EMPLOYEE RETENTION STRATEGIES, CAREER DEVELOPMENT PRACTICES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN ENVIRONMENTAL AGENCIES WITHIN NORTH RIFT REGION, KENYA

BY

JUDITH CHEPKEMOI

A THESIS SUBMITTED TO THE SCHOOL OF BUSINESS AND ECONOMICS, DEPARTMENT OF MANAGEMENT SCIENCE AND ENTREPRENEURSHIP IN PARTIAL FULFILLMENT FOR THE REQUIREMENTS OF THE AWARD OF DOCTOR OF PHILOSOPHY DEGREE IN HUMAN RESOURCE MANAGEMENT OF

MOI UNIVERSITY

2021

DECLARATION

Declaration by the Candidate

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Judith Chepkemoi   Date

SHRD/PH.DH/04/16

Declaration by the Supervisors

This thesis has been submitted for examination with our approval as the University supervisors.

………………………………   ………………………………….

Dr. David Mwangi Kungu   Date
School of Public Health
Moi University

………………………………   ………………………………….

Dr. Razia Mbaraka   Date
School of Business and Economics
Moi University

DEDICATION

I dedicate this PhD thesis to my children Emmanuel and Tasha. I also dedicate it to my parents Mr. and Mrs. Daniel Sang, Auntie Mary Rob and my Husband Mr. George for their continuous encouragement and support throughout the study.

ACKNOWLEDGEMENT

ABSTRACT

Organizational citizenship behaviour (OCB) is the ability of employees to go an extra mile and perform roles outside their job description. OCB has been established as a major determinant of employee retention both in public and private sector. Despite this, Environmental Agencies suffer low employee satisfaction compromising on their OCB which calls for the adoption of appropriate employee retention strategies. However, there is empirical evidence that not all retention strategies have been exhaustively investigated on its association with organizational citizenship behaviour. Similarly, there is inadequate knowledge on career development practices as the potential moderator. Thus, the need to interrogate the link on these variables. This study therefore examined the moderating role of career development practices on the relationship between employee retention strategies and organizational citizenship behaviour. The specific objectives were to determine the effect of open communication, employee involvement, leadership and work life balance on organization citizenship behaviour. The study was anchored on the Social exchange theory, Job embeddedness theory and Social cognitive theory. The study employed explanatory research design and pragmatism philosophy. The target population comprised of 935 employees drawn from the three Environmental Agencies within North Rift Region. Stratified sampling, purposive and simple random sampling techniques were used to select the respondents. Krejcie and Morgan (1970) table was used to calculate the sample size of 274 respondents which was proportionally allocated to the organizations using Neyman Allocation formular. The primary data was collected using closed ended questionnaires and structured interview schedule. Data was analyzed quantitatively using descriptive statistics (frequencies, percentages, means, standard deviation) and inferential statistics (Regression, Correlation and ANOVA) while qualitative data was analyzed thematically. The hypotheses were tested using multiple regression model and hierarchical regression for moderation. The regression results indicated that open communication (β=.374, p= 0.00<0.05), employee involvement (β=.236, p= 0.00<0.05), leadership (β=.234, p= 0.00<0.05), while work life balance (β=.129, p= 0.00<0.05). This infers that there was a significant and positive effect of open communication, employee involvement, leadership and work life balance on OCB. The study further established that career development practices significantly and positively moderates the relationships between open communication and OCB (β=.59, p<0.05), employee involvement and OCB (β=.60, p<0.05), Leadership and OCB (β=.86, p<0.05) and work Life balance and OCB (β=.50, p<0.05). The study concludes that open communication, employee involvement, leadership and work life balance have a significant and positive effect on OCB which is crucial in the development of both public and private sector organizations and for OCB to thrive, the management should be encouraged to put more emphasis on career development practices. The study recommends that organizations should understand and develop a holistic approach of implementing career development practices and overall employee retention strategies which include open communication, employee involvement, leadership and work life balance and which focus on changing the demands of employees for sustained OCB. The study findings supported social exchange theory that organizations with career development practices will have stronger retention strategies enhancing OCB.

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OPERATIONAL DEFINITION OF TERMS

Altruism: This is the ability of a worker to willingly assist new or the less skilled employees (Noe, Hollenbeck, Gerhart & Wright, 2017).

Career development: This is a range of approaches used by managers to identify employees' areas of interest in terms of their careers (Barlett, 2012).

Civic Virtue: This refers to worker's willingness to participate and be engaged in company meetings, debate on policies and keeping in mind company's best interest.

Communication: This is the process of transmitting information from one person to another with an aim of achieving a common understanding (Keyton, 2011).

Conscientiousness: This refers to the ability of a worker going beyond the minimum role demands, abiding by the regulations, rules and procedures of the organization (Ahmad, 2011).

Courtesy: This refers to the ability to prevent problems which may arise from work relationship (Podsakoff, *et al.*, 2000).

Employee Involvement: This involves devising work processes and structures that allow workers to give their contribution on decisions affecting their own work (Heckscher, 2018)

Leadership: This refers to the ability of a manager to persuade his or her followers to willingly do well what must be done (Andriani, Kesumawati & Kristiawan, 2018).

Organizational Citizenship Behaviour: A set of discretionary workplace codes and conducts of the employee that exceeds one's basic job requirements (Gupta, Agarwal & Khatri, 2016).

Retention: This is a process of coming up with an enabling environment with proper policies which accommodates all employees and encourage them to remain employed by addressing their diverse needs (Robert & Mark, 2011).

Sportsmanship: This is the ability of an employee to stand some situation and have a positive attitude with no complains (Podsakoff *et al.*, 2009).

Succession planning: It refers to a process of ensuring that there is continuous development of human resources to enable smooth replacement of key positions when they remain vacant and also avoid performance interference (Craig, 2015).

Work life balance: It is the ability of an organization to prioritize between professional and personal life of an employee (Singh , 2014).

ABBREVIATIONS

ANOVA	Analysis of Variance
CFA	Community Forest Association
EA	Environmental Agencies
ECB	Employee Citizenship Behaviour
EMCA	Environmental Management and Co-ordination Act
ENCOM	Enforcement and Compliance
KFS	Kenyan Forest Service
KWS	Kenya Wildlife Service
MENR	Ministry of Environment and Natural Resources
NEMA	National Environment Management Authority
OCB	Organizational Citizenship Behaviour
OCBI	Organizational Citizenship Behaviour For Individual
OCBO	Organizational Citizenship Behaviour For Organization
SD	Standard Deviation
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Programme
UNEP	United Nations Environment programme
VIF	Variation Inflation Factor

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Overview

This chapter describes the general introduction to the study, which includes background of the study, statement of the problem, research objectives, research hypotheses, significance and the scope of study. This gives a general overview of the study expectations and the general direction the study intends to take.

1.1 Background of the Study

Globally, organizations increase their employees' citizenship behaviour to enhance retention. In this regard, OCB remains an international phenomenon considered as one of the biggest obstacles for organizations in achieving their strategic plans and gaining competitive advantages (Saoula, Johari & Fareed, 2018). This gives credence to the adoption of retention strategies owing to their dyadic relationship with OCB. Allen, Evans and White (2011) underscores that there is a positive linkage between OCB and Employee Retention practices in organizations. This justifies the use of retention strategies to make employees rise beyond their given responsibilities and authorities thus OCB. This is because organizational success can only be achieved when employees perform more than mere completion of the required job task (Emami, Alizadeh, Nazari & Darvishi, 2012).

According to Agarwal (2016) Katz (1964) invented the term "in role behaviour" which was formally rewarded by organizational reward system and "extra role behaviour" which was not rewarded by official reward system but was enhanced to organizational effectiveness. The term Organizational Citizenship Behaviour (OCB) was first coined by Bateman and Organ (1983) and put forth as a sketch of informal

behaviour similar to Bernard 1938 (Majeed, Ramayah, Mustamil, Nazri & Jamshed, 2017). Therefore organizational citizenship behaviour is an employee discretionary behaviour not formally induced by any form of reward but in support of the social, psychological functioning and effectiveness of an organization.

A number of taxonomies regarding the dimensions of organizational citizenship behaviour have been proposed in literature. Organ (1988) cited in Savitha and Sathyapriya (2013) came up with a five-factor model of OCB including courtesy (respectful and polite behaviours that avoid problems for others), altruism (helping either colleagues), civic virtue (taking more responsibilities and involving yourself in the professional life of the company), sportsmanship (tolerating inconveniences and impositions) and conscientiousness (compliance with organizational policies and procedures),

Moon, Van Dyne and Wrobel (2005) proposed that all forms of OCB could be categorized into two major axes; interpersonal/organizational which are behaviours that are directed mainly at individuals in an organization. For example, Williams and Anderson, (1991) opine that altruism and courtesy are mainly viewed to benefit colleagues and clients while protective and promotive behaviours are more concerned with helping the organization as a whole, conscientiousness, civic virtue, and sportsmanship behaviours contribute to broader organizational objectives (Chang & Chang, 2010). Indeed the idea of OCB involves discretionary efforts of the employees doing more and performing extra duties for the benefit of an organization without expecting any form of rewards. In this regard these forms of behaviors are not invoked by formal job responsibilities but employees do them at their own volition.

Organizational citizenship behaviour does not involve any contract signed between the employer and the employee, but it is deemed desirable because this behaviour enables transformation of resources, creativity and adaptability which improves organizational effectiveness (DeCenzo, Robbins & Verhulst, 2016). As such, the construct of OCB is characterized as an individual attribute of the employee (Li, Liang, & Crant, 2010). Past studies have shown a negative effect on organizational effectiveness as a result of an increase in employee turnover. Subsequently a myriad of recommendations encourage employers to improve on their retention strategies as they are crucial in making decisions to either quit or be retained in an organization and hence affect OCB. More importantly, the link between employees' retention and OCB remains vital (Millette & Gagne, 2008; Chun, Shin, Choi & Kim, 2013).

An understanding of the relationship between OCB and employees retention has received considerable attention over the last decades (Allen, Evans & White, 2011). Employees can contribute more effectively if the organization is able to prolong their stay since the more they stay in an organization the more they will be familiar with the organizational guidelines, policies and regulations (Oakman & Wells, 2016). Therefore there is evidence to affirm that employee retention may influence the organizational citizenship behaviour. This is corroborated by Tsai and Wu (2010) who indicated that there is a positive relationship between employee retention and OCB, while Friedman (2017) suggested that more retention might negatively affect OCB. Nonetheless, Podsakoff, Whiting, Podsakoff and Blume (2009) showed no effect of retention on OCB. However, the OCB as an outcome depends on the retention strategies used by an organization. These mixed findings necessitate the need for further interrogation on the link between OCB and employee retention. Due to these inconsistent relationship between a predictor and a criterion variable, Baron

and Kenny (1986) cited in Waheed (2016) suggested the introduction of the moderator.

Retention of skilled employees remains a primary concern for many organizations today in the face of the ever-increasing high rate of employee turnover (McKay, et al., 2017; Alansaari, Yusoff & Ismail, 2019). The trend at which employees leave the organization be it on request or on their own choice can cause disruptions in operations, performance and work team dynamics (Scranton, 2019). In a situation where the company has invested in training and developing its workforce, that investment is lost when they decide to quit for other companies (Boguslaw & Taghvai-Soroui, 2018; Giloth, 2019). Mostly, both private and public organizations, strive to retain their best employees to ensure customer satisfaction, satisfied staff, and retention of organizational performance in terms of increased sales, and reporting staff, effective succession planning (Bala, 2017).

Thus, choosing to retain most staff for a long time stems from the desire of the business organizations to reduce the costs of recruiting new staff, training them, considerably reducing time and resources committed to new staff to understand and adapt into the system (Mitchell, Holtom & Lee, 2016). Subsequently, employee retention ability today is more than ever becoming the main concern of almost all organizations (DiPietro & Bufquin, 2018). Therefore, continued search for more and better strategies aimed at stemming employees' attrition and achieving higher retention capacity will remain vital.

According to Das and Baruah, 2013; Epstein and Buhovac, 2014 efforts that promotes an environment, supports and encourages workers to remain employed should created through effective employee retention program. Some of the retention

strategies used by most companies globally includes but not limited to; hiring the right candidate, realistic job previews, commensurate remuneration, designing good job descriptions, performance appraisals and reward, training and development opportunities, effective communication, growth patterns, transparent promotion, favorable health plan schemes and incentives, transparent discipline procedures and transparent redundancy (Payne, 2015).

Several organizations have endeavored in devising enabling policies, regulations and practices which allow employees stay in the organization for a longer period of time. Some of these practices include reward and recognition, promotion and opportunity for growth compensation, work environment, Participation in decision-making, work-life balance, job security, leadership, training and open communication (Armstrong & Taylor, 2014; Kinnie, Hutchinson, Purcell, Rayton & Swart, 2015; Saks & Belcourt, 2016). Research conducted in several organizations in developed countries have established that aforementioned retention strategies enhances OCB (Gill, Fitzgerald, Bhutani, Mand & Sharma, 2010; Northouse, 2018). Yet an understanding of how these strategies enhances employee discretionary behaviour in many organizations in developing countries remains unclear (Njoroge & Yazdanifard, 2014). In this regard there is need for more studies at the local context focusing on the causal relationship between retention strategies and OCB.

