and ranged from 0.7 to 1.0. This means that there was consensus in the way the respondents felt about the recruitment and selection practice.

4.4.2 Realistic Job Preview

Realistic job preview has been said to influence employee retention from the onset. Brockbank, et al, (2003) in his study on effects of RJP found that effective RJP leads employee retention. The respondents were asked to indicate the extent to which they agree or disagree with aspects of realistic job preview at D.T.Dobie. A set of three statements were used to measure the respondents' feelings towards RJP as shown in Table 4.5.

Table 4.5: Realistic job preview

| | Mean | SD |
|------------------------------------------------------------------------------------------------------------------------------|------------|------------|
| Do you feel the position's responsibilities and requirements and expectations were deliberately communicated to you? | 4.1 | 0.9 |
| Based on your experience, would you refer someone for a position with D.T. Dobie company? | 3.9 | 1.29 |
| Do you feel there was some information had you known earlier about your job you could have considered not taking up the job? | 2.6 | 1.12 |
| Average | 3.5 | 1.1 |

The results in Table 4.5 reveal that the average mean score for realistic job preview was 3.5. This shows that the respondents do not necessarily agree or disagree with the realistic job preview practice. In fact, the average score borders more towards respondents agreeing than disagreeing. More specifically, the respondents agreed about the extent to which their job roles and expectations were communicated to them (Mean 4.1, SD 0.9), referring someone to D.T.Dobie (Mean 3.9, SD 1.29). The respondents disagreed on the extent to which they wouldn't have taken up the job should certain information had been made clear to them (Mean 2.6, SD 1.12). This analysis implies that on average respondents were neutral on realistic job preview practice at D.T.Dobie. This is especially so with the competitiveness of the pay, the extent to which pay is fair and related to effort, qualification and experience. It can be seen that in two statements, the standard deviation was more than one and ranged from 1.12 to 1.29. This means that there was no consensus in the way the respondents felt about realistic job preview practice at D.T.Dobie.

4.4.3 Corporate Image

Respondents were asked to indicate the extent to which they agree with various aspects of corporate image of D.T.Dobie. Corporate image has been identified as a factor which influences employee attraction and retention. A good reputation of the organization to the external world helps in attracting competent skills and talents to work for the organization that can then easily be retained. (Atwood, 2007). Questions asked related to the strength of public image and brand of DTDobie as shown on Table 4.6.

Table 4.6: Corporate Image

| | Mean | SD |
|------------------------------------------------------------------------------|----------|-------------|
| Are you proud to tell others that you are part of this organization? | 3.6 | 1.39 |
| Do you believe that there is a superior brand that makes D.T. Dobie popular? | 4.6 | 0.76 |
| Do you think the company attracts more people who would wish to work for it? | 3.8 | 1.27 |
| Average | 4 | 1.14 |

The results in table 4.6 show there was overall agreement corporate image (M=4.0, SD=1.14) with most of the respondents believing that there is a superior brand that makes D.T. Dobie popular (M=4.6, SD=0.76). Similarly, they did think the company attracts more people who would wish to work for it (3.8, SD=1.27) and were proud to tell others that they are part of the organization (M=3.6, SD=1.39).). This two were much closer to being neutral. Worth noting also is that in two cases where there was slight agreement, the standard deviation was greater than 1 indicating that there was marginal consensus about these aspects of corporate image among the respondents. The analysis of the statements revealed that corporate image is important in attracting good employees and that it influences retention at D.T.Dobie. In conclusion, it can be stated that the staff are agreed with the corporate image.

4.4.4 Organizational Culture

Respondents were asked to indicate the extent to which they agreed with various statements on organizational culture. Organizational culture has been identified as a factor which influences retention in organizations. Sheridan (1992) noted that a

corporate culture that values team spirit, collaboration, interpersonal relationship as well as respect for persons has evidently shown to result into longer tenure of its employees. Questions asked related to provision of a good organizational culture as shown in table 4.7 below.

Table 4.7: Organizational culture

| | Mean | SD |
|---------------------------------------------------------------------------------------------------------------------|------------|-------------|
| Do you believe you can influence your work place through your ideas and participation? | 3.8 | 1.21 |
| Do individuals and teams have clear defined goals that relate to the objectives and mission of the organization? | 3.3 | 1.35 |
| Do people in this organization believe in working together collaboratively, preferring corporation over completion? | 3.0 | 1.53 |
| Average | 3.4 | 1.36 |

The results in Table 4.7 showed an overall mean score of 3.4 on organizational culture. This means that the respondent were neutral on the adequacy of organizational culture. The only statement there was slight agreement was the extent to which employees believe they participate in idea generation at D.T.Dobie (Mean 3.8, SD 1.21). There are clear defined goal and mission statement that staff uses as guides (Mean 3.3, SD 1.35). The respondents were neutral on the extent to which DTDobie believes in team work (Mean 3.0, SD 1.53). In conclusion, it can be stated that D.T.Dobie staff are indifferent organizational culture in relation to retention. However the staffs are somewhat happy with the participation process. Worth noting also is that in all cases where there was neutrality , the standard deviation was greater than 1 indicating that there was no consensus about these aspects of organizational culture among the respondents. The analysis of these findings revealed that D.T.Dobie does not have a well defined organizational culture.

4.4.5 Leadership Style

Leadership styles have been said to have greater influences on employees’ perception of a good employer. Tejada et al (2001) in his study on leadership found that there is considerable evidence that transformational leadership is effective and has been positively related to performance, employee satisfaction and retention. Respondents were asked to indicate the extent to which they agreed or disagreed with leadership style at D.T.Dobie. The analysis of responses was as shown in Table 4.8

Table 4.8: Leadership Style

| | Mean | SD |
|----------------------------------------------------------------------------------------|------------|-------------|
| Does your boss ask for team ideas and input and have decisions made by team consensus? | 2.6 | 1.41 |
| Does your supervisor tell you what to do, how to do it and when to have it completed? | 3.4 | 1.32 |
| Does your leader use his powers to help you grow both on the job and mentally? | 2.8 | 1.41 |
| Average | 2.9 | 1.38 |

The results in Table 4.8 reveal that the average mean score for leadership styles was 2.9. This shows that the respondents were neutral about leadership style practice. More specifically, the respondents were neutral about the extent to which their bosses ask for team ideas /input in decision making (Mean 2.6, SD1.41), supervisors giving ideas on how to perform work (Mean 3.4, SD 1.32). The respondents also were neutral with the level of their satisfaction with their leaders helping them to grow on job (Mean 2.8, SD 1.41) This analysis implies that on average the respondents were neutral on leadership style practices at D.T.Dobie. It can be seen that in all statements, the standard deviation was more than 1 and ranged from 1.32 to 1.41. This means that there was no consensus in the way the respondents felt about the leadership style and staff are not happy with the leadership style at D.T.Dobie

4.4.6 Employee relations

Employee relations have been seen to influence retention to a greater extent. Storey (2007) in his study found a strong linkage between retention and the employee/manager relationship. Three statements were used to measure employee relations practice at DTDobie. The respondents were asked to indicate the extent to which they agreed or disagreed with the employee relations practices at D.T.Dobie. The analysis of responses was as shown in Table 4.9 below.