The components of retention have a significant and positive consequence on OCB (Pascal, 2012; Olendo & Muindi, 2017). Therefore, it can be inferred that having the right retention strategies in place could send a positive signal to employees about the organization's concern about them, thus supporting and inculcating various retention strategies is essential for the attainment of discretionary behaviour. However, there

are several organizational factors, which can affect the relationship between employee retention strategies and OCB. This is justified by the fact that employees do not live in a vacuum and are therefore victims of organizational dynamics, which they perceive differently. However, retention strategies as HRM practices do not suffice for individuals to be involved OCB.

Therefore, it can be concluded that the interrelations of this variable with OCB have an indirect character (Kataria, Garg & Rastogi, 2012). In other words, HRM practices activate OCB only when the employees are good fit to organization. This calls for an all-round development of the employees in tune with the changes in the organizational environment for employee retention and organizational citizenship behaviour. This expounded by Rothwell, Jackson, Ressler, Jones and Brower (2015) who posits that successful career development gives an organization competitive advantage by attracting and retaining the best staff begetting OCB. They are part of the organization and every organization has career development aspect, which can impact on their employees' extra role behaviour.

Career and development opportunities also moderated the indirect relationship between openness to experience and intention to quit through perceived sacrifice commitment (Kraimer, Seibert, Wayne, Liden & Bravo, 2011). Alternatively, if the provisions of organizational professional development policy are not in line with employees' expectations, then the employees would be forced to neglect their work and only fulfill the duties that are formally within their job description (Okurame, 2012). This gives credence to the fact that the success or failure of retention strategies used is exclusively dependent upon the perception of employees regarding these strategies, which supplicates the importance of interrogating the role of contingent

factors on the relationship between employee retention strategies and organizational citizenship behaviour.

However, limited studies have been conducted in the Kenyan context focusing on career development practices moderating the relationship between retention strategies and OCB. Besides little is known on the role of career development on the relationships between employee retention strategies and organizational citizenship behaviour in Kenya Forest Service, North Rift Conservancy. Therefore, it was speculative how the presence or absence of career development affect the relationships between employee retention strategies and organizational citizenship behaviour. Based on the foregoing, this study looked at how career development practices moderates the relationships between employee retention strategies and Organizational citizenship behaviour of employees at Environmental Agencies, North Rift Region.

1.1.1 Environmental Agencies

1.1.1.1 Kenya Forest Service

Kenya Forest Service is a State Corporation with its Board of Management established by an Act of parliament in February 2007, through the enactment of Forest Act 2005 and succeeded the former Forest Department and now operated under the Forest Act of 2016. Its mandate is to enhance conservation and sustainably manage forests and allied resources for environmental stability and socio-economic development. The Kenya Forest Service management framework consists of 10 conservancies that are ecologically demarcated, 47 Ecosystem Areas, and 250 forest stations countrywide (KFS, 2017). To participate in proper forest management, forest adjacent communities have formed registered groups (Community Forests

Associations) and are currently working with Kenya Forest Service to sustainably manage and conserve the forest resources.

1.1.1.2 Kenya Wildlife Service

Kenya Wildlife Service is a Kenyan state corporation established in 1989 to conserve and manage Kenya's wildlife. It is established under the Wildlife Conservation and Management Act of Parliament Cap 376 with the mandate to conserve and manage wildlife in Kenya, and to enforce related policies, laws and regulations. Kenya wildlife service contributes 14 per cent to Kenya's Gross Domestic Product. By 1987 the Government of Kenya was greatly concerned over the future of the tourism industry and the rich natural heritage which for so long had been taken for granted, and mismanaged by the Wildlife Conservation and Management Department. The amendment of the Wildlife Conservation and Management Act in 1989 was to enable the new organization address the problems facing its predecessor as a department within the then Ministry Tourism and Wildlife.

One of the biggest challenges facing the Wildlife Body was increased poaching of the rare and endangered species of wildlife such as the elephants and the Rhinos. For instance the population of elephants was reduced from 100,000 to about 40,000 and that of Black Rhinos from 20,000 to about 3,000 between the late seventy's and eighty's. Many more species of wildlife were facing extinction as a result of the poaching menace. The high rate of poaching had raised issues on employee performance leading to the restructuring of the organization.

Kenya Wildlife Service was transformed to a state corporation effective from 1990 with initial funding from multi-lateral donors including the World Bank. In order to restructure its operations the first downsizing of staff was carried out in 1991 and the

second phase was done in 1997. The downsizing was meant to address a number of factors affecting employee performance. Some of the factors sighted by Cooper and Lybrand (1990) were; poor remuneration; lack of training program for wildlife managers; lack of tools and equipment; poor infrastructure and finally lack of political will to support conservation. The Kenya Wildlife Service strategic plan 2008- 2012 (Osano & Associates, 2008) identified additional factors needed to address performance issues, modernization of institutional capacity, strengthening of human capacity, multi-skilling and empowering staff, enabling technology and knowledge management, promoting and enriching the culture of urgency, teamwork and trust, aligning employee aspirations with corporate objectives and enhancing reward and performance management systems.

1.1.1.3 National Environment Management Authority

The National Environment Management Authority (NEMA) established under the Environmental Management and Co-ordination Act No. 8 of 1999 as the principal instrument of Government for the implementation of all policies relating to environment. The deteriorating state of Kenya's environment as well as increasing social and economic inequalities which negatively impacted on the environment called for the enactment of EMCA 1999.

The supreme objective underlying the enactment of EMCA 1999 was to bring harmony in the management of the country's environment. EMCA mandates the Authority to exercise general supervision and coordination over all matters relating to the environment and to be the principal instrument of the Government of Kenya in the implementation of all policies relating to the environment. The Authority has been in operation since 1st July 2002 and is a Semi-Autonomous Government Agency in the

Ministry of Environment and Forestry. The Authority works closely with lead agencies and development partners, the latter who include UNEP and UNDP. Since its establishment, NEMA has implemented three strategic plans and has been on performance contracting as required by the State Corporation (NEMA, 2020).

1.2 Statement of the Problem

Environmental agencies play a critical role in the national economy by contributing about 42% of the gross domestic product (GDP) ,70% of overall employment besides the realization of Vision 2030 through effective management of natural resources (environment.go.ke., 2016). In this regard, Environmental Agencies needs to enhance its institutional capacity by attracting and retaining effective and motivated workforce (MENR, 2009). This calls for adoption of retention strategies that may engender employee's satisfaction by warranting organizational citizenship behaviour. However, non-managers at Environmental Agencies suffer low satisfaction index with the work environment at 56.5% compromising on their OCB (Mwai, 2010). Low satisfaction levels within work environment suggest poor retention strategies and low OCB in Environmental Agencies. Organizational factors like weak implementation of performance management system, open communication, un-harmonized schemes of service, promotion and deployment, employee involvement, Low wages and salary, leadership, lack of gender equity and policy on mainstreaming, work life balance, poor implementations of training policy, job insecurity have been linked to poor retention of employees in Environmental Agencies (MENR, 2009). In order to realize an effective and efficient service delivery the Environmental Agencies therefore needs to interrogate the effect of their retention strategies on employee discretionary behavior.

Organizational Citizenship Behaviour (OCB) influences the psychology and supervision in any organization by making employees go beyond their formal duties and responsibilities to achieve the organization's goals (Wael, 2016). Therefore, creating this type of behaviour among the citizens of an organization remains quite essential. Thus, it is necessary for any organization to evaluate their retention strategies by assessing their working environment, motivation and satisfaction of their employees for maximal OCB. This is corroborated by past researches that have shown significant relationship between employee retention strategies and OCB in the effort of retaining staff in the past (Benjamin, 2012; Ulndag, Khan & Guden, 2011; Kashif, Khan & Rafi, 2011).

Paille (2012) examined the relationship between employee retention and organizational citizenship behaviour and found that the relationship between citizenship behaviour and intention to leave were significantly different. In addition, findings on studies done in western and non-western countries on OCB components and their categorization along company, task and individual characteristics have appeared unclear (Dierdorff, Rubin & Bachrach, 2012; Somech & Drach-Zahavy, 2013; Valeau & Paille, 2017). Olendo and Muindi, (2017) found a positive relationship between employee retention strategies and Organization Citizenship Behaviour in the Kenyan context. However there are limited studies in Kenyan context studying OCB as an outcome of employee retention strategies. Moreover, studies that provide the domains of OCB and its antecedents, moderators, outcomes and which have varied viewpoints are inadequate (Mostafa, Zahra, Kamran & Shataw, 2012). Therefore, this study was an effort towards further refinement and gaining broader and profound understanding on OCB moderated by career development

practices created through retention strategies in Environmental Agencies to fill the existing gap in literature.

1.3 Main objective of the Study

The main objective of this study was to explore the moderating role of career development practices on the effect of retention strategies on organizational citizenship behaviour in Environmental Agencies within North Rift Region.

1.4 Specific objectives of the Study

The specific objectives of the study were to:

1. To analyze the effect of open communication on organizational citizenship behaviour.

2. To evaluate the effect of employee involvement on Organizational citizenship behaviour.

3. To analyze the effect of leadership on organizational citizenship behaviour.

4. To assess the effect of work life balance on organizational citizenship behaviour.

5. (a) To determine the moderating effect of career development practices on the relationship between open communication and organizational citizenship behaviour

5. (b) To establish the moderating effect of career development practices on the relationship between employee involvement and organizational citizenship behaviour

5. (c) To establish the moderating effect of career development practices on the relationship between leadership and organizational citizenship behaviour

5. (d) To establish the moderating effect of career development practices on the relationship between work life balance and organizational citizenship behaviour

1.5 Hypotheses of the study

H_{01}: There is no significant effect of open communication on organizational citizenship behaviour.

H_{02}: There is no significant effect of employee involvement on organizational citizenship behaviour.

H_{03}: There is no significant effect of leadership on organizational citizenship behaviour.

H_{04}: There is no significant effect of work life balance on organizational citizenship behaviour.

H_{05a}: Career development practices does not moderate the effect of open communication on organizational citizenship behaviour.

H_{05b}: Career development practices does not moderate the effect of employee involvement on organizational citizenship behaviour.

H_{05c}: Career development practices does not moderate the effect of leadership on organizational citizenship behaviour.

H_{05d}: Career development practices does not moderate the effect of work life balance on organizational citizenship behaviour.

1.6 Significance of the Study

The study is significant to Environmental Agencies as it provides managers with the information concerning employee retention and OCB, which enlightens them on different components of employee retention strategies and their effect on their employees' discretionary behaviour.

The findings of this study could provide government with information that can be used for policy development which enhances the use retention strategies in the forestry sector and other industries. This will help in revamping the performance of forestry sector in line with the pillars of strategic development goals and global competitiveness of the industry. The insight generated from the findings of this study has availed a deeper knowledge for understanding retention strategies and OCB as moderated by career development practices.

The employees' understanding on the relationship that exist between their extra role behaviour and retention strategies would be improved hence enabling them to bargain for better work environment entrenchment of positive work cultures. The trade unions can also use their negotiation power to ensure the retention strategies akin to the findings are implemented to boost the work environment and secure high OCB. The ministry of environment and natural resources would also benefit from the findings of this research in improving their retention strategies and minimize the cost of turnover leading to high OCB.

Scholars and academicians would use the findings of this study to generate new knowledge that widens horizons of existing knowledge in terms of retention strategies, career development practices to help galvanize high OCB in the public sector. This insight would in turn underscore the essence of Social exchange theory

(SET) and job embededness in conceptualizing the relationships between retention strategies, career development practices and OCB in the context of developing countries like Kenya. This has warranted the extension and testing of these internationally developed theories relating to the behavior of employees within the local environment.

1.7 Scope of the Study

Employee retention and behaviour is wide and expansive in scope and its effects diverse, therefore this study focused on the moderating role of career development practices on employee retention strategies and organizational citizenship behaviour in Environmental Agencies within North Rift Region. The content of employee retention is often diverse but this study focused on open communication, employee involvement, leadership and work life balance. The study was conducted in three Environmental Agencies within North Rift Region covering six (6) counties; Uasin Gishu, Elgeyo Marakwet, Trans Nzoia, West Pokot, Nandi, and Turkana County. In terms of time scope, the study was conducted from June 2018 to December, 2020. Finally, in terms of methodological scope, the study was limited to explanatory research design with an accessible population of 935 employees and sample size of 274 respondents.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter summarizes various studies that have been conducted by various scholars in similar area of research. It looked at various dimensions of organizational citizenship behaviour, employee retention strategies, career development practices, theoretical foundation, research gap and finally conceptual framework. Literature was sourced from relevant professional journals, published and unpublished educational reports. These aimed at identifying the knowledge gap and which justified the need for this research study.

2.2 Review of Key Concepts and Related Terms

The study reviewed the three major variables which were under study; Employee Retention Strategies, Organizational Citizenship Behaviour and Career Development Practices.

2.2.1 Organizational Citizenship Behaviour and its Dimensions

Citizenship behaviour is a set of discretionary workplace habits that goes beyond worker's job requirements; going past the call of duty (Jahangir, Akbar & Haq, 2004). Gupta, Agarwal & Khatri (2016) described OCBs as the behaviours willingly carried out by workers outside their formal job requirements and believed to reinforce organization's success. Thus, it is clear that citizenship behaviour is crucial since workers go beyond their official job requirements and liberally give their energy and time to enable them succeed in the assigned roles. Coyle Shapiro (2002) indicated three types of employee response that are vital for proper functioning of a company. That is, employees have to be persuaded to join and remain with the organization,

they had to dependably perform their assigned tasks and be innovative as well as spontaneous behaviour helpful in achieving work objectives, but go beyond tasks that are formally required.