Table 4.9: Employee relations

| | Mean | SD |
|---------------------------------------------------------------------------------------------------------|------------|-------------|
| If you had the opportunity to get a similar job with another company, would you stay with this company? | 2.9 | 1.38 |
| Do you feel your supervisor provides you with feedback, guidelines and encourages you to develop? | 2.5 | 1.23 |
| Do you feel you work with people who are pleasant and co-operative enough? | 3.4 | 1.4 |
| Average | 2.9 | 1.33 |

The results on table 4.9 showed, the respondents were neutral on the extent to which they feel employee relations practices are implemented by management with an overall mean score of 2.9. Specifically, the respondents were neutral in the extent to which they would stay back with D.T.Dobie should another job offer come their way (Mean 2.9, SD 1.38), they were neutral on the extent to which they feel their supervisors provides them with feed and opportunities to develop (Mean 2.5, SD 1.23), and also neutral on the extent to which they felt they work with people who co-operative (Mean 3.4, SD 1.4). It can be seen that in all statements, the standard deviation was more than 1 and ranged from 1.23 to 1.40. This means that there was no consensus in the way the respondents felt about employee relations practices at D.T.Dobie.

4.4.7 Communication

Effective communication influences employees' perception of a good employer to stay with. Armstrong (2007) confirmed that maintaining an open channel of communication makes both employee and employer be aware of problems quickly, which is beneficial for quick resolution of conflicts and disharmony hence retention. Respondents were asked to indicate the extent to which they agreed or disagreed with communication practices at D.T.Dobie. The analysis of responses was as shown in Table 4.10 below.

Table 4.10: Communication

| | Mean | SD |
|------------------------------------------------------------------------------------------------------------|------------|-------------|
| Do you have access to timely information about what is happening in the organization? | 2.3 | 0.91 |
| Is positive and productive feedback clearly given to you to help you improve/achieve success in your work? | 2.7 | 1.17 |
| Do you agree that lack of effective communication frustrates your efforts to perform well? | 3.9 | 1.26 |
| Average | 3.0 | 1.11 |

The findings from Table 4.10 revealed the respondents view was overall neutral with a mean score of 3.0. specifically they were neutral about how they felt access to timely information was handled (Mean 2.3, SD 0.91), that positive and productive feed given to help them improve in their work (Mean 2.7, SD 1.17) and they agreed that lack of communication frustrates their efforts to perform well (Mean 3.9, SD 1.26). It can be seen that in two statements, the standard deviation was more than 1 and ranged from 1.17 to 1.26. This means that there was no consensus in the way the respondents felt about communication practices at D.T.Dobie. It can then be deduced that effective communication is not practiced at D.T.Dobie.

4.4.8 Reward and Recognition

Studies have found that employees who feel appropriately compensated and valued are less likely to become disengaged on the job (Nelson 2003). Therefore reward and recognition is found to influence retention of staff. The respondents were asked to indicate the extent to which they agree with aspects of reward and recognition at D.T.Dobie and results were shown in Table 4.11 below.

Table 4.11: Reward and Recognition

| | Mean | SD |
|-----------------------------------------------------------|------|------|
| Do you get recognition and praise for work well done? | 2.4 | 1.30 |
| Are you satisfied with your pay and how it is determined? | 1.9 | 1.15 |

| | | |
|-------------------------------------------------------------------------------------------|------------|------------|
| Do you feel satisfied that the rewards you earn are as a result of your pay negotiations? | 2.4 | 1.15 |
| Average | 2.3 | 1.2 |

The results in Table 4.11 revealed that the mean score for reward and recognition was 2.3. This showed that the respondents did not agree with the reward and recognition practice at D.T.Dobie. In fact, the average score borders more towards respondents strongly disagreeing. More specifically, the respondents are disagreed about the extent to which employee recognition and praise for work well done is practiced (Mean 2.4, SD 1.30) and strongly dissatisfied with how pay is determined (Mean 1.9, SD 1.15). The respondents also disagreed that the rewards and recognition earned are as a result of negotiation (Mean 2.4, SD 1.15). It can be seen that in all statements, the standard deviation was more than one and ranged from 1.15 to 1.30. This means that there was no consensus and that staffs are not happy in the way the respondents felt about reward and recognition at D.T.Dobie.

4.4.9 Training and Development

Training and development is said influences employees’ perception to stick in an organization. Griffeth et al. (2000), in his study found that training and development reduces the turnover rate of employees and he said not only reduce absenteeism, but also increase employee commitment and satisfaction which helps reinforce commitment. Respondents were asked to indicate the extent to which they agreed or disagreed with training and development opportunities at D.T.Dobie and the analysis of responses was as shown in Table 4.12.

Table 4.12: Training and development

| | Mean | SD |
|-----------------------------------------------------------------------------------------------------------------------------------|------------|-------------|
| Do you feel you have opportunities for career growth through training and development and upward mobility at D.T. Dobie? | 2.9 | 1.39 |
| Is it agreeable that all employees have attended any company sponsored training for the last one year of service in this company? | 2.2 | 1.14 |
| Do you feel training is given to a few employees only most of the times? | 3.4 | 1.31 |
| Average | 2.8 | 1.28 |

As shown in Table 4.12, training and development revealed a mean score of 2.8. Respondents were neutral that they have opportunities for growth and development and promotions (Mean 2.9, SD 1.39) and also neutral that all employees have attended training in the last year (Mean 2.2, SD 1.14).. Respondents were neutral on whether training is given to a few employees all the time (Mean 3.4, SD 1.31). It can be noted that in all cases, the standard deviation is more than 1 ranging from 1.14 to 1.39 which means that there is a general no consensus on training and development at D.T.Dobie. This analysis implies that overall staffs are not happy with training and development practices at D.T.Dobie.

4.4.10 Work Life Balance

Work life balance is a contemporary challenge to employee retention. Cooper (2008) in his study revealed that, changes to the family situations today tend to impact upon women employees and results in non retention and increasing difficulty in managing a balance between work and family responsibilities. Respondents were therefore asked to indicate the extent to which they agreed or disagreed with work life balance at D.T.Dobie and the analysis of results was as shown in Table 4.13.

Table 4.13: Work life balance

| | Mean | SD |
|---------------------------------------------------------------------------------------|------------|-------------|
| Are you satisfied with the working hours of the organization? | 3.7 | 1.39 |
| Does after working hours get you enough time for your family? | 3.3 | 1.27 |
| Do you feel that you often need some time off to attend to personal domestic matters? | 3.8 | 1.23 |
| Average | 3.6 | 1.30 |

As shown in Table 4.13, respondents slightly agreed with the work life balance as an aspect of employee retention at D.T.Dobie with a mean score of 3.6. In fact it majors on the border of neutral rating. The respondents were agreeable that they are satisfied with the working hours (Mean 3.7, SD 1.39) and were neutral that they have enough family time after working hours (Mean 3.30, SD 1.27).

1.27). They were also agreeable that they often need more off to attend to personal matters (Mean 3.8, SD 1.23). The standard deviations for all statements of work life balance were more than 1 ranging from 1.23 to 1.39. It can therefore be interpreted that their was no consensus on work life balance at D.T.Dobie.

4.11 Geographical Location

Geographical location has been said have influence on employee retention. Haslam et al (2005) in the study of employee retention of generation Y, found that attracting and retaining skilled and professional staff in remote locations has continually declined particularly with the youth cohort and many young people. Respondents were therefore asked to indicate their degree of agreement or disagreement with two statements relating geographical location transfers. Results of these statements were as presented in Table 4.14.

Table 4.14: Geographical location

| | Mean | SD |
|--------------------------------------------------------------------------------------------------------------------------------------|------------|-------------|
| If you were to be transferred to a smaller town office, would you prefer to be transferred to a location that is not your home area? | 2.8 | 1.6 |
| If a vacancy for promotion occurs in an office in the remote geographical location, would you easily take it up? | 3.0 | 1.47 |
| Do you agree that in the event of a transfer, you would consider other factors other than the salary? | 3.6 | 1.69 |
| Average | 3.1 | 1.58 |

Results from table 4.14 showed, the respondents were neutral on the extent to which they perceive geographical location /transfer at D.T.Dobie with a mean score of 3.1. Specifically, the respondents were moderate in the extent to which they can accept to be transferred to locations that are not their home areas (Mean 2.8, SD 1.6) and also moderate on the extent to which they can take a vacancy or promotion in a remote area (Mean 3.0, SD 1.47). There was however slight agreement to the extent in which they would consider other factors in the event of a transfer other than salary (Mean 3.6, SD 1.69).The analysis implied that D.T.Dobie staffs are moderate on the extent of geographical location transfers. It should be noted that the standard deviations in these statements are more than 1 ranging from 1.47 to 1.69, meaning that there was lack of consensus in terms of the way staffs at D.T.Dobie perceive geographical location transfers.

4.5 Organization Citizenship Behaviour

This section of the study examined the perceived influence OCB dimensions have on employee retention at D.T.Dobie. Chen et al. (1998) in his study found that affective commitment and retention correlated positively with self-report measures of OCB. Organ (1988), also found out that high levels of OCB lead to high levels of organizational efficiency, effectiveness and adaptability and satisfaction. It is considered as one of the most important factors influencing organizational effectiveness. It was therefore important to establish the respondents’ perception to be able to test the hypothesis. OCB in this research was measured using five Likert scale rated as Strongly Disagree, 1 Disagree, 2 Neutral, 3 Agree 4 and Strongly Agree 5. A score of ≤ 1.5 was interpreted to mean strongly disagree, while a score 1.5 to ≤ 2.5 implied that the respondents disagrees and 2.5 to ≤ 3.5 was interpreted to mean that the respondent was neutral. A mean score of $3.5 \leq 4.5$ was interpreted to mean that respondents agree while a score of ≥ 4.5 was interpreted to mean strongly agree. A standard deviation of ≤ 1 was interpreted to mean that respondents had a consensus in the rating of the statement while a standard deviation greater than 1 was interpreted to mean that the respondents differed in their perception about the statement. There were 5 statements used to measure OCB dimensions at D.T.Dobie. These statements were adopted from Organ (1988) and measured Altruism, Sportsmanship, Loyalty, Conscientiousness, Civic Virtue and Courtesy. Respondents’ perception relating to the variables under each of the statements of OCB was presented herein as follows;

4.5.1 Helping behaviour/altruism

This study sought the respondents view on the extent to which they agree or disagree with Altruism dimension at D.T.Dobie. Lee & Allen (2002) found that Altruism is an aspect of OCBI and they defined it as voluntarily helping others with work-related problems. Table 4.15 shows the analysis of their level of agreement on statements relating to Altruism/ helping behaviour.

Table 4.15: Helping behavior/altruism

| | Mean | SD |
|-------------------------------------------------------------------------------------------------------------|------|------|
| Do you feel compelled to help your colleagues accomplish their tasks? | 3.4 | 1.53 |
| Do you feel satisfied when you assist your workmates go through a problem whether personal or work related? | 3.6 | 1.61 |

| | | |
|------------------------------------------------------------------------------------|------------|-------------|
| Would you assist your colleagues finish up work they are given past working hours? | 3.7 | 1.49 |
| Average | 3.6 | 1.54 |

Results from Table 4.15 on Altruism dimensions, showed that there was general slight agreement on helping behavior/altruism with a mean score of 3.6. The respondents agreed they could assist their colleagues finish up work they were given past working hours (M=3.7, SD=1.49) and did feel satisfied when they assisted their workmates go through a problem whether personal or work related (M=3.6, SD=1.61). They slightly agreed that they would assist their colleagues accomplish their tasks (M=3.4, SD=1.53). It can be noted that in all cases, the standard deviation is more than 1 ranging from 1.49 to 1.61 which means that there is a general no consensus on Altruism at D.T.Dobie. This analysis implies that overall staffs are not happy with helping behaviours dimension.

4.5.2 Sportsmanship

Sportsmanship is a dimension that is said to have influence in retention. Organ (1982) revealed that Sportsmanship is the employee's tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportion in the organization. Respondents were therefore asked to indicate the extent to which they agreed or disagreed with sportsmanship dimension at D.T.Dobie and the analysis of results was as shown in Table 4.16.

Table 4.16: Sportsmanship

| | Mean | SD |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------|
| Do you agree that you can tolerate a decision that no more bonuses are given in spite for it being routine? | 2.7 | 1.38 |
| Is it agreeable that you would complain bitterly if your team members were rewarded and you left out? | 2.9 | 1.7 |
| Do you agree that you would go to deliver goods on a Sunday without pay to a customer who can't wait for Monday because he/she must fly out same Sunday evening with the goods? | 3.5 | 1.07 |
| Average | 3.0 | 1.38 |

Results showed overall rating on sportsmanship dimension was moderate with a mean score of 3.0 and a standard deviation of 1.38. Respondents rating was highest on going to deliver goods on a Sunday without pay (Mean 3.5, SD 1.07) followed by whether they would complain bitterly when some colleagues are rewarded and some are left out (Mean 2.9, SD 1.7). The lowest rating was on whether they would tolerate a decision on routine bonus cuts (Mean 2.7, SD 1.38). It can be noted that in all cases, the standard deviation was more than 1 ranging from 1.07 to 1.70 which means that there was a general no consensus on sportsmanship at D.T.Dobie.

4.5.3 Loyalty /General compliance

This study sought the respondents views on the extent to which they agree or disagree with loyalty dimension at D.T.Dobie. Lee & Allen (2002) found that loyalty is an aspect of OCBI and they defined it as voluntarily obeying orders, rules and regulations of the organization. Table 4.17 shows the analysis of their level of agreement on statements relating to loyalty.