Research on OCB has been extensive since its introduction nearly twenty-five years back (Morrison, 2017). Throughout the years, research has produced similar constructs that overlap and are sometimes used interchangeably with OCB, namely extra-role behaviour (Vandyne, Cummings & Parks, 1995; Belschak & Den-Hartog, 2009), organizational spontaneity (George & Brief, 1992) pro-social organizational behaviour (McNeely & Meglino, 1994; Frey & Meier, 2004), and contextual performance (Edwards, Bell, Arthur & Decuir, 2008; Devonish & Greenidge, 2010). The study of citizenship behaviour argues that people reciprocate the advantages they receive from their organization Kandlousi, Ali and Abdollahi (2010) and those who will be satisfied with the behavioural process in their organization will try to reciprocate by engaging in citizenship behaviour.

Bogler and Somech (2004) opined that citizenship behaviour as extra, discretionary and beyond the role demands is not without some debate as citizenship behaviour is poorly defined and differs from one worker to the other and between the workforce and the management. Supervisors and employees perceive an extra role differently that is to mean that what is an extra-role or beyond the job demands might be perceived as an "in-role" to supervisor or employee working in the same organization.

The problem with extra role behaviour is that it has elements that many may consider as part of the job (Organ, 1997). This would mean avoiding making reference to extra-role behaviour in bringing more light on what citizenship behaviour is. Nonetheless, a detailed understanding of OCB requires more information on its

indicators. There have been many trials in the past to determine the elements of OCB. Job satisfaction was first explored by Bateman and Organ (1983) as the antecedent of OCB and concluded that was the top most predictor in an organizational set-up. Smith, Organ, and Near (1983) also proposed altruism and compliance in their model that was linked to organizational effectiveness.

Organ, (1988) proposed a more popular dimensions to measure OCB by postulating five factor models of courtesy (being polite and courteous), altruism (being helpful), sportsmanship (executing roles without complaining and accepting changes), civic virtue (showing interest and participation) and conscientiousness (preventing errors) Organ, (1997) later came up with seven OCB elements including; altruism, peacemaking, cheerleading, courtesy,, sportsmanship, civic virtue and conscientiousness.

An increase in dimensionalities of the construct has been seen over the years due to growing interest in the field of citizenship behaviour. Podsakoff *et al.* (2009) in their meta-analytical of indicators of extra role behaviour concluded that job attitudes that include perceived fairness, job satisfaction, leader supportiveness and loyalty to the company were among the key indicators. OCB scale of 30-items that was intended to measure compliance, punctuality, cooperation, altruism, protection of company property, house cleaning, dependability and conscientiously following company rules was constructed (Podsakoff *et al.* 2009). As a result of this, growth in research on OCB construct will most certainly increase as more virtues are being invented in the realm of organizational employee behaviour.

There is an enormous amount of research in literature, which has established the significance OCB to the employees. Past studies have shown a link between OCB and

such factors like commitment, satisfaction, employee productivity, employee involvement in work, perceived organizational support, overall evaluations of quantity of output, performance effectiveness and turnover (Riketta, 2008; Foote & Li-Ping, 2014). 28 studies in a recent meta-analysis established that OCB is positively linked to personality characteristics, job satisfaction and agreeableness of the employees' conscientiousness (Whitman, Van-Rooy, & Viswesvaran, 2017). A study carried out on a small group of paper mill workers Podsakoff, Ahearne and MacKenzie (1997) established that sportsmanship and helping behaviours as indicators of OCB were linked to performance at a quantitative level.

Podsakoff *et al*. (2009) also established a positive link between levels of sportsmanship, OCB and sales involving insurance agents in a similar meta-analysis. Teams with higher levels of OCB were more likely to reach their sales quotas than teams with less citizenship behaviours in a study conducted on 306 pharmaceutical sales teams (Podsakoff, MacKenzie, Paine & Bachrach, 2000). Nielsen, Hrivnak and Shaw (2009) conducted a meta-analysis which reviewed literature done by more than 3,000 researchers and established that the original constructs of OCB were significantly supported by performance and overall group OCB. The primary focus of these studies was to exploring the importance of OCB and the effect it has on the behaviour and performance of workers. For several years studies on organizational citizenship behaviour has dominated the private sector. This therefore calls for more studies to be conducted in the public sector organizations exploring OCB. Furthermore, most of the literature developed in the last decades looked specifically at OCB as the factor that affect organizational outcomes, yet more research is needed to determine how organizational outcomes affect OCB. The following are dimensions of Organizational citizenship behaviour.

2.2.1.1 Altruism

Altruism as referred to as helping behaviour which voluntarily deals with assisting fellow workers who might be having work related problems is one of the key element of OCB (Williams & Anderson, 1991; Ahmad, 2011). Altruism a dimension and important part of OCB suggests a positive attitude and willingness of employees towards helping others (Noe, Hollenbeck, Gerhart and Wright (2017). Based on this, George and Brief (1992) laid down the conceptual suggestion that positive mood would always be linked to helping behaviours. Priming may be affected with an explanation of why positive mood state would tend to influence helping behaviour. Forgas, (2002) opined that through priming a worker in a positive mood is more likely to feel attracted towards co-workers and hence chances of helping others are high. Other researchers basing on this relationship have suggested that good moods yield better social outlook, which enhances helping behaviours (Carlson, Charlin & Miller, 1988).

2.2.1.2 Civic Virtue

When an employee willing to play a role in meetings, keep the company's best interest in mind and take part in policy debates even at great personal costs he or she is said to portray civic virtue behaviours. Most researches have put more attention on civic virtue as an aspect of OCB (Avery & Quiñones, 2002; Van Dyne & LePine, 1998; Robinson & Morrison, 1995). Given the dynamic nature of the competitive environment Organ (1988) advised on deep understanding of predictors of civic virtue in citizenship behaviour as it is crucial because pro-social behaviours based on employee inventiveness and active involvement are increasingly becoming critical to ongoing organizational performance.

2.2.1.3 Sportsmanship

This is the willingness of an employee to stand the unavoidable inconveniences and pressure of work with no complains (Organ & Ryan, 1995). Sportsmanship, organizational loyalty and compliance have the same meaning. Organizational loyalty refer to the promotion of a company to the outside world with an aim of defending it from external threats and remaining loyal to it in spite of any circumstance. Organizational compliance on the other hand touches on individual's obedience to and compliance with organizational regulations, rules and procedures regardless of who is watching.

2.2.1.4 Conscientiousness

This is paying attention to detail and sticking to regulations, rules and procedures. Conscientious workers keep predictable work schedules that increase dependability of service (Parasuraman, Berry & Zeithaml, 1991). Ideas that boosts customer service qualifies as acts of civic virtue provided they are not within workers' job description (Ahmad, 2011).

2.2.1.5 Courtesy

Courtesy is not aimed at any specific person though referred to as supportive behaviours. Their main aim is to prevent potential problems from happening and are more general in nature. A good example would be a situation where an employee coming across some information that might not be useful to him / her but that which could be of some importance to fellow workers therefore passes the information to them. A meta-analysis on organizational citizenship research for the past fifteen years as outlined by Podsakoff, et al. (2000) indicates the extent to which a compendium of variables might affect the various components of OCB. Task-related variables such as

intrinsically satisfying tasks, routine task and feedback task are some of the variables that show a consistent relationship with OCB. Training has not been given much empirical attention with OCB given that it is among task-related variables. Podsakoff et al. (2000) in their meta-analysis suggested this area of study after carrying out some investigation and found it fruitful.

2.2.2 Employee Retention

The ability of an organization to retain its employees for a reasonable period of time is referred to as employee retention. A 75% retention rate shows that an organization kept 75% of its workers in a specific period of time. Robert and Mark (2011) avered that retention of employee is the employer's effort of trying to keep workers in the organization. Retention therefore becomes a strategy as oppose to an outcome. Haider, et al., (2015) mentioned a number of policies and practices that influence long stay of employees in an organization.

A clear line should be drawn between high performing employees and low-performing employees and the level of employee performance should make a basis for their retention. Low employee retention may be attributed to their low employee morale at work, lack of clear career path, absence of recognition, poor interpersonal relationships (Burke & Ng, 2016). If employees lack satisfaction and commitment to an organization, they may be forced to quit or look for other greener pastures. Most published works argue in favour of retention of employees in employment by companies.

Reducing employee turnover is the biggest aim of employers across the globe, which will in turn reduce the cost of training, recruitment and talent loss (Hsu, Jiang, Klein & Tang, 2013; Anderfuhren-Biget, Varone, Giauque & Ritz, 2017). Employers can

improve retention and lowers the cost of high staff turnover through implementation of teachings from key organizational behaviour concepts. It is worth noting that the implementations of these strategies are hardly achieved in a number of organizations. The cost related to direct replacement of an employee can range between 50–80% of the employee's annual salary but total retention cost can rise to 90–200% of the employee's annual salary (Kasmi, (2017). These costs comprise of recruiter's pay, separation processing, new hire training, job errors, reduced morale, candidate views and lost sales.

Ghansah, (2011) avers that most companies with domination and autocracy culture have dissatisfied workforce even though they have good incentives. Minimal changes in the packages offered by the employer may cause many employees leave the company in huge numbers. There are several aspects of work environment that can demotivate employees and make them quit their employment some of which are; Lack of autonomy at work, lack of competitive package, non challenging tasks, lack of job security and lack of career advancement.

In the same breath, Erasmus, Grobler and Van Niekerk (2015) defined employee retention as the process of designing and implementing goals, plans and strategies that enable to be retained within workforce hence help an organization achieve its career objectives. Employee retention involves various alternatives such as training, to help employees develop their abilities, enhance their current skills and get ready for future ahead of just receiving promotion (DeCenzo, Robbins & Verhulst, 2016). Critically, retention of employee emphases developmental perspective of an individual to achieve maximum output for the organization and continue to serve the organization. Nevertheless, many studies on employee retention have failed to fundamentally look

at how individual employees may be motivated to remain at work vis-à-vis the organizations and how the organization structure may help employees to achieve better retention prospects.

There are several factors which contribute to workers turnover including; better career opportunities, job enlargement, loss of moral and in some instance it could be voluntary where an employee chooses to leave for reasons best known to him or her (McNatt and Judge, 2008). Other reasons may also be seen in such instances when an organization incurs direct and indirect expenses through replacing a worker. These expenses refer to head hunting fees, cost of advertising, new hiring cost and human resources fee.

The presence of flexible work arrangements, paid sick days and holidays, upgrading performance based salary and performance reviews enables organizations to handle employee retention with a lot of ease. Employment relationships, employee morale, and employee workplace safety are negatively affected by high turnover rates. Experience, skills, and "corporate memory'' are lost when a business loses employees. Productivity, profitability, and product and service quality are critical management issues affected by the degree or level of these losses. Replacing workplace acquired knowledge and skills that people exit with can take employers several years to replace, acquiring and developing new workers can be considerable and the cost of replacing workers can be very high.

Human Resource literature has come up with a broad agreement about general characteristics of a good HR program which has an ability of contributing to proper employee retention. Most of these characteristics are linked to creation of a suitable work environment for workers which in turn boosts their good retention (Samnani &

Singh, 2016). These characteristics are not limited to; allowing them some freedom or independence on the job, creating a motivating work environment to enable them use their knowledge and skills effectively, involving them in decision making and recognizing their efforts in the attainment of organizational goals. Employer's ability to recognize and embrace work life balance which allows employees to strike a good balance between their lives at work and their private lives attained by having good work relationship between peers and supervisors. Also included in the Hr program are; proper communications channels, career development and job responsibilities advancement, employee involvement in decisions affecting them, opportunities for learning, a thorough knowledge of what is happening in the organization and an understanding of the employer's core business concerns all intending to improve employee retention (Samnani & Singh, 2016).

The need for enhanced employee retention has been affected by swift developments of HRM over the past few years (Sheldon & Gunz, 2009). A traditional approach to the way employee retention are enhanced, which was largely employee based has been given up in favour of a more contemporary alternative (Rai, 2012). There is an increasing evidence to support the proposition that desirable employee retention leads to higher productivity and effectiveness in achieving the focus of organizations by investing on employees and value contributed by individuals (Boxall & Macky, 2009). In this study, employee retention was investigated as facet of developing human resource due to major changes in employment relationship over the past number of years. Employee retention requires a number of individual aspects considered in order to establish a well-functioning retention system. Available arrays of evidence suggest that many organizations rarely consider opportunities such as individual skills, achievements, knowledge, learning style, values and interests, thus

failing to acknowledge the importance of employee retention (Kerzner & Kerzner, 2017; Northouse, 2018). Based on emphasis placed on individual employee characteristics, the present study argues that employee retention activities could be placed within the category of high commitment HR practices. Therefore, the continuation of this work focuses on employee retention, with the objective of investigating if, and if so how, management of employees career in an organization is related to specific behavioural outcomes on employees performance and outputs.

Enhancing employees' retention is important for both the organizations and individuals. From an organizational perspective, employee retention enable the organization to take care of, and further develop, which is most important and valuable asset (Crone, Hawken & Horner, 2015). Consequently, one can argue that employee retention increases the chances for organizations to achieve their objectives by ensuring a competent work force that experiences high job satisfaction and good performance to employers. Not only organizations will benefit from an effective employee retention system, but also the individual employee will improve their overall levels of commitment to the organization. Proper retention of employees also imply that other important values such as financial return after invested time and labour of the employee. However, Kaye, Jans and Jones (2011) has indicated that many organizations do not have the know-how to foster retention of employees within the organizations simply because they do not understand the current status of their employees'.