Table 4.17: Loyalty/General compliance

| | Mean | SD |
|-----------------------------------------------------------------------------------------------------|------|------|
| Do you sometimes voluntarily fail to report to work for no good reason at all? | 2.8 | 1.88 |
| Do you feel comfortable to walk around outside the company in a company branded outfit or clothing? | 3.3 | 1.48 |

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------|------------|------------|
| Do you agree that if you were given a chance to continue working in this company till retirement you would quickly take up the chance? | 3.1 | 1.44 |
| Average | 3.1 | 1.6 |

The analysis on Table 4.17 shows that overall respondents rating on loyalty was (Mean 3.1, SD 1.6). the respondents were uncertain whether they felt comfortable to walk around outside the company in a company branded outfits or clothing (M=3.3, SD=1.48), they were also neutral on whether, if given a chance to continue working in this company till retirement they would quickly take up the chance (M=3.1, SD=1.44) and non-committal on whether they sometimes voluntarily fail to report to work for no good reason (M=2.8, SD=1.88). From the analysis it can be noted that in all cases, the standard deviation was more than 1 ranging from 1.44 to 1.88 which means that there was a general no consensus on loyalty dimension at D.T.Dobie. This may imply that, employees may or may not generally comply with most of the policies, rules and regulations. Perhaps due to the perception that policies are inconsistent, unfair or discriminative and that adherence to policies and rules are perceived optional.

4.5.4 Individual initiative/ conscientiousness

Conscientiousness relates to dependability, hardworking, organized, self disciplined, persistent, responsible, and having high performance expectations among other attributes. MacKenzie et al, (1993) in his study of OCB found that conscientiousness is a discretionary behavior that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days . The study sought the respondents views on the extent to which they agree or disagree on conscientiousness. Table 4.18 shows the analysis of their level of agreement on statements relating to conscientiousness.

Table 4.18: Individual initiative/conscientiousness

| | Mean | SD |
|-------------------------------------------------------------------------------------------------------------------------------|------------|-------------|
| Would you do a duty that is within your job description when called to do so? | 3.3 | 1.22 |
| Do you agree that when in a senior position would you punish an employee simply because your boss has asked you to do so? | 2.7 | 1.48 |
| Is it agreeable that before you assist your colleagues in work related or personal issues you put in a lot of considerations? | 2.8 | 1.15 |
| Average | 2.9 | 1.28 |

From the analysis on table 4.18, respondents were neutral that they have individual initiative with a mean score of 2.9. They were not sure whether they would do a duty that is not within their job description when called to do so (M=3.3, SD=1.22), they were not sure as well that they would put some consideration before they assist their colleagues in work related or personal issues (M=2.8, SD=1.15) and also neutral that when in a senior position they would punish an employee simply because the boss has asked them to do so (M=2.7, SD=1.48). From the analysis it can be seen that the standard deviations for all statements of conscientiousness were more than 1 ranging from 1.15 to 1.48. It can therefore be interpreted that there was no consensus on individual initiative /conscientiousness at D.T.Dobie. It also implies that staffs are not self driven especially in terms of having things done promptly, paying attention to details, following schedule, and getting chores done in the right way at the right time.

4.5.5 Civic Virtue

Civic virtue has been said to have some influence on employee retention. Law et al (2005) in his study on Civic virtue found that it is characterized by behaviors that indicate the employee’s deep concerns and active interest in the life of the organization. Respondents were therefore asked to indicate their degree of agreement or disagreement with two statements relating to Civic virtues at D.T.Dobie. Results of these statements were as presented in Table 4.19 below.

Table 4.19: Civic Virtue

| | Mean | SD |
|----------------------------------------------------------------------------------------------------------|------|------|
| Do you agree that sometimes you deliberately miss company functions like general meetings for no reason? | 3.2 | 1.23 |
| Would you defend the current company policies and regulations as the most fair? | 3.0 | 1.04 |

| | | |
|---------------------------------------------------------------------------------------------------|------------|-------------|
| Do you agree that you are always aware of the future plans, undertakings or even planned changes? | 2.2 | 1.26 |
| Average | 2.8 | 1.17 |

The results in Table 4.19 revealed that the mean score for reward and recognition was 2.8. The respondents were neutral that sometimes they deliberately missed company functions like general meetings for no reason (M=3.2, SD=1.23) and also neutral in whether they would defend the current company policies and regulations as the most fair (M=3.0, SD=1.04). They however were in disagreement that they were always aware of the future plans, undertakings or even planned changes (M=2.2, SD=1.26). It can be noted that in all statements, the standard deviation was more than one and ranged from 1.04 to 1.26. This means that there was no consensus on civic virtues and that staffs are not so committed or concerned with the life of D.T.Dobie.

4.5.6 Courtesy

This study sought the respondents view on the extent to which they agree or disagree with courtesy dimension at D.T.Dobie. Law et al (2005) found courtesy to be discretionary behaviors that aims at preventing work-related conflicts with others. Respondents were asked to rate their level of courtesy with other colleagues and the results were shown on table 4.20 below.

Table 4.20: Courtesy

| | Mean | SD |
|------------------------------------------------------------------------------------------------|------------|-------------|
| Do you feel enthused to train a newly recruited/transferred staff in your department? | 3.4 | 1.38 |
| Would you serve your immediate workmate a cup of tea when you are serving yourself at the urn? | 3.7 | 1.57 |
| Would you agree to carry extra copies of the meeting minutes when they did not attend? | 3.6 | 1.15 |
| Average | 3.6 | 1.37 |

Results from Table 4.20, showed that there was general slight agreement on courtesy dimension at D.T.Dobie with a mean score of 3.6. Respondent had a neutral rating on whether they felt enthused to train new recruits (Mean 3.4, SD 1.38), they agreed that they would serve colleagues tea (Mean 3.7, SD 1.57), and slightly agreed that they would carry extra copies of minutes for those who missed meeting (Mean 3.6, SD 1.15). The standard deviations for all statements of courtesy dimension were more than 1 ranging from 1.15 to 1.57. It can therefore be interpreted that their was no consensus on courtesy dimension at D.T.Dobie..