A series of changes or developments that have been witnessed in most organizations have altered the content and meaning of employee retention. It therefore calls for the development of new knowledge on employees retention to bring out clearly both

organizational requirements from its human resources and individual employees requirement not forgetting that they are responsible for their own career (Jehanzeb & Bashir, 2013). Unpredictable economic, technology intensive workplaces, and political markets are some of the changes at macro level which have implication for careers and which describes retention ability of an organization (Hislop, Bosua & Helms, 2018). These changes have in turn called for both organizational and individual responses which feature most in competency-based outsourcing and reduction in loyalty to organizations (Deal, et al., 2016). Changes must be made in the existing employment relationship due to evolution of new concepts and huge developments of career retention. Career is driven by an individual and no longer by an organization as emphasized by protean career. According to Clarke (2013) the nature of work characterizes post-corporate career and mobility of a career between various organizational contexts as well as simplifying the traditional and hierarchical advancement guidelines (Inkson, Gunz, Ganesh and Roper, 2012; Lyons, Schweitzer, Ng and Kuron, 2012). It is worth noting that the process of employee retention needs to embrace individual employees' responsibility and move away from organizational control for its success (Tims & Bakker, 2010).

Workbooks studies, personal conversations with colleagues, external counselors or supervisors or through brainstorming among group members and through such activities like assessment centers, and business simulations have been used to try and obtain these types of information (Bott & Spillius, 2014). Formally developed individual employee retention programs, based on organizational initiatives, have however raised critical questions regarding the effectiveness and operations. Whereas mandatory effort by organizations to foster employee retention could enhance major

positive changes in an organization, voluntary involvement in such activities may also be argued to foster positive career self-management initiatives.

Additional, challenges faced by workers concerning programs implemented by the organization in unstable and unpredictable times with the aim of encouraging more individual retention actions need to be considered. When employees experience pressure, role overload in their current position or anxiety it could lead to insecurity resulting in less effective intervention. The group intended to benefit from the formal development programs must be put under consideration (Kossek *et al*., 1998). The above opinions calls for some vigilance that the top management should portray during employee career counseling and the responsibility that they have in developing their own careers as the process may have adverse effects on their career development.

A number of authors have noticed some possible problems which might arise as a result of encouraging specific employees to develop their careers. The process might end up promoting careers outside the organization and considering that the main aim of the entire process is to promote careers within the organization. Therefore, a well-functioning employee retention strategy that benefits both the employee and the organization should be established. (Mowday, Porter & Steers, 2013). More individual responsibility on employee retention activities according to ICM approach might result in unwanted reactions. This approach may be valuable to individuals as it critically look into those personal features (abilities, skills and motivation) that are of great significance in career success. Nonetheless, for proper understanding of turnovers and willingness to adjust to organizational changes also referred to as employee related behaviours, the supplementation of individual perspective with the

understanding of how organizational features affects the nature of careers should be enhanced (Riggio, 2017).

After several decades of research and publication of studies, employee retention remains an important topic of study for scholars. Oehmichen, Wolff and Zschoche (2018) have indicated that retention is inversely related to the overall organizational effectiveness and success. Undeniably, losing a good employee, negatively affect an organization's competitive advantage since the loss could lower the morale of other members of the organization, as well as reduce productivity and quality (Memon, Salleh, Harun, Rashid & Bakar, 2014). Another reason that low levels of retention is disconcerting to organizations is the fear that employees with better skills and abilities will be the ones who are able to leave, while those who remain will be the ones who cannot find other jobs (Nadiri & Tanova, 2010). Hence, retention of talented employees is considered one of the most reliable predictors of excellence for the organization. Despite the fact that high voluntary turnover generates negative consequences, published literature, such as government reports, practitioners' findings and academic research, continues to report on high movement of highly skilled workers from one organization and/or country to another.

Most organizations find it easy to pride in the idea that employees are their biggest source of success though they are not ready to bear the difficulties brought about by motivating, finding and retaining talented and skilled employees in today's dynamic labour market (Du Plessis, Paine, & Botha, 2012). Employee practices comprises of fair compensation basing on worker contribution, good interpersonal relations, realistic job preview, employee development opportunities, good communication, valuing each employee skills uniqueness, training gaps, desires and style (Klein and

Polin, 2012). Armstrong and Taylor (2014) on the other hand embraced challenging work, proper management style, supportive leadership, effective recruitment and selection program, good organizational culture, good company image, geographical location, and work life balance improves on employee retention ability.

2.2.3 Career Development

Career refers to a series of jobs put in an ascending order of responsibility and status Mwashila (2018). Career development on the other hand comprises of those activities undertaken by an organization or an individual to a line employees' career ambitions with organizational goals (Mowday, Porter & Steers, 2013). Career development practices refer to a range of approaches used by the organization to guide employees in identifying and determining the areas of interest to pursue in their career. Some of these practices include career planning, career counseling, employee coaching and mentoring, succession planning, training (Armstrong & Taylor, 2014). For career development to be achieved every employee must accept his or her responsibility (Armstrong & Taylor, 2014).

Career development benefits both employees and the organization at large. The organization will be assured of availability of qualified and committed employees to replace the top level executives if it is committed in developing its workers for future necessities. Besides, career development practices helps organizations in placing and developing workers according to their personal interests, career needs and goals (Greenhaus, Callanan, & Godshalk, 2010). High performances are only realized if the organization has well managed, well motivated, well led and employees who are always willing to work and re-skill. Once the on boarding exercise is over, career development starts which entails employee orientation, short courses, on the job

training, professional courses, diplomas and postgraduate degrees. Career development is mostly used to reduce or close the gap between present performances and future expected performances (Noe, Hollenbeck, Gerhart & Wright, 2017).

According to Sundaray (2011) career development not only improves employee retention and promotes work engagement among employees, but it also opens opportunity for employees' personal development. Career growth though least present in many companies Blanchard, (2009) should be there if organizations desires for employee passion to take place and give maximum impact. It can therefore be concluded that most organizations have not given adequate attention to employees' career growth and its efforts on exhibiting positive work behaviour.

2.2.3.1 Career Development Practices

These are functions of human resource management tasked with the development of work life and identification of skills required by employees in order to deal with their career objective and organization goals. They include career planning, training and development, talent management, career counseling, employee coaching and mentoring (Noe, Hollenbeck, Gerhart & Wright, 2017).

2.2.3.1.1 Career Planning

This is a continuous process where both the employer and the employee come together and carry out some self-assessment and design goal to be achieved and strategies required to fulfill the identified goal (Greenhaus, Callanan and Godshalk (2010). Programs like mentoring, coaching and counseling can be used by employees to identify their strengths. Self-assessment, career options exploration, coming up with a list of career options, choice of the best option, and finally career goal setting

are some of the steps in career planning (Rothwell, Jackson, Ressler, Jones& Brower, 2015).

A part from ensuring that the organization attains its competitive advantage, career planning also ensures matching of employees' skills and abilities with specific roles. Proper matching of individual employee's goals and opportunities that are available in the organization is the main aim of career planning. For organizations to ensure effective output and better productivity, the process of career planning should be undertaken which structures positions in line with the defined roles and responsibilities (Kum, Cowden & Karodia, 2014).

2.2.3.1.2 Training and Development

Every company with an intention of remaining competitive needs to train and develop its employees' skills during this dynamic era when technology is changing so swiftly and skills becoming outdated in quick time (Drucker, 2012). Training is a systematic intervention intended to improve the determinants of an employee job performance. Training needs depends on organization's assessment on whether it is needed or not. It involves working professionally with learners with an aim of transferring certain skills or knowledge in some specific area with the purpose of improving on their current job performance (Eraut, 2012). Development is a wide plethora set of activities intended to upgrade an employee's performance or that of an organization to another threshold. The key difference between training and development is that training is task or job oriented while development is career oriented and aims at preparing employees for higher roles (Eraut, 2010). In order to meet their career and organizational needs employees require training and developing as much as possible. Through training and development employees are able to master the skills and

knowledge emphasized in the training program and applies them to their day-to-day activities and even in their future assignment. By knowing the effect of training as the most important factor of retention in most organizations, this study can therefore help organizations with high turnover rate (Hassan, Razi, Qamar, Jaffir, & Suhail, 2013).

2.2.3.1.3 Coaching and Mentoring

These are self-improvement strategies which support workers capacities in enhancing execution and conduct. Coaching and Mentoring are comparative since they both entail discussions between two parties. Such discussion improves the relationships and enables workers create, develop and as a result improve general innovation and creativity (Wachira, 2018). They also facilitate pressures concerning the effects for primary intended benefit. Honing and tutoring is neither shabby nor alternative for different kinds of learning and expert improvement. Coaching and mentoring are concerned with empowering and elimination of all possible limits that may hinder employee development (Shin, 2011).

It is critical to prepare for over-aspiration and over-enthusiasm where the absence of essential assets can regularly prompt to poor usage. Honing and tutoring has turned into an imperative part of building up workers' states of mind and conduct for association viability. Training and tutoring can bolster these people, as it has the versatility and adaptability to bolster a scope of people with various learning styles. The improvement needs of people are assorted and the 'one size fits all' model of advancement is frequently unseemly. Subsequently, drilling and tutoring can possibly give an adaptable responsive advancement approach that can use to bolster an expanding number of people inside the association than conventional types of preparing consequently vocation development (Shattock, 2008).

2.2.3.1.4 Career Counseling

Career counseling is a process where career education awareness is delivered in edification organizations, workplaces, and occasionally, in the community by organizations career counselors. Career development practice help workers to comprehend their thought processes, qualities and how to add to the general association techniques. It furnishes them with information on work advertisement; abilities to prepare instruction life and work decisions; chances to experience group administration and work life; and the devices to arrange a profession (Shattock, 2008).

Proficient vocation instructors with their expertise in career development can support individuals with profession related difficulties (Wane, 2016). Through their aptitude in profession advancement, they can put an individual capabilities, experience, qualities, and shortcomings in an expansive point of view while likewise considering their sought compensation, individual leisure activities and premiums, area, work advertise and instructive potential outcomes (Erickson, et al., 2011).

2.2.3.1.5 Talent Management

According to Kaya & Ceylan, (2014) talent management entails getting the right employees in the right jobs or roles doing the right thing. It also refers to the acquisition of the required work force for an organization and coming up with strategies on how to fill the gaps (Armstrong & Taylor, 2014). Talent management plan must take into consideration the underlying factors that influence employees' decisions and actions for it to be effective. Therefore requiring the prediction of how employees will behave in the future and making them behave differently from how they acted in the past (Bratton & Gold, 2012).

Through talent management the employees' probability of displaying behaviours than aligns with organization's overall strategic direction will increases. Talent management's ability to influence employee behaviour makes it a highly effective way of driving organizational desired results (Avey, Wernsing & Luthans, 2008). Small changes in employee behaviour can have huge impact on business performance.

2.2.3.1.6 Succession Planning

This is a process of identifying and developing internal workforce which has the required skills and competencies to fill key leadership positions in the organization (Craig, 2015). The process increases the availability of experienced and competent workforce in preparation to assume key roles as they become available. Building a sequence of groups up and down the entire leadership pipeline is what effective succession plan concerns itself with. Rothwell, (2010) opined that succession planning's mandate is to ensure that recruitment and development of key employees is well done to enable proper filling of key roles in the company. Through this plan the organization recruits, develops knowledge, skills, abilities of superior employees and prepare them for promotion to the challenging roles (Greene, Wright, Herring, Dubus & Wright, 2019). In determining the organization short and long-term business strategy succession planning is very important hence, it is critical for organizational effectiveness. It also enables the company to enhance employee engagement, eliminate talent shortages, retain top talents and support workers in transitioning to new intern roles (DeCenzo, Robbins & Verhulst, 2016).

2.3 Theoretical Foundation

From the literature reviewed, the following theories are commonly used to underpin studies relating to employee retention, organizational citizenship behaviour and career

development. Therefore, the theories that will inform development of this study are Job embeddedness theory, social exchange theory and social cognitive theory.

2.3.1 Social Exchange Theory.

Homans (1958) introduced Social exchange theory and referred to "Social Behaviour" in his work as "Exchange" (Mulkay, 2014). Homans defined social exchange as the exchange of tangible or intangible activity which is more or less rewarding between at least two parties. The sum of additions or withdrawals of bargainable instruments moderates the social behaviour (Burrell & Morgan, 2017). Organizational citizenship behaviour is seen as one of the core outcomes of social exchanges in employment relationship because of its discretionary nature (Bankins, 2015).

According to social exchange theory Mowday, Porter and Steers (2013) posits that exchanges are based on initiated and voluntary actions by either employer or employee and the expectation that the other party will eventually reciprocate these actions. If one party does not meet their obligations the imbalance in exchange relationship will force the other party to either increase or withhold their efforts to restore equivalence (Blau, 2017). Following this argument, employees are expected to regulate their engagement in organizational citizenship behaviour relative to what they receive, or intending to receive in future from their employer.

Employees will withhold discretionary behaviours if they feel unfairly treated or choose to engage in OCB to reciprocate good or fair treatment from the organization (Macey, Schneider, Barbera & Young, 2011). This implies that organizational citizenship behaviour develops as an effect of social exchanges between employees and their employers and therefore organizations. Therefore, the employer has to provide a warm environment for OCB growth to enhance employee commitment

hence their retention is made possible. The practical application of this theory is that employees feel pleased to perform more than expected from them when the firms cares for them.