4.6 Relationship between Employee Retention Practices and OCB dimensions.

In this study, Pearson correlation was used to explore the relationships between employee retention practices and OCB variables, in order to assess the direction positive or negative and strength of the relationship between the variables. The relationship results were shown in the table below;

Table 4.6: Relationship between Employee Retention Practices and OCB Dimensions (N=142)

| Employee Retention Practices | | OCB Dimensions | | | | | | Overall |
|------------------------------|---|----------------------------|-------------|-----------------------------|------------------------------------------|--------------|----------|---------|
| | | Helping Behavior /Altruism | Sponsorship | Loyalty /General Compliance | Individual Initiative /Conscientiousness | Civic Virtue | Courtesy | |
| Recruitment and Selection | r | -.031 | .158 | .179* | .249 | .096 | .081 | .225 |
| | p | .71 | .055 | .03 | .002 | .246 | .331 | .006 |
| Realistic Job Preview | r | -.076 | -.174 | .428 | .503 | .510 | -.094 | .317 |
| | p | .362 | .035 | .000 | .000 | .000 | .256 | .000 |
| Corporate Image | r | .190* | .054 | -.228 | .013 | .314 | .323 | .254 |
| | p | .021 | .519 | .006 | .878 | .000 | .000 | .002 |
| Organizational | r | -0.157 | -.145 | .101 | .614 | .458 | -.158 | .153 |

| Employee Retention Practices | OCB Dimensions | | | | | | | |
|------------------------------|----------------------------|-------------|-----------------------------|------------------------------------------|--------------|----------|---------|------|
| | Helping Behavior /Altruism | Sponsorship | Loyalty /General Compliance | Individual Initiative /Conscientiousness | Civic Virtue | Courtesy | Overall | |
| Culture | p | .057 | 0.079 | .221 | .000 | .000 | .056 | .065 |
| Leadership Style | r | .214 | .397 | -.241 | .319 | .259 | .393 | .453 |
| | p | .009 | .000 | .003 | .000 | .002 | .000 | .000 |
| Employee Relations | r | .114 | .149 | -.259 | .316 | .181 | .142 | .199 |
| | p | .17 | .072 | .002 | .000 | .029 | .086 | .016 |
| Communication | r | .075 | .348 | -.084 | .304 | .173 | .127 | .286 |
| | p | .365 | .000 | .315 | .000 | .036 | .124 | .000 |
| Reward and Recognition | r | -.125 | .362 | .006 | .497 | .365 | -.089 | .240 |
| | p | .132 | .000 | .94 | .000 | .000 | .283 | .003 |
| Training and Development | r | .198* | .444 | .262 | .267 | .239 | .175 | .527 |
| | p | .016 | .000 | .001 | .001 | .004 | .035 | .000 |
| Work Life Balance | r | .186* | .07 | .428 | .336 | -.234 | .079 | .327 |
| | p | .024 | .4 | .000 | .000 | .004 | .344 | .000 |
| Geographical Location | r | .094 | .247 | -.007 | .043 | .062 | .471 | .345 |
| | p | .259 | .003 | .938 | .609 | .455 | .000 | .000 |
| Overall | r | .102 | .291 | .028 | .527 | .380 | .242 | .495 |
| | p | .218 | .000 | .74 | .000 | .000 | .003 | .000 |

Where: r = Correlation Coefficient and
 p = Significance level

Results from table 4.6 above show there was a significant correlation between overall employee retention practices and overall OCB dimensions, $r = .495$, $n = 142$, $p < .01$, two tails. Attractive employee retention practices were associated with good organizational citizenship behavior.

4.6.1 Summary of Pearson Correlation

Table 4.7: Relationship between Employee Retention Practices and OCB Dimensions

| | | Employee Retention Practices | OCB Dimensions |
|------------------------------|---------------------|------------------------------|----------------|
| Employee Retention Practices | Pearson Correlation | 1 | .495 |
| | Sig. (2-tailed) | | .000 |
| | N | 142 | 142 |
| OCB Dimensions | Pearson Correlation | .495 | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 142 | 142 |

Correlation analysis results between employee retention practices and OCB dimensions are shown in table 4.6 and summary in table 4.7 above. The two tables showed clearly that there was a strong and positive correlation between overall employee retention practices and OCB dimensions ($r = .495$, $p < .01$). This is an indication that attractive retention practices are associated with OCB dimensions and by large contributes to employee retention. Better employee retention practices and OCB dimension strategies and policies positively influence retention of employees.

There was a strong and positive correlation between realistic job preview and conscientiousness ($r = .503, p < .01$), indication that job preview and conscientiousness has strong influence on employee retention at D.T.Dobie. Organizational culture and conscientiousness ($r = .614, p < 0.01$) indication that organization culture and conscientiousness has strong positive impact on retention. Leadership and sportsmanship ($r = .397, p < .01$), indicated significant impact on employee retention. Employee relations and conscientiousness ($r = .316, p < 0.01$), equally indicated positive influence on employee retention. Communication and conscientiousness ($r = .304, p < .01$), significantly influence employee retention. Reward and recognition and conscientiousness ($r = .497, p < .01$), has positive relation to retention of employees at D.T.Dobie. Training and development and sportsmanship ($r = .444, p < .01$), indicated strong positive influence on employee retention. Work life balance and loyalty ($r = .428, p < .01$), an indication of great influence on employee retention. Geographical location and courtesy ($r = .471, p < .01$) also indicated strong positive influence on employee retention at D.T.Dobie. In summary the results of the study confirmed that employee retention practices in relation to OCB dimensions influences employee retention at D.T.Dobie.

4.7 Discussion of Results

This section discusses the results in line with the objective of the study. The study set out to assess the relationship between employee retention practices and OCB dimensions at D.T.Dobie. The research problem was to determine the clear relationship between retention practices and OCB dimensions and examine how such relationship can influence the retention of employees and mitigate the consequences of voluntary exits in organizations today. The results of the study indicated significant relationship between employee retention practices and OCB at D.T.Dobie. Thus, when employee retention practices are considered positive, OCB dimensions is high. The result of this research is confirming Allen and Smith (1987); Meyer and Allen (1991) and Chen et al. (1998) who found that commitment and retention correlated positively with self-reported measures of OCB and Organ (1988), who found that high levels of OCB lead to high levels of satisfaction and commitment hence retention. The theoretical foundation of the study was guided by Herzberg's theory of motivation (Armstrong, 2007) and the Social Exchange Theory (Hopkins, 2002). The study confirmed that there is significant correlation between employee retention practices and OCB at D.T.Dobie.

The objective of the study was to establish the relationship between employee retention practices and OCB at D.T.Dobie. The findings showed that, out of the eleven statements on employee retention practices, majority respondents scored overall moderate ratings of 63.7%. On six OCB dimensions majority scored moderate rating of 66.7% making it almost a similar perception on both variables. This implied that there was no consensus on most employee retention practices and OCB dimensions. This means that employee retention practices and OCB are moderately practiced at D.T.Dobie. The survey did not find any relationship between the demographic profile of the respondents and retention. The gender of the respondents also did not show any relationship with retention as much as there is skewed gender disparity at D.T.Dobie with more males than females. The position/ grade of the respondents did not provide any link with retention as well. Most respondents were unionized staff category which is consistent with expectations for generation Y employees at D.T.Dobie. Most respondents have worked for the organization for less than 10 years. Majority of the respondents were aged between 40 to 49 years.

On specific measurements of the study, the first statement was to examine the level of recruitment and selection as a practice to enhance retention in relation to OCB and we found that it did not significantly predict correlation with OCB. This finding is contradictory with Herzberg (1959) two factor theory which identified recruitment and selection as hygiene factor that motivates and leads to satisfaction and hence retention. Specifically the study found that competitive recruitment did not motivate employees to stay at D.T.Dobie.

The study on realistic job preview (RJP) was found to moderately influence retention at D.T.Dobie. The study proposed that RJP's have positive effect on employee retention at D.T.Dobie. This confirmed Allen's (2010) study that RJP's shape employees' perceptions in the organization and that, such perceptions of the organization promotes higher levels of employee commitment, performance and retention. This means that indeed RJP contributes to employee retention. Specifically open job details are most significant and such would help draw more people to the organization. On the other hand lack of full information disclosure about the job was found to lead to non retention of employees'. This confirms Steer (1996) study that lack of well managed RJP leads to early exits. The correlation of RJP's and OCB was significant at D.T.Dobie.

Study on corporate image proposed that a good corporate image influences employees' retention. This confirmed the study by Bitner (1990) who found that the overall impressions of the organization is what attracts the best employees to an organization and gives them satisfaction and loyalty hence retention is achieved. The relationship between organizational culture and OCB was significant according to the analysis results. The correlation coefficient values indicate that organizational culture has moderate positive relationships with OCB conscientiousness dimension. Thus, when organizational culture is positive, OCB is high hence retention. This finding is confirmed by Atwood (2007) who found that strong organizational culture is not only critical for engaging, attracting and retaining senior executives but all other staff as well.

Study on leadership styles indicated significant relationship between leadership style and OCB courtesy dimension at D.T.Dobie. This is confirmed by Tajeda et al (2001) who agreed that there is considerable evidence that transformational leadership is effective and has been positively related to performance, employee satisfaction and retention. When leaders involve employees, advice on work methodology and help employees grow on job such will directly motivate them not only to get the job done but retain them as well. Based on the result of the previous studies and result outcomes of this study, we may confirm that the negative relationship between leadership style and OCB at D.T.Dobie was convincing.

The survey results indicated strong relationship between reward and recognition practices and OCB at D.T.Dobie. Most respondents indicated dissatisfaction with reward practices at D.T.Dobie. In particular most respondents are not satisfied with the recognition practice for work well done, they were not in agreement with their pay and how pay is determined indicating that pay was not equitable, and majority also expressed dissatisfaction with lack of pay policy. In summary it can be concluded that staff at D.T.Dobie are dissatisfied with the reward and recognition practices at D.T.Dobie.

Work life balance predicted significant relationship with OCB. It confirmed a significant correlation with OCB. This confirms Cooper (2008) study that emerging initiatives of work life balance provide greater flexibility in leave arrangements to suit employees' performance, attraction and retention. The study therefore concluded that work life balance relates significantly with OCB at D.T.Dobie. It also meant that D.T.Dobie has some moderate criteria for work life balance.

Study on effective communications proposed that communication had an influence on employee retention. This is in line with Armstrong (2007) who contend that effective communication is maintaining an open channel of communication that make an organization be aware of problems quickly, and have a quick resolution of conflicts, disharmony, performance or skills issues. Analysis on the descriptive statistics showed that communication had moderate score under the measurement subscales. The analysis implied that communication had a positive moderate relationship with OCB. This supports Podsakoff & Mackenzie (1997) who revealed that OCB dimensions like conscientiousness and sportsmanship improve organizational capacity through proper communication and such has a direct and casual relationship with employee's needs and motivation to stay on. The study found that communication correlated moderately with OCB at D.T.dobie.

Results on Training and development revealed a moderate score at D.T.Dobie. This implied that the company provides training and development moderately. This contradicts Deckop et al. (2006) who contend that continuous implementation of training fosters commitment and that it reduces employees' numerous direct and indirect costs associated with turnover. Although retention strategy can be tied to all other company human resource practices, continuous training can never be underestimated. This is in line with Scholl (2003) who asserts that training and career development are key factors in attraction and retention. The analysis showed the correlation coefficient between training and OCB was significantly strong and had the highest value in the study. In conclusion, based on the findings and results of previous studies, it was confirmed that training and development was being practiced moderately at D.T.Dobie.

Study on geographical location proposed that geographical transfers influence employee retention at D.T.Dobie. This is in line with Haslam et al (2005) who contend that the challenge of attracting and retaining populations in remote location/upcountry has intensified over the last couple of decades with the shift towards a market-led allocation of resources and government policies that have encouraged rationalization and devolution of services to remote regions. Stehlik (2006) found that attracting and retaining skilled and professional staff in remote locations has continually declined. The coefficient correlation analysis showed that geographical location significantly influences positively employee retention practices and OCB at D.T.Dobie. This confirmed the moderate perspective of this measure at D.T.Dobie .

Study on employee relations proposed that employee relations in relationship with OCB have a positive and significant effect on employee retention at D.T.Dobie. Ulrich (2007) states that having strong employer and employee relations reaps a lot of benefits for organizations as it creates a pleasant working atmosphere, increases employee motivation and improves employee morale. The results of this study revealed that there is insignificant relationship between employee relations and OCB at D.T.Dobie. This contradicts Podsakoff (2000) who contend that a happy workforce is a productive workforce and creating a sound and efficient work environment with good management and a strong employer- employee relation can be the vital key to exits or retention. This confirms that staffs at D.T.Dobie are not satisfied with the employee relations practice.

In conclusion, based on the analysis of the results of this survey, the relationship between employee retention practices and OCB is significant. All the parameters in the analysis measuring employee retention practices indicated a strong relationship with OCB dimensions. Thus, when employee retention practices are high, OCB is high. The results of this research have been proven by Meyer and Allen (1991) in their study in which they found that OCB has a strong positive relationship on employee retention. The correlation coefficient value in this study indicated that organizational employee retention practices and OCB have positive relationship with employee retention at D.T.Dobie. The relationship between retention and OCB has been demonstrated by many other studies (Wagner & Rush, 2000) confirmed that employees who have high level commitment to their organization are more focused on their work than employees reporting lower levels. Story (2007) confirmed that HR retention practices are the means through which employee perceptions, attitudes and behaviors are shaped. Morrison (1996) concluded that because HR retention practices set the tone and conditions of employee/ employer relationship, then organizations should foster OCBs through human resource management.

V. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to examine the relationship between employee retention practices and OCB at D.T.Dobie. This chapter provides a summary of the major findings of the study, discussions on theory and practice, implications, recommendations and

conclusions. It also highlights the limitations of the study and outlines proposed areas of future research. The objective of this study was to establish the relationship between employee retention practices and OCB at D.T.Dobie.