Failure to capture the power that emotions play in people interactions and presuming that people always make rational decisions are some of the limitations that many scholars have pin pointed concerning this theory (Lincoln, Lynham & Guba, 2011). Also, people's perception and experience of the world has been unconsciously shaped by this theory through undercutting the power of social structures.

2.3.2 Job Embeddedness Theory

This theory was introduced by Mitchell, Holtom, Lee, Sablynski and Erez (2011), which provide away of understanding why people continue to stay in an organization. Job embeddedness theory is more of a web or a net in which an employee can become stuck. The theory is derived from Lewin's field theory and represents a wide range of influences on an employee's intention to stay. According to Mitchell et al. (2011) job embeddedness make an employee to become embedded or stuck to the organization. Further, the theory outlines the key organizational factors that make employees remain in their jobs and techniques which employers can use to promote employee retention. There are three components proposed by this theory; links, fit and sacrifice examined in different organizational contexts.

The noticeable/ evident connections between people and institutions are referred to as Links (Mitchell et al, 2011). The more individuals have links to the community or workplace the more they'll become embedded. Links can be psychological, social, years of service, hobbies, age, marital status, number of children and their ages, church-related activities and membership in community institutions. Relationships

with coworkers, members of work groups are forms of organizational links (Seery & Corrigall, 2009). Work relationships do influence both positively and negatively the intention to leave and personal embeddedness. The links as a component evolves over time focusing on the relationships between individuals and increases an employee's intention to stay in an organization. Links include but not limited to membership in professional organizations, tenure and age (Mowday, Porter & Steers, 2013). HRD professionals have championed other links including employee education assistance, on-site childcare, paid professional-development opportunities and broader benefits packages.

The employee perceived compatibility with his/her environment and the organization is termed as Fit. An employee will feel professionally and personally embedded if his or her values, goals and views are related to those of the organization. (Mitchell et al., 2011). This component examines how well employees view themselves as sharing compatible values, goals and characteristics with their employer and other colleagues in the organization. There is high probability that the employee will stay in the organization if there is good fit. *Misfits* tend to leave an organizations at a faster rate than *fits* (O'Reilly et al., (1991; De Cooman, Du Bois, Caers, & Jegers, 2009). Employees settle on jobs they view as sharing personal values and goals. Individual job, skills, abilities and knowledge are some examples of organizational fit (Lent and Brown, 2013).

Sacrifice is the final element or component of job embeddedness construct (Stroth, 2010). Sacrifice refers to "psychological" and "material" benefits that an employee would lose if he or she decides to leave the organization. It would be very difficult for an employee to leave if he or she has made huge sacrifice in the organization

(Bambacas & Kulik, 2013). Apart from securing a job with equal benefits and salary, an employee should consider other organizational sacrifices which are less obvious before leaving. Some of these sacrifice include; new retirement and benefit restrictions, loss of health, educational benefits, sports tickets, convenience and proximity to the work location, coworker relationships, advancement opportunities, and even a loss of security (Dugan & Magley, 2010).

The decision to leave can be made very costly to an employee if human resource manager promotes broad-based benefits packages (Cameron & Quinn, 2011). Provision of accrued advantages to workers who choose to stay is another HR strategy that can be used. Moreover, employee's choice to leave the organization is attributed to low compensation, lack of challenging work and opportunities for career advancement. As outlined by Mitchell et al. (2011) these results coincided with *links, fit,* and *sacrifice* components of job embeddedness. As employee's intention to leave decreases the overall embeddedness scores increases. Therefore, job embeddedness is beneficial as it enables the firm to know the reasons as to why employees decide to stay or leave thus coming up with appropriate retention strategies that suit the organization (Mitchell et al., 2011).

2.3.3 Social Cognitive Theory

The social cognitive also referred to as career theory is derived from Bandura (1986) and deals with psychosocial learning (Vinney, 2019). The theory provides an understanding on how employees are shaped by the environment they work in. Specifically the theory outlines the processes of observational learning and modeling and the effect of self efficacy on the production of behavior. According to Carver & Scheier, (2012) employees will only remember the series of events and use this

information to guide subsequent behaviors if they observe a model in performing a behavior and the consequences of that behavior. Wayne, (2018) supported the dynamic and reciprocal interaction of person, environment and behavior courtesy of reciprocal determinism which is the central concept of career theory. This informs the use of social cognitive theory in understanding the conceptual relationship between retention strategies, career development practices and discretional behavioral outcome.

When organizations put in place measures for career development it can easily trigger retention of talents OCB. The theory associate individual failure to acquire sufficient skills and knowledge which promotes self- efficacy and other outcome expectations related to job dissatisfaction and hence weakens OCB. This is corroborated by Dowling (2008) who opines that career development practices which equips individuals with a set of learned experiences within a social context (retention strategies) invokes reciprocal behavior. This is explained by the findings of Ifinedo, (2015) which concluded that through emphasizing on internal and external social reignforcement, individual workers will be able to acquire and uphold the behaviours. Infine individual behaviours is a function of its consequences. Thus, the retention strategies and carreer development aspect of external environment of an individual must be designed effectively and positively so as to motivate the employee and occasion OCB.

Most scholars have critique this theory for supporting automatic changes in person's behaviours as a result of changes in the environment which may not be true always. This theory is solely on dynamic interplay between behaviour, person, and environment hence perceived to be loosely organized. The extent to which each of

these factors into actual behaviour and the magnitude of influence is not clear. Additionally, the theory put more focus on processes of learning disregarding biological and hormonal predispositions that may affect behaviours despite of past expectations and experience.

2.4 Empirical Debate

The empirical debate covered the conceptualized relationships of variables under study, which included retention strategies as independent variable, career development practices as moderator and organizational citizenship behaviour as dependent variable.

2.4.1 Open Communication and Organizational Citizenship Behaviour

Communication is the pillar of an organization; the oil that smoothens the organizational functions; the strand that ties the structure together; the glue that binds the organization and a binding agent that cements all relations (Giri & Kumar, 2010). The above statement clearly shows the huge contribution of communication in organizational success. Human resource constitutes the biggest challenge among the factors of production because employee management demands skillful handling of feelings, thoughts and emotions unlike inputs in order to enhance OCB for heightened productivity (Shonubi & Akintaro, 2017).

Communication formulates various types of social structures that bring up teams and networks to ensure that workers are satisfied and committed with their roles and responsibilities (Schein, 2010). Communication as the pillar ensures the familiarity of the workforce with what is expected of them, through timely and relevant information disseminated (DuFour & DuFour, 2013). During hiring and retention of employees in an organization, communication between the three levels of management is key. This

justifies that communication can be used as a means of ensuring OCB through building of interpersonal relationships, transparency and effective commitment (Erogluer, 2011). Due to the significance of communication in organizational effectiveness, much attention has therefore been given to its study in organizational behaviour research. According to Holtzhausen (2002) and Arnold & Silva, (2011), job satisfaction and improved productivity is achieved through effective communication. Poor communication can lead to low employee commitment while good communication improves employee job performance in the organization (Ince & Gul, 2011).

Eisenberger, Karagonlar, Stinglhamber, Neves, Becker, Gonzalez-Morales and Steiger-Mueller (2010) noted that the high-quality involved supervisor–junior employee relationships effect on subordinate behavioural and performance outcomes lead to more commitments by employees. Kandlousi, Ali and Abdollahi (2010) revealed positive association between management's direct communication to employees and the various forms of OCB. Hence, stressing this conceptualization he noted that if employees feel that there is open communication between them and the management, then their chances of giving back to the organization by engaging in OCB will go up.

According to Burton et al., (2011) supervisors play an important role in influencing workers' output and their work behaviour. When there is good interaction between employees and the management then they will feel valued and part of the organization while in poor or low interactions workers will experience the impact of strict rules coming downwards from the management. The manager perceived to be the greatest

representative of their junior employees. Burton et al., (2011) in their work noted a positive link between good open communication and performance of employees.

Amini, Nouri, Samavatyan and Soltanolkottabi (2013) studied the effect of communication skills training on organizational citizenship behaviour of nurses in Isfahan's Kashani hospital. The study adopted a quasi-experimental research design. By applying a random stratified sampling, 20 participants were assigned to the experimental group and another 20 to the control group. From the findings, the communication skills training increased nurses' organizational citizenship behaviour in the experiment group and the effect sustained a month after the intervention. Running standard communication skills training programs, with the help of specialized lecturers, is recommended in various nursing fields such as education, research, management, and clinical nursing. However, these findings were not without limitations. The study was conducted in a hospital setting and a non-African context, which possess cultural and institutional difference hence compromising the generalizability of the findings. The study focused on training of communication skills, which is a dispatch from the current study that strives, to link communication and OCB. Finally, the study adopted a quasi-experimental design, which is incriminated for lack of random assignment into test groups, which leads to non-equivalent test groups that limits the generalizability of the results to a larger group.

Cheryl and Pamela (2014) carried out a quantitative study using medical-surgical nursing units in Northern New Jersey community hospital on leadership, communication skills and OCB of nursing assistants and nurses. Correlation research design was used. The predictor variables were employees' perception on nursing managers' communication skills and leadership and self-reported OCB on nursing

assistants and registered nurses. The results indicated a positive significant relationship between leadership and communication skills of nurse managers and self-reported OCB of nursing assistants and registered nurses. The study findings implicated that nurse managers with effective communication and leadership skills have a positive impact on OCB of team of nurses. However, this study was carried out in a medical sector, which cannot be generalized in a non-medical setting owing to the differences in institutional setting. Besides, the study adopted a quantitative research approach that is harder to argue with its results as compared to those of qualitative research that are based on observations and less on numerical data. Furthermore, quantitative data cannot be used to explain social phenomena that makes it less effective in social research.

Asamu (2014) carried out a study on the impact of Communication on Workers' Performance in Selected Organizations in Lagos State, Nigeria. Descriptive survey research design was adopted. A sample of 120 respondents was selected using stratified sampling technique and random sampling technique. Data collection was done using structured questionnaires. Data was analyzed using descriptive and chi-square techniques. The study concluded that effective communication creates mutual understanding between the management and workers and further revealed that poor communication can affect performances of employees in the organization. However, the study was faced with some limitations. This study was conducted in a non-Kenyan environment with different organizational setting hence compromising the generalizability of results. It also focused on the impact of communication on employee performance, which deviates from the current study that links communication and OCB. Finally, the study adopted a descriptive survey design,

which is incriminated for lack of randomization in test groups, leading to a non-equivalent test groups that limits the generalizability of results to a larger population.

From the reviewed literature, communication cues play an important role in engendering satisfaction among employees in organizations hence OCB. However, most reviewed studies considered communication as a one dimensionality component as oppose to the present study which looked into frequency of communication and efficiency of channels of communication as predictors of organizational citizenship behaviour. Besides majority of studies have looked at direct link between communication and OCB in non-Kenyan context that espouses the need for further interrogation on how communication affect OCB as moderated by career development in the Kenyan context.

2.4.2 Employee Involvement and Organizational Citizenship Behaviour

When McGregor (1957) and Hertzberg (1966) came up with their articles on "Work and the Nature of Man" and "The Human Side of Enterprise" several years ago, employee involvement was then revolutionized (DuBrin, 2013). Involvement is allowing employees to participate in matters of the organizations (Amah & Ahiauzu, 2013). Participation and empowerment of employees in decision-making process in an organization leads to employees' responsibility and commitment in their work (Dewettinck & van Ameijde, 2011). It entails structuring ownership, capacity and responsibility in workforce (Amah & Ahiauzu, 2013). Employee involvement refer to a set of activities that develops a feeling of accountability and ownership in employees towards the organization and enables them participate in information processing, decision making and problem solving (Mazzei, 2014). It thus directs the power of the workforce towards the achievement of objectives and strategic goals of

the organization. It can therefore be concluded that employee involvement is an important factor in organizational success because employees are the greatest organization's assets.

Involvement is created when individual workers are given chance to contribute on decision making in the company (Busck, 2010). Employee involvement is rather a management style not an aim of any organization and which results in long-term gains leading to organizational effectiveness (Amah & Ahiauzu, 2013). Employees who are fully involved in the organization according to past studies displays high levels of OCB (Stone-Romero, 2011). Suazo and Stone- Romero (2011) in their study established a significant positive link between employee involvement and OCB including both OCB-I and OCB-O referring to behaviours that benefits specific individual employees and those that benefit the entire organization respectively.

Employee involvement has a greater influence on retention of key employees in the organization (Nadiri & Tanova, 2010). It is therefore, advisable for every organization to look for ways of empowering their employees in order to minimize turnovers. Job stress, low commitment, job dissatisfaction, lack of opportunities for self development and lack of good work relationship in the workplace can be the key causes of employee turnover (Hong & Kadiresan, 2012). It is therefore crucial for organizations to provide team building opportunities for its workforce where discussion and interaction can be carried out both during working hours and also after their working hours (Nadiri & Tanova, 2010)

Kersley, et al., (2013) conducted a study on diverse forms of worker involvement practices including representative participation which selects employee representatives from various teams and departments to sit on the board of the

organization. Employee representatives are allowed to discuss with the top management matters touching them during this consultative process. Employees will get a chance through such forums to contribute on proposals before their implementation by the senior management. In addition a representative participation needs acceptable solutions to problems obtained through an open communication of information and ideas (Judge & Generd, 2004).

According to Judge and Gennard, (2010) participative decision making is a technique of employee involvement that describes the extent to which managers engage their workers in making important decisions for the company. Engaging of employees through involvement and achieving higher job performance is the main aim of participative decision making (Latham, 2012). Nonetheless, participative decision making also referred to as a power-sharing plan where the top management and the employees shares decision making roles (Hu, Dinev, Hart & Cooke, 2012). Participative decision making should involve all the employees in the organization for it to be effective since it seeks to solve employee's problems and enhance decision making (Locke & Schweiger, 1979).

The management informs the employees on management plans, organizational performance, solving of specific issues related to employees through downward communication and upward problem solving communication techniques (Judge & Gennard, 2005). Video sharing, company newsletters, journals and reports are various strategies the management employs to enable employees to be informed about the changes and development in the organization (Daft, Murphy & Willmott, 2010). In order for the management to be aware about the issues facing the employees in the organization, upward problem solving techniques including team briefing, suggestion

schemes, regular team meetings and employee attitude surveys are used (Arrowsmith & Parker, 2013).

Financial participation enables employees to share in the financial profitability and failures of the organization (Surroca, Tribó & Waddock, 2010). This is one way of boosting morale and enthusiasm of employees, motivating them to be more devoted to the objectives and goals of the organization hence high job performance. Employees become important shareholders by sharing in the financial success or failure of the company (Yunus, Moingeon & Lehmann-Ortega, 2010).

Self-directed work teams according to Mumford, Van Iddekinge, Morgeson and Campion (2008) are groups of workers trained properly on specific skills before being allocated particular roles or functions of the group. These teams are engaged in planning, controlling and implementation of all group assignment. Self-directed teams have no leaders to provide direction because all the team members have the same level of authority (Poksinska, Swartling & Drotz, 2013). Quality circle as a technique of employee involvement is used to solve work related issues through the examination of ideas, views and solutions of every team member. Though the use of quality circles, employees are able to solve the problems facing them together (Appelbaum, 2013). Through this technique, team members are able to identify, analyze and implement solutions at a reduced cost. It also enhances workers career development, increase job satisfaction and improve productivity (Graban, 2011).

Management by objectives is another component of employee involvement used in identifying and defining the specific aims to be attained in an organization (Kiruja & Mukuru, 2018). It also identifies the most effective and efficient methods of achieving each objective. Employees are able to see the achievement of objectives one by one

through management by objectives (Drucker, 2012). This inculcates a sense of attainment, motivates employees to accomplish more objectives and improves their work environment. Employee involvement in management by objectives provides employees with an opportunity to take part in setting the objectives and identify the most efficient way of accomplishing the objectives (Drucker, 2012).

In the unstable economic environment we are in today, organizational success depends on engaging full capacity of employees for new ideas and strategies to gain competitive advantage (Han, Chiang & Chang, 2011; Zainnudin & Isa 2011; Batthi & Qureshi 2007). For full utilization of human capital to be realized in the organization, it is necessary that they be engaged to trigger their commitment in changing their behaviours towards work and coming up with new and better ways of increasing efficiency and effectiveness. Organizational success and positive workers perceptions towards their roles is achieved through employee involvement.

Managers should embrace employee participation and work independence to foster decision making in their workplace. As a result good interpersonal relations and increased workforce loyalty which improves work performance and OCB will be achieved (Singh, 2014).

Employee participation provides employees with a platform to utilize their energy and ideas to attain their goals and organizational mandate. With idea generation and creativity, employees bring on board new techniques of mandate delivery, flexible organizational rules and procedures and task execution. For the attainment of organizational goals every worker is assigned some roles which if not done carefully or supervised well it might result in high costs, delays and failures (Shina, (2016)

Sofijanova and Zabijakin-Chatleska (2013) conducted a study in manufacturing sector in the republic of Macedonia to establish the relationship between employee involvement and organizational performance. Data was collected from 36 companies of Macedonian manufacturing industry. Statistical analysis of data, quantitative techniques and hypothesis testing were carried out. The results of the study indicated a positive significant relationship between employee involvement and organizational performance. Specifically, the results indicated a significant correlation between empowerment programs, self-managing teams, employee participation and the management's perception on organizational performance. The study concluded by calling on the adoption of employee involvement programs by organizations for them to realize growth, improved performances and be able to compete both regionally and global. However, this study was not without limitations. This study was conducted in a non-African setting and manufacturing industry, which cannot be generalized in a manufacturing setting owing to the differences in institutional setting. The study also focused on the link between employee involvement and organizational performance which is a dispatch from the current study that strives to link a direct relationship between involvement and OCB. Besides, this study was conducted with a small sample size and in a small geographic area as oppose to the present study that has a sample size of 248 respondents from a conservancy which has six counties that resulted in a deep reflection of how involvement affects organizational citizenship behaviour.

Ueda (2011) investigated affective organizational commitment, collectivism and job involvement and the effect they have on OCB. Data was collected in a private Japanese university using 131 professors and clerical employees. Results indicated a positive significant link between job involvement, civic virtue and helping behavior.

Helping behavior and sportsmanship were significantly and positively affected by affective organizational commitment. Civic virtue and helping behavior were positively influenced by collectivism. Furthermore, collectivism moderated the relationship between affective organizational commitment and civic virtue. However, this study was faced with some limitations. First the study was conducted in academic sector with different institutional setting which can affect generalizability of results. The study also focused on the link between employee involvement and affective organizational commitment, and collectivism on organizational citizenship behavior which is a dispatch from the current study that strives to link a direct relationship between involvement and OCB. The study also made use of collectivism to moderate the relationship between the variables as oppose to the current study which uses career development to moderate the relationship between employee involvement and OCB. The study sampled only 131 professors and clerical workers in a private Japanese university as oppose to the present study that has a big sample size of 248 respondents.

Wickramasinghe and Perera (2014) studied the influence of perceived organizational support, employee engagement and OCB on quality performance in manufacturing firms in Sri Lanka. 255 shop-floor workers were randomly selected. Data analysis was done using structural modeling equation. The study found out that the link between perceived organizational support, employee engagement and quality performance were mediated by OCB-I. Nonetheless, the findings suggested that neither perceived organization support nor employee engagement operate as an antecedent to organization citizenship behaviour that immediately benefit the organization in general (OCB-O). However, this study was not without limitations. The study was conducted in a manufacturing firms sector with different institutional setting. The

study also focused on the link between perceived organizational support, employee engagement and organization citizenship behaviour on quality performance which is a dispatch from the current study that strives to link a direct relationship between involvement and OCB. The study also sampled only 65 employees, which might result in a non-representative sample. Further, the study employed questionnaires, which lack personalization, and interviews, which face personal biasness, halo effect, constant errors and leniency tendency of assigning high scores. In addition, the study focused on reward system and performance, which is a dispatch from the current study that strives, to link reward and OCB.

Khattak, Iqbal and Khattak (2013) carried out a study in milieu in Pakistani organizations on the relationship between employees involvement and organization performance. Team orientation, empowerment and capacity development were employee involvement components that were studied. Human relations model results, rational model results and open interval model results were used to measure organizational Performance. Questionnaire was used to collect data from a sample size of 509 respondents. Hypotheses testing were done using correlation and regression analysis. Results indicated that employees' involvement caused an increase in organizational Performance of between 56% to 94%. As per the study findings team orientation, capacity development and empowerment indicated a strong positive link with organizational performance. The study concluded that, there is high performance in those firm practicing delegation of authority. Improved performances were also witnessed in organizations that embrace teamwork. Organizations which always develop employees' capacity performed well as oppose to those which don't.

Owolabi and Abdul-Hameed (2011) investigated the link between employee involvement in decision making and firms' performance in the manufacturing sector in Nigeria. Questionnaires were used to collect data from 670 manufacturing firms. Data analysis was done using product moment correlation, regression analysis, descriptive statistics and Z-test. According to the study results there was a statistical significant link between employee involvement in decision making and firms' performance. For firms with deep employee involvement in decision making and those with shallow employee involvement in decision making, the study revealed a significant difference in their performances. For improve performances to be realized, the study implicated that a high degree of organizational commitment to employee involvement in decision making should be observed.

Mildred and Mercy (2018) studied the effect of employee involvement on job performance in the medical research industry in Kenya. Descriptive research design was adopted. The target population was 867 employees drawn from medical research institute. Fishers' formula and simple random sampling were used to select 174 respondents. Structured questionnaires were used to collect data and analyzed using inferential and descriptive statistics. According to study findings it was revealed that workers were always updated by their supervisors concerning the future of the company. For good performances to be realized the study revealed huge role of representative participation as a strategy of involving employees. It can therefore be concluded that increased job performance can only be achieved by involving and allowing workers participate in matters that affect them at work.

2.4.3 Leadership and Organizational Citizenship Behaviour

The term Leadership refers to the ability of managers to influence their employees by directing, motivating and guiding them to attain their target towards organizational success (Andriani, Kesumawati & Kristiawan, 2018). It is concerned with orientation of a group of individuals toward the achievement of certain target. Therefore it is crucial for any organization to have focused and creative leaders with a vision who can inspire their juniors to have the desire of accomplishing such visions. Leadership also involves motivating, influencing and enabling employees to deliver towards organizational success (Armstrong 2014).

The establishment of employees' discretionary behaviour depends on the approach used by the manager since employees do respect and adore their leader making it easy for him or her to influence them (Tresna, 2016). Leadership plays a key role in retaining employees because they have a positive effect on job satisfaction and performances of employee (Parzinger, Lemons & McDaniel, 2012). Leaders also shapes employees' attitudes, establish rewards and punishments, motivations and behaviours and is crucial in retention of top talented employees (Yidong & Xinxin, 2013). Therefore, it is worth noting that the leader follower relationship is critical rendering weak relationship between the two parties a reason for turnovers in most organization (Hughes, Avey & Nixon, 2010). Employees' decision to remain with the organization depends on the relationship that exists between them and their leaders (Wells & Welty, 2011). For leadership influentiality to be realized, workers should be willing to show or portray their workplace emotional attachment (Riaz, Akram & Ijaz, 2011). In a case where the leader is motivational with interest and concern for employee well-being, provide positive feedback, build trust and recognition then

employees will opt to stay longer with the organization (Liden, Wayne, Zhao & Henderson, 2008).

Yidong & Xinxin, (2013) noted that ethical leadership in decision making is expected to create positive influence on employee performance, job responses and intrinsic motivation. In addition, leaders ethical attitudes can have positive impact on task and autonomy in their work. Ethical leadership is taken as an important factor in an organization, and this can be translated into a good management by organization staff.

Shapiro & Stefkovich, (2016) noted that the ethical leadership in decision making need to demonstrate and promote the appropriateness of ethical behaviors through making just decision. He noted that this positively affects employee's organizations citizenship behaviour. This is because ethical leadership is likely to lead to employee prosaically behavior because of social learning and the social exchange relationship (Bailley, 2006). Leaders are considered people with power and status, and therefore can become models of interest to employees. Employees know which behavior is right under different circumstances and they will copy such (ethical) behavior. This means that where there is ethical leadership, employees consider that to be a good relationship with their ethical leaders and that their leader can be trusted and care for the employees.

Chitiga, (2018) opined that leaders can demonstrate ethical behavior in decision making to their employees to generate OCB (Brown, 2005) and this include acting as a role model, supporting career opportunities and providing psychological support to employees. These actions overlap with the definition of ethical leadership of Brown (2005), in which ethical leaders are expected to be actively involved with their

employees, listen to them, and show their norms and values in their actions, communication and behavior.

Brown et al., (2015) states that when a leader acts, and behaves ethically in making decision, employees will be inclined to show more OCB directed to the organizations and colleagues. Further, employees will be motivated to put more effort to their job and will be more willing to solve problems that arise to the management. Hopkins, (2002) researched on ethical leadership among school administrators and the organizational citizenship behaviors of the staff and concluded that ethical leadership of had a significant effect on the employees' organizational citizenship behavior. This indicates that organizational citizenship behavior is correlated to both, informal and formal leadership in an organization.

Rizwan, Nauman, Ahmad & Umair (2014) studied the impact of transformational leadership and employee commitment on organizational citizenship behaviour in different sectors in Pakistan. 100 questionnaires were used to collect data. The sample was selected using non-probability random sampling technique. Linear regression model and Pearson's moment quotient were used to study the link between variables. These study findings insinuated to enhance managers and employees understanding on transformational leadership and employee commitment and their effect on organizational citizenship behaviour. However, the study had some setbacks as it focused on transformational leadership and employee commitment on organizational citizenship behaviour, which is a deviation from the current study that endeavors to link leadership, and organizational citizenship behaviour. The study was conducted in non-African country with different institutional and structural setting hence compromising generalizability of the findings. The study also used questionnaires that

are likely to be faced with survey fatigue and a non-probability sampling technique that lacks representation of the entire population, lower levels of generalization of research findings and difficulties in estimating sampling variability. Besides, the study employed Pearson's moment quotient and linear regression that can easily be misinterpreted to a higher degree of correlation from large values of correlation coefficient; it is also tedious and time consuming to calculate.

Tresna (2016) studied the influence of transformational leadership on organizational citizenship behaviour and job satisfaction as mediator variable with a sample of 59 respondents drawn from lecturers of three universities in Tasikmalaya. Descriptive analysis and verification were conducted using path analysis. Stratified proportionate random sampling technique was used. The results indicated good categories of transformational leadership variables, high category of job satisfaction variable and high category of OCB variables. According to statistical analysis, leadership influenced OCB directly and significantly by 30.2%.Transformational leadership also influenced OCB significantly by 10.8% as mediated with job satisfaction variable. However, the study suffered some limitations; First, the study focused on the effect of transformational leadership on OCB having job satisfaction as the mediator, which is different from the current study, which strived to link leadership and OCB. This study was conducted in a non-African county, which might affect the generalizability of the findings due to the difference in institutional and structural setting of the area that was under study. The study employed a descriptive analysis, which lacks random assignment, and stratified proportionate random sampling technique that cannot be used in every study as several conditions, must be met for it to be used properly. First researcher must identify every member of a population being studied and classify each of them into one and only one subpopulation.

Amin (2016) studied the role of transformational leadership on organizational performance at the National Bank of Kenya. Descriptive research design was used in the study. 168 employees working at the headquarters of the bank formed the study population. The sample of 84 staff was selected using stratified random sampling technique. Semi-structured questionnaires were used to collect Primary data. The study findings revealed that leaders at the National Bank of Kenya act as advisors, mentors and coaches to their junior workers to enable them understand the need for flexible work arrangements and be able to improve on their professional and personal growth. However, the study was with some limitations. First, the study focused on the role of transformational leadership on organizational performance, which deviates from the present study, which strive to link the leadership style and OCB. The study was also conducted in a banking sector that has different institutional and structural setting which might affect generalizability of the findings. The study made use of descriptive research design which lacks random assignment, Stratified random sampling technique which is faced with overlapping issue if there are subjects that fall into multiple subgroups and semi structured questionnaires were also adopted that faces accessibility issues on respondents with visual or hearing impairments or other impediments like illiteracy.

From the reviewed literature, the aspects of leadership play an important role in engendering satisfaction amongst employees in most organizations hence OCB. However, the above-related studies considered leadership style as a one-dimensional construct, while the present study specifically proposed leadership integrity, visionary leadership, control standards, leadership support for organization policy and mission as the predictors of organizational citizenship behaviour. Besides majority of studies have looked at direct link between leadership style and OCB in non-Kenyan context

which espouses the need to further interrogation on how the leadership styles affect OCB as moderated by career development in a Kenyan context.

2.4.4 Work Life Balance and Organizational Citizenship Behaviour

Work life balance refers to the balance between two different roles of an individual, personal and job roles (Arif & Farooqi, 2014). These practices include flexi working hours, work from home, job sharing, family leave programs, onsite childcare and other assistance related to children and elderly care services. The practices of work life balance aims at reducing conflicts between work and family. An employee has both work life and his own private life. Several studies have proved the negative consequences that work life has on the private life of an employee (Noon, Blyton & Morrell, 2013). These practices aim to reduce job stress, work family conflict and ultimately lead to improved discretionary behaviour that enhances performance and productivity of an employee (Macky & Boxall, 2008).

In practicing work Life Balance, most organizations will be able to win their employee loyalty and commitment hence promoting their discretionary behaviour. This is evident because when the organization helps to reduce interference from work, demands of family are met much better and it proves to be less disruptive to the work (Pradhan, Jena & Kumari, 2016). Providing time off as a strategy of work life balance is very important as it enables employees recover from burnouts. According to Allostatic Load Theory and Effort-Recovery Theory continuous exposure to workload and incomplete recovery during time off can result in more chronic load reactions (Geurts, 2014).

The essence of recovery is a process of relaxing after heavy work. For several years labour unions have always called for all workers to embrace enough recovery time

through rest breaks, shorter working week and vacation rights. Workers unions have also put in place rules and regulations to ensure work life balance practices are adhered to by both national and international organizations. Working overtime has been found out by most recent studies as the possible cause of insufficient recovery in workers. Employees health in the long run might be affected if he or she is faced with incomplete recovery day-to-day (Geurts, 2014). Past studies have identified four kinds of employee recovery based on length of time after work: first minutes after task performance referred to as microrecovery, 10 minutes to 1 hour after task performance also known as mesorecovery, 1 hour to 2 days after work referred to as metarecovery and finally more than 2 days after work recovery referred to as macrorecovery.

Prasetio, Yuniarsih and Ahman (2017) did a study on the direct and indirect effect of work-life interface on OCB. The target population of the study was 158 staff of a three star hotel in Bandung. Questionnaires were used to collect data. Life interference with work and work interference with life according to study findings did not show any positive significant effect on OCB. A significant positive effect was established between Work-life enhancement and OCB. Affective organizational commitment according to the study results did not mediate the link between life interference with work, work interference with life and Work-life enhancement towards OCB. Nevertheless, job satisfaction and ACO did provide indirect effect. The study found out that Organizational work-life policies enabled employees to manage their work-life. Such policies will increase job satisfaction that then promotes the development of ACO and OCB. This study suggested that organizations need to identify other factors besides work-life interface if they want to use ACO to enhance employees OCB.

Prasetio, et al. (2017) carried out a study on the mediating role of job satisfaction and organizational commitment on the link between work-life interface and OCB. Questionnaires were used to collect data. The study population comprised of 277 staff of three star hotel in Bandung. The study used explanatory causal analysis to establish the link between the study variables. Accidental technique was used to select respondents. Conflict and balance as negative and positive aspects of work life interface revealed a direct effect on OCB. Only job satisfaction had mediation effect on the relations. The study recommended the application of human resources policies in Hotel industry that focus to support work and private life in order to increase employees' satisfaction. This study had some setbacks. First, the study was conducted in a non-African country. However, these findings were not without setbacks. The study was conducted in a Hotel setting and non-African context, which possess institutional and cultural differences hence compromising the generalizability of the findings. The study focused on the mediating role of job satisfaction and organizational commitment on the relationship between work-life interface and organizational citizenship behaviour that is a dispatch from the current study, which strives, to link work life balance and organizational citizenship behaviour. The study also adopted questionnaires for data collection that faces difficulty in data analysis because of huge data produced. Furthermore, multiple-choice questions can be tabulated and graphed but open-ended questions are different. Explanatory causal design was adopted which does not provide conclusive results due to lack of statistical strength. Finally, the study used accidental technique that is non-probability sampling method.

Kumar, et al. (2016) did a studied the role of organizational commitment on work life balance and organizational citizenship behaviour in manufacturing industries in

Eastern India. Questionnaires were used to collect data. The study findings indicated a positive link between work–life balance and OCB. Organizational commitment also mediated the link between work life balance and OCB. However the study was faced with some limitations. First, this was a non-African context. Secondly, the study employed survey design which is expensive as it collects data at a single point in time and hence faced with difficulty as it requires two or more survey to allow the measurement of changes in a given population. Besides, the study used questionnaires as tools for data collection that normally faces dishonest answers and in most times unanswered questions from the side of the respondents, questionnaires are also subjective to the respondent understanding. Furthermore, the study was conducted in a manufacturing setting that cannot be generalized in a non-manufacturing setting owing to differences in institutional and structural setting.

Mmakwe and Ojiabo (2018) studied the relationship between work-life balance and employee performance in Port Harcourt, Rivers state, Nigeria banking sector. The study population comprised of 769 employees of commercial banks in Port Harcourt City, who were randomly selected using Taro Yamen formula to arrive at a sample size of 400. The spearman rank order correlation coefficient was considered and used as suitable statistical technique to analyze the data. The findings of the study revealed a strong correlation between the measures of work life balance and measures of employee performance. However, the study was not without limitations. First, the study was conducted in a banking sector and non-Kenyan context that cannot be generalized in a non-banking sector owing to difference in structural and institutional setting hence compromising the generalizability of findings. Besides, random sampling techniques were used that consume time, efforts and money in achieving the expected results.

Nyambura and Ngari (2014) examined the effect of work life balance policies on employee job satisfaction in the Kenyan banking sector. The study target population was 240 respondents and descriptive research design was employed. Questionnaires were used to collect data. SPSS was used to analyze data. The study findings revealed that job satisfaction is predicted by each policy of work life balance. A significant strength between the variables was shown by the goodness of fit, R= 0.618. In order to boost employees' productivity, commitment and job satisfaction, the study recommended that the bank managers should work on policies regarding the work life balance of their staff. However, the study was faced with some setbacks. First, the study focused on work life balance policies and employee job satisfaction, which is a dispatch from the current study, which strives to link work life balance and organizational citizenship behaviour. The study was conducted in a banking sector with different structural and institutional setting hence compromising the generalizability of the findings. The study used descriptive research design that lacks random assignment. Data was collected using questionnaires that are hard to convey or capture the feelings and emotions of respondents.

From the above studies, work life balance cues play a crucial role in promoting employee loyalty in most organizations resulting in improved OCB. Nonetheless, work life balance has been considered as one construct in most of the related studies as oppose to the present study which specifically proposed work life balance policy, work environment, equity across multiple roles and adequate technology support as the main predictors of organizational citizenship behaviour. Moreover, majority of studies have looked at direct link between work life balance and OCB in non-Kenyan context, which espouses the need for further interrogation on how work life balance affects OCB as moderated by career development in the Kenyan context.

2.5 Moderating role of Career Development practices on Retention Strategies and OCB

Employee retention strategies are intended to make workers remain in the organization for a good period of time. The relationship between employee retention strategies and OCB has been shown to be positive by most past studies (Allen, Evans & White, 2011). Therefore there is evidence to affirm that employee retention strategies may affect organizational citizenship behavior. This is corroborated by Tsai and Wu (2010) who indicated that there is a positive relationship between employee retention strategies and OCB. This implies that the organization should critically look at its retention strategies and interrogate their compatibility with the needs of the employees if it is to maximize on their OCB. However authors have faulted the relationship between the HRM practices and its outcomes (Gerhart, 2005; Katou, 2008). This therefore necessitates the introduction of the moderator or mediator to strengthen the link between various HRM practices and their outcome (ALDamoe, Yazam & Ahmid, 2012).

More retention according to Friedman (2017) can negatively affect OCB while Podsakoff, Whiting, Podsakoff and Blume (2009) on the other hand didn't notice any effect of retention on OCB. However, the retention strategies used by an organization dictates OCB. These mixed findings necessitated the need for more research on the effect employee retention strategies on OCB. With regard to the mixed reactions from different scholars in the past concerning the outcome on the relationship between these variables, Baron and Kenny (1986) cited in Waheed (2016) recommended the introduction of a moderator to strengthen the weak or unexpected relationship between predictor and the criterion variable.

In an unpredictable and uncertain environment with expanding requirement for skilled labour, organizations view career development more as a practical opportunity to recruit and keep capable workers (Khaled, 2017). Organizational prestige and career development opportunities were cited by non hourly workers and high performers as some of the reasons making them to stay in the organization, whereas hourly workers and low performers cited extrinsic rewards as a reason for staying in the organization (Hausknecht, Rodda & Howard, 2009). Career advancement made more than 80% of employees of Taiwan hotel resign according to result of an interview conducted by Yang, Wan & Fu, (2012) while other hotels proposed to recruit 70% of the employees. In this regard when employee are aware of the upcoming plan concerning their career growth, they tend to be more loyal and commitment. Therefore, career path development seems as a vital practice for attaining better employees' discretionary behaviours. Career development consists of actions undertaken by workers (career planning) and the organization (career management) to encounter career objectives and job necessities and hence is critical for realizing career planning and management (Singh , 2014).

The idea of employees quitting job has become a crucial issue for the top management in every organization since it carries with it negative consequences. As a result, firms will lose their skilled workforce and face increased cost of recruitment and training of new employees (Hassan, Akram & Naz, 2012). Therefore, it is recommended for employers to come up with ways and means through which employee retention can be enhanced. Several scholars have proposed several ways of retaining employees (Allisey, Noblet, Lamontagne & Houdmont, 2014; Brown, Thomas & Bosselman, 2015).

Chew and Chan (2008) conducted a study in nine Australian organizations on the relationship between human resource practices, organizational commitment and intention to stay. Designing effective remuneration and recognition, implementing training and career development, facilitating person-organization fit and creating challenging assignment are some of the human resource management practices that the study focused on. The study was carried out in three stages; first stage comprised of 13 experts who were subjected to interviews using Delphi technique. This group was drawn from HR managers, academics and organizational psychologists. The second phase used in-depth interviews with 12 HR managers. The third phase used 457 employees who responded to a survey from the nine Australian organizations. To test the hypotheses, structural equation modeling was used. P-O fit, remuneration, recognition and an opportunity to undertake challenging employment assignments affected organizational commitment positively. P-O fit, remuneration, recognition, training and career development were significantly related to intention to stay. There was no significant link between training and career development and organizational commitment. Challenging assignment on the other hand was not significantly related to intention to stay. The focus of this study was on remuneration, recognition, P-O fit, Intention to stay, training and career development but failed to look at how career development practices would moderate the relationship between retention strategies and OCB hence providing a gap for the current study.

Manzoor, Wei, Bányai, Nurunnabi and Subhan (2019) investigated the moderating role of training on sustainable HRM Practices and Job Performance. The study measured the effect of selection, participation and employee empowerment on job performance in Pakistan's public universities. Descriptive design was used for this study. A significant effect of employee empowerment, participation and selection on

employee job performance was established. Training was particularly established to significantly moderate the relationship between HRM practices and employee performance. Nonetheless, the study was faced with some setbacks as it was limited to one sector. Besides, the study was conducted in a developed country, Pakistan which affects generalizability of results. The study recommended that future studies should be performed by investigating the model in other less-developed nations to boost generalizability of the outcomes. The study also used training which is a career development practice as a moderator but looked at job performance as an outcome. Besides the study didn't focus on open communication, leadership and work life balance but employee involvement amongst others. These altogether provides room for further research on retention strategies, career development practices and OCB.