5.2 Summary of Findings

The study established that majority of D.T.dobie staff are unionized employees and hence feel more protected by the union body. Majority of the respondents were male employees. This is in line with the gender distribution of the study which showed that more males were in employment than females. While the research did not focus precisely on gender equity, the findings reflect that the sample is biased towards males as they constituted a higher percentage of the respondents. Most of the 142 staff had been in same position all through and have worked for less than 10 years. A small number of staff has worked for more than 21 years. Majority of the respondents were aged 40 years and above. This analysis implied that there was a disagreement on growth and upward mobility of employees at D.T.Dobie. The majority of the employees had been in this company for less than 10 years. The implication of this is that there is a sense of labour instability in D.T.Dobie. Most of the staffs have Diploma qualifications and this is in line with the requirements for employment as a workshop mechanic.

The results indicated a general dissatisfaction with reward management practices by employees at D.T.Dobie. Similarly, the results also indicated dissatisfaction with training and development practice. The results general indicated dissatisfaction with the leadership styles practice at D.T.Dobie. Most of employees at D.T.Dobie did not necessarily agree or disagree with the realistic job preview (RJP) practice. Most respondents were satisfied with recruitment and selection practice at D.T.Dobie and were similarly satisfied with the corporate image of the company. The results however indicate a neutral response on organizational culture at D.T.Dobie. Most of the employees neither agreed nor disagreed with employee relations practices at D.T.Dobie. Similar response was indicated with communication practice at D.T.Dobie with majority neither agreeing nor disagreeing. The study established that most respondents were slightly satisfied with the work life balance practice at D.T.Dobie.

The study also established that most employees neither agreed nor disagreed with geographical location/transfers practice at D.T.Dobie. The study on OCB established most respondents slightly agreed with helping behaviour/altruism dimension at D.T.Dobie. The study revealed a neutral response with sportsmanship dimension and a similar neutral result with loyalty /compliance dimension at D.T.Dobie. The study also indicated neutral results on conscientiousness dimension and similar neutral results on civic virtue dimension at D.T.Dobie. However results indicated slight satisfaction on courtesy dimension at D.T.Dobie. The study confirmed employee retention practices jointly with OCB had a greater effect on employee retention than any one individual variable. The correlation coefficient was statistically significant hence the objective of the study was supported.

5.3 Conclusions

The results of this study enabled a better understanding of the relationship between employee retention and OCB at D.T.Dobie. Based on the findings, the eleven factors of measurement for employee retention practices and six OCB dimension used in the research, showed that there was a significant relationship between employee retention practices and OCB dimensions at D.T.Dobie.

The results of this study may be useful to D.T.Dobie and other organizations in the effort to retain employee and reduce labour turn over. A deliberate effort is needed by organizations with the intention of improving employees' job satisfaction in the workplace and also to help ensure a more stable workforce. It is hence important to monitor and evaluate employee retention practices and OCB dimensions to make them more attractive and appealing to the staff in order to spur retention.

It is important for management to develop an employee retention practice and OCB dimension policy that is inclusive and flexible to the contemporary employees. Based on the findings of the study, we may confirm and conclude that general employees' dissatisfaction with employee retention practices and OCB is a major contributory factor to employee exits and non retention at D.T.Dobie.

5.4 Recommendations

The study recommends that in order to enhance employees retention, D.T.Dobie should formulate clear policies on retention practices and OCB dimensions. The company should carry out an independent survey to come up with the micro retention practices and relevant OCB dimensions that will enable them retain the voluntary leavers. Change of attitude and leadership styles predominant in the findings exposed the company as a bad employer and such need to be changed to improve further the corporate image of D.T.Dobie. Employee perceptual processes as we have seen influences their decision making principles and D.T.Dobie need to redefine her organization culture to induce loyalty, favourable employee relations and hence retention.

The study also recommends that, employee retention practices and OCB are no longer stand alone activities but should be linked together in a wider perspective to motivate different individuals who may not find fulfillment in one variable. The combination of retention practices and OCB should be seen as a contemporary issue to D.T.Dobie in order to spur retention, especially the generation Y staff who is hyper in their demands for transparency in the recruitment process, realistic job preview, corporate image, leadership styles, communication and media, higher rewards, work life balance and OCB dimensions for them to stay in an organization longer.

5.5 Limitations of the Study

This study provided a great insight into the relationship between employee retention practices and OCB at D.T.Dobie but it had some limitations. Firstly, the selection of the study variables that comprise employee retention practices and OCB dimensions were not exhaustive. Only eleven employee retention practices and six OCB dimensions were used in this study to link and explain

employee retention. There may be other employee related factors and the use of such limited factors may have not provided a complete image of the relationship between employee retention practices and OCB dimensions. Secondly, the scope of the study included only one private organization and left out the public organizations. This means that the results may not be generalized for all employees in both public and private organizations. Finally, the results of this study were collected using a single key-informant approach which limits the ability to access broad based information. Although the choices of each question were adopted from previous studies, all possible alternatives might not have been considered. The findings of a survey based on other sources of information could have provided additional insights.

5.6 Recommendation for Further Research.

This study investigated the perceived relationship between employee retention practices and OCB at D.T.Dobie. The findings of this study added to the existing empirical evidence that employee retention practices and OCB dimensions influence the retention of employees in organizations. The inclusion of additional factors not covered in this study could bring more insights into the relationship between employee retention practices and OCB because the factors used were not exhaustive. Future research could also consider a similar research in public institutions and hence add knowledge of the quality of employee retention practices and OCB in the public sector. Such would lead to researchers being able to compare private and public organizations and establish if there is significance difference or similarities in these institutions in terms of the variables and relationships in this study. The replication of this study in other contexts such as other public institutions, private sector and non-government organization can also give a more detailed view of the nature of the relationships identified in the study. We therefore recommend that similar research should be done in the public sector and the NGOs as well to compare the similarities of findings so that an affirmative policy may be developed around the relationship between employee retention practices and OCB in organizations.

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APPENDIX 1: QUESTIONNAIRES.

My name is Paul Olendo. I am finalizing my MSC course in HRM at the University of Nairobi. I am conducting a research on perceived relationship between employee retention practices and organization citizenship behaviour at D.T.Dobie Company. The research will be used strictly for academic purposes and as a requirement for the partial fulfillment of the post graduate degree course.

Please be advised that your responses will be treated with confidentiality for the purposes of this study. It will take you just 30 minutes to feel to fill it up. Please tick your options as necessary and be honest. Remember you need not add your name or initials. To be collected by 4.00pm.

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your gender? Male () female ()
2. What is your job category (please tick one)
 - a) Executive staff ()
 - b) Senior Manager ()
 - c) Junior manager/Supervisor ()
 - d) Administration staff ()
 - e) Unionized staff ()
3. Please tick your age bracket;

20 - 29 (), 30 - 39 (), 40 – 49 (), 50 and above ()
4. How long have you worked here?

1 - 10 years (), 11 – 20 years (), 21 – 30 years (), Over 31 years ()
5. Please tick your highest level of education.