Rurkkhum and Bartlett (2012) examined the moderating role of employee perceptions on human resource development practices on the relationship between employee engagement and organizational citizenship behaviour in Thailand. 522 respondents from four large Thai organizations participated in the study. The results showed positive relationships between employee engagement and every construct of OCB. There was strongest relationship for the civic virtue a component of OCB. However, the results did not support the hypothesized moderating effect of HRD practices between employee engagement and OCB. This study looked at how engagement affects OCB as moderated by HRD without any support for the relationship. Career development is a component of HRD practices therefore it can be hypothesized that career development doesn't moderate this relationship. Retention strategies are salient antecedents of employee engagement. However this study is bereft of generalization to the relationship between the current study variables thus problematizing the need

for further research on the moderating role of career development practices on the relationship between retention strategies and OCB.

Gheorghe (2018) studied the moderating role of work locus of control in relationship between Interpersonal Communication and Organizational Citizenship Behaviour. The study focused on the variables which are due to the direct impact on the behavior of an employee and on the orientation thereof towards organizational outcomes being concentrated on interpersonal relationships. Data was collected using an online survey method of 223 employees from various organizations coming from both public and private sectors organizations from Romania. The findings of the study revealed that WLOC can moderate the relationship between IC and OCB. The results revealed that individuals with a higher I-WLOC show higher availability and skill in communication process, with positive results to OCB.

The study also found out that work locus of control associated with career development moderates the relationship between Interpersonal Communication and Organizational Citizenship Behaviour. Organizations should therefore adapt the assessment and development programs to pay particular attention to the individual particularities and context of the work groups and to enhance the degree of employee participation in the organizational processes and their level of identification with the organization. However the study was conducted in Romania a non Kenyan context thus generalization to the Kenyan context limited. Data was collected using an online survey method that was liable to common errors.

Hayat, et al. (2019) examined the mediating role of affective and cognitive trust and the moderating role of continuous commitment on participative leadership and OCB. 400 employees from the hotel industry in Pakistan participated in the study.

Bootstrapping method was use to estimate mediating effect of process macro. The study utilized structural equation modeling and confirmatory factor analysis. The study findings established that participative leadership and OCB were significantly mediated by affective trust. Furthermore, participative leadership and OCB were significantly moderated by continuous commitment. Continuance commitment as the moderator and affective and cognitive trust as the mediator were used in this study to explore a deep understanding of OCB in the hospitality sector. The study was conducted in the private sector besides didn't use career development practices as a moderator but justified the fact that the relationship between leadership and OCB is indirect.

According to Armstrong and Taylor (2014) companies that offer self-directed careers and offer enriched environments in which their employees can grow and develop will be able to retain good Human Capital. It is important for employers to retain their employees and to do this they must know how an employee can remain in the company. Several factors are considered important in employees' retention including career opportunities, work environment, and work life balance, growth and development as well as reward (Noe, Hollenbeck, Gerhart & Wright, 2017).

Khaled (2017) studied the impact of career path development in organizational citizenship behaviour at greater Amman municipality. The study findings indicated a significant impact (P<= 0.05) of career path development on organizational citizenship behaviour (OCB). The study further recommended that organizations should use reward systems that support the organizations career development strategy to enhance OCB. From the above study, it is clear that the career strategies adopted by the organization can influence their extra role behaviour.

There are several retention strategies, which affects organizational citizenship behaviour in most organizations some of which are financial rewards and employee benefits, job enrichment, training and development opportunities, work environment, and work-life balance, open communication, leadership skills (Anitha, 2014). When there is a relation between peer support and employee retention, employee who stay in an organization are expected to have a positive impact on the organization especially on organizational citizenship behaviour. Therefore, improving organizational citizenship behaviour through proper retention strategies is vital in attracting and retaining the human resources, the key contributors in organizational success. To date little has been done on the relationship that exists between retention strategy, organizational citizenship behaviour and career development in most organizations in Kenya which calls for more studies.

From the above discussions, it is worth noting that the management should be able to attract and retain the skilled workforce to assist the organization in the achievement of the set target. The willingness of an organization to develop its worker and provision of clear career paths may therefore act as a means of attracting and retaining them (Mehrabani & Mohamad, 2011).

2.6 Existing Gaps

Existing literature reveals that employee retention strategies has a significant influence on organizational citizenship behaviour. Arising from literature review, evidence linking career development practices to OCB is limited. The conclusion that can be drawn from this empirical literature and theory is that the existing framework for analyzing OCB is inadequate and fails to explain how career development practices and employee retention enhance OCB in public sector.

Based on the literature reviewed, the main focus of the studies is identified and knowledge gaps highlighted which informed the current study. The study attempted to address these gaps with a view to making a contribution to the career development practices and OCB.

2.6.1 Summary and research Gap

Researchers	Focus of the study	Findings	Knowledge Gap	Filling of Gaps
Amini, et al. (2013)	Effect of communication skills training on the organizational citizenship behaviour of nurses in Isfahan's Kashani hospital	Communication skills training increased the nurses' organizational citizenship behaviour in the experiment group and the effect sustained a month after the intervention	-It is suggested that further research can be conducted in a parastatal sector using a similar approach -The study focused on communication skills training in Isfahan's Kashani hospital failing to examine the cultural context.	-Utilize career development as a moderator -Determination of joint relationships among other retention strategies on enhancing OCB.
Cheryl and Pamela (2014)	Effects of leadership and communication skills of nurse managers and the organizational citizenship behaviours of the nurses and nursing assistants who work on the medical-surgical nursing units of a community hospital in Northern New Jersey.	There was significant link between leadership and communication skills of nurse manager and the self-reported organizational citizenship behaviour of the nursing assistants and registered nurses	- The study was conducted in a medical setting, which cannot be generalized in a non-medical setting owing to differences in institutional setting.	The study introduces a link between retention strategies, career development and OCB in environmental sector.
(Asamu, 2014)	The impact of Communication on Workers' Performance in Selected Organizations in Lagos State, Nigeria.	Effective communication fosters mutual understanding between employees and management and poor communication can have a negative effect on employee performance.	-The focused on the impact of communication on employee performance which deviates from the current study -The study also used a smaller sample size	The present study directly links communication and OCB in the local context
Sofijanova and Zabijakin-Chatleska (2013)	Investigation on the link between employee involvement and organizational performance in manufacturing sector in republic of Macedonia	A positive significant link between employee involvement and perceived organizational performance.	-This study was conducted in a non-African setting and manufacturing industry, which cannot be generalized to a non manufacturing setting owing to the differences in institutional setting. -The study also focused on the link between employee involvement and organizational performance which is a dispatch from the current study that strives to link a direct in a non-African setting and manufacturing industry,	The study is employee involvement and OCB under the moderating effect of career development in a non manaufacturing setting in the Kenyan context.

			relationship between involvement and OCB in an African setting. - The study didn't use a moderator	
Ueda (2011)	the effects of job involvement, affective organizational commitment, and collectivism on organizational citizenship behavior (OCB) in a private Japanese university	The study established a positive effect of job involvement on helping behavior and civic virtue while sportsmanship and helping behavior were positively affected by affective organizational commitment	-The study was conducted in Japanese university in a non-African setting with different structural and institutional setting - The study didn't use carreer development practices as a moderator.	Looked specifically at employee involvement and OCB in Environmental Agencies in the Kenyan context as moderated by carreer development practices
Mildred and Mercy (2018)	Effect of employee involvement on job performance in the medical research industry in Kenya.	For good performance the study revealed a huge contribution of representative participation as one way of involving workers and keeping them updated concerning the future course of the organization.	-The study focused on employee involvement and jop performance which is a dispatch from the current study -The study was carried out in a research institution which affects generalizability of results -The study used small sample size - The study didn't use a moderator	Links employee involvement and OCB directly in the Kenyan context as moderated by career development practices
(Rizwan, et al., 2014)	Impact of transformational leadership and employee commitment on organizational citizenship behaviour in different sectors of Pakistan	The study revealed improved employees and managers understanding on transformational leadership and employee commitment and their effect on OCB	-The study was conducted in a non-African country with different institutional and structural setting - This study focused on transformational leadership and employee commitment on OCB -The study used a small sample size	Focuses on a direct link between leadership style and OCB under the influence of career development practices as a moderator
(Prasetio, et al., 2017)	The direct and indirect effect of work-life interface on organizational citizenship behaviour using 158 three stars hotel employees in Bandung	The study established the significance of work place' work-life policies in employees wellbeing.	-The study was conducted in a hospitality industry with different structural setting -It was conducted in a non-African Country	The study focuses on a direct link between work-life balance and OCB under the influence of career development
Nyambura and Ngari, (2014)	Studied the relationship between work life balance policies and employee job satisfaction in Kenya's banking sector	The study established that each component of work life balance policies is a determinant of job satisfaction	The study focused on work life balance policies and employee job satisfaction in the Kenyan banking sector which is a dispatch from the current study	Focuses on the a direct link between work life balance and OCB in the Environmental sector

2.7 Conceptual Framework

Effective management of organizations requires organizations to have proper retention strategies that enhance organizational citizenship behaviour of the employees. These relationships are also influenced by other factors within the organization. Figure 2.1 shows the relationship between the construct of independent variables and the dependent variable of the study with possible moderating role of career development practices. As shown in the figure, the four constructs comprising open communication, employee involvement, leadership and work life balance are the independent variable in this study. In this study there is need to establish the relationship between open communication, employee involvement, leadership and work life, with OCB. The effects of these variables on OCB could also be influenced by career development practices, which formed the basis of the current study.
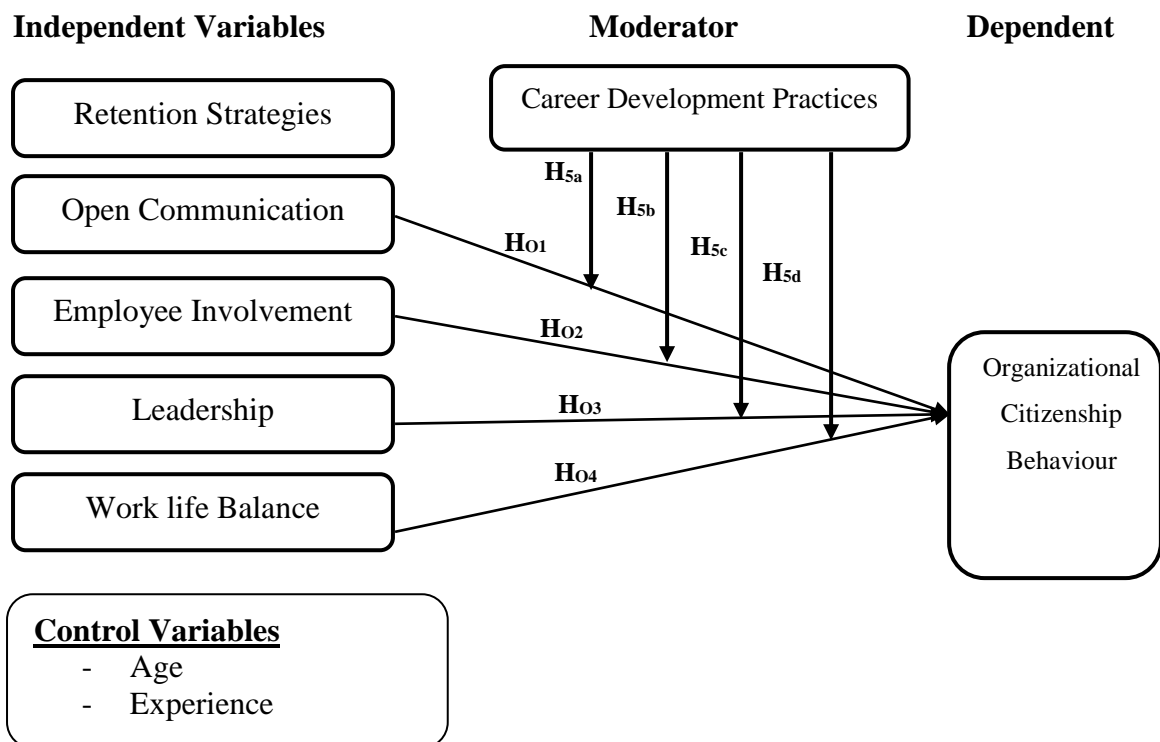
Figure 2.1: Association between retention strategies and organizational citizenship behaviour as moderated by career development practices
Researcher, 2020

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Overview

This chapter presents an overview of description of design adopted for the study and the overall methods that were used. This chapter begins by looking at the research paradigm, research design, study area, sample size and sampling technique, research instruments including the questionnaires and interview schedule. The aspects of validity and reliability of research instruments were considered as well as methods of data collection and analysis. The chapter ends with ethical issues considered.

3.2 Research Paradigm

Research philosophy clarifies the overall research and test the robustness of methodological approaches for the research to be undertaken. Furthermore, a research paradigm is a perspective that is based on a set of shared assumptions, values, concepts and practices (Creswell, 2009). This study adopted a pragmatic research philosophy, which enabled the researcher to handle the traditional dualism of social interpretivist and positivist.

Mixed method approach combines both qualitative and quantitative forms (Creswell, 2009), which provide an opportunity for presenting a greater diversity of divergent