O – Level (), Certificate (), Diploma (), First Degree (), Masters Degree (), PhD ()

SECTION B: EMPLOYEE RETENTION PRACTICES

Please kindly indicate your level of agreement with the following practices at D.T.Dobie Company. Use the scale for all questions:

5= Strongly Agree; 4= Agree; 3= Neutral; 2 = Disagree; 1= Strongly Disagree.

| No | Practices | Rating | | | | |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Recruitment and Selection | | | | | | |
| 1 | Do you feel you were competitively recruited? | | | | | |
| 2 | Were your job responsibilities clearly explained to you? | | | | | |
| 3 | Are you satisfied with your position and role at D.T.Dobie? | | | | | |
| Realistic Job Preview | | | | | | |
| 1 | Do you feel the position’s responsibilities and requirements and expectations were effectively communicated to you? | | | | | |
| 2 | Based on your experience, would you refer someone for a position with D.T.Dobie company? | | | | | |
| 3 | Do you feel there was some information had you known earlier about your job you could have considered not taking up the job? | | | | | |
| Corporate Image | | | | | | |
| 1 | Are you proud to tell others that you are part of this organization | | | | | |
| 2 | Do you believe that there is a superior brand that makes D.T.Dobie popular? | | | | | |
| 3 | Do you think the company attracts more people who would wish to work for it? | | | | | |
| Organizational Culture | | | | | | |
| 1 | Do you believe you can influence your work place through your ideas and participation? | | | | | |
| 2 | Do individuals and teams have clear defined goals that relate to the objectives and mission of the organization? | | | | | |
| 3 | Do people in this organization believe in working together collaboratively, preferring corporation over completion? | | | | | |

| No | Practices | 1 | 2 | 3 | 4 | 5 |
|-------------------------|------------------------------------------------------------------------|---|---|---|---|---|
| Leadership Style | | | | | | |
| 1 | Does your boss ask for team ideas and input and have decisions made by | | | | | |

| | | | | | | |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| | team consensus? | | | | | |
| 2 | Does your supervisor tell you what to do, how to do it and when to have it completed? | | | | | |
| 3 | Does your leader use his powers to help you grow both on the job and mentally? | | | | | |
| No | | | | | | |
| | Employee Relations | 1 | 2 | 3 | 4 | 5 |
| 1 | If you had the opportunity to get a similar job with another company, would you stay with this company? | | | | | |
| 2 | Do you feel your supervisor provides you with feedback, guidance and encourages you to develop? | | | | | |
| 3 | Do you feel you work with people who are pleasant and co-operative enough? | | | | | |
| No | | | | | | |
| | Communication | 1 | 2 | 3 | 4 | 5 |
| 1 | Do you have access to timely information about what is happening in the organization? | | | | | |
| 2 | Is positive and productive feedback clearly given to you to help you improve/achieve success in your work? | | | | | |
| 3 | Do you agree that lack of effective communication frustrates your efforts to perform well? | | | | | |
| No | | | | | | |
| | Reward and Recognition | 1 | 2 | 3 | 4 | 5 |
| 1 | Do you get recognition and praise for a work well done? | | | | | |
| 2 | Are you satisfied with your pay and how it is determined? | | | | | |
| 3 | Do you feel satisfied that the rewards you earn are as a result of your pay negotiations? | | | | | |
| No | | | | | | |
| | Training and Development | 1 | 2 | 3 | 4 | 5 |
| 1 | Do you feel you have opportunities for career growth through training and development and upward mobility at D.T.Dobie? | | | | | |
| 2 | Is it agreeable that all employees have attended any company sponsored training for the last one year of service in this company? | | | | | |
| 3 | Do you feel training is given to a few employees only most of the times? | | | | | |
| No | | | | | | |
| | Work Life Balance | 1 | 2 | 3 | 4 | 5 |
| 1 | Are you satisfied with the working hours of the organization? | | | | | |
| 2 | Does after working hours get you enough time for your family? | | | | | |
| 3 | Do feel that you often need some time off to attend to personal /domestic matters? | | | | | |
| No | | | | | | |
| | Geographical Location | 1 | 2 | 3 | 4 | 5 |
| 1 | If you were to be transferred to a smaller town office, would you prefer to be transferred to a location that is not your home area? | | | | | |
| 2 | If a vacancy for promotion occurs in an office in the remote geographical location, would you easily take it up? | | | | | |
| 3 | Do you agree that in the event of a transfer, you would consider other factors other than the salary? | | | | | |

SECTION C: OCB DIMENSIONS

Kindly indicate your level of agreement with the following practices at D.T.Dobie Company. Use the scale:

5= Strongly Agree; 4= Agree; 3= Neutral; 2 = Disagree; 1= Strongly Disagree.

| No | Practices | Rating | | | | |
|----|-----------------------------------|--------|---|---|---|---|
| | Helping Behaviour/altruism | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 1 | Do you feel compelled to help your colleagues accomplish their tasks? | | | | | |
| 2 | Do you feel satisfied when you assist your workmates go through a problem whether personal or work related? | | | | | |
| 3 | Would you assist your colleagues finish up work they are given past working hours? | | | | | |
| No | | | | | | |
| | Sportsmanship | 1 | 2 | 3 | 4 | 5 |
| 1 | Do you agree that you can tolerate a decision that no more bonuses are given in spite for it being routine? | | | | | |
| 2 | Is it agreeable that you would complain bitterly if your team members were rewarded and you left out? | | | | | |
| 3 | Do you agree that you would go to deliver goods on a Sunday without pay to a customer who can't wait for Monday because he/she must fly out same Sunday evening with the goods? | | | | | |
| No | | | | | | |
| | Loyalty/general compliance | 1 | 2 | 3 | 4 | 5 |
| 1 | Do you sometimes voluntarily fail to report to work for no good reason at all? | | | | | |
| 2 | Do you feel comfortable to walk around outside the company in a company branded out fit or clothing? | | | | | |
| 3 | Do you agree that if you are given chance to continue working in this company till retirement, you would quickly take up the chance? | | | | | |
| No | | | | | | |
| | Individual Initiative/conscientiousness | 1 | 2 | 3 | 4 | 5 |
| 1 | Would you do a duty that is not within your job description when called to so? | | | | | |
| 2 | Do you agree that when in a senior position would you punish an employee simply because your boss has asked you to do so? | | | | | |
| 3 | Is it agreeable that before you assist your colleague in work related or personal issues you put in a lot of considerations? | | | | | |
| No | | | | | | |
| | Civic Virtue | 1 | 2 | 3 | 4 | 5 |
| 1 | Do you agree that sometimes you deliberately miss company functions like general meetings for no reason? | | | | | |
| 2 | Would you defend the current company policies and regulations as the most fair? | | | | | |
| 3 | Do you agree that you are always aware of the future plans, undertakings or even planned changes? | | | | | |
| No | | | | | | |
| | Courtesy | 1 | 2 | 3 | 4 | 5 |
| 1 | Do you feel enthused to train a newly recruited /transferred staff in your department? | | | | | |
| 2 | Would you serve your immediate workmate a cup of tea when you are serving yourself at urn? | | | | | |
| 3 | Would agree to carry extra copies of the meeting minutes when they did not attend? | | | | | |

Thank you so much for your corporation and time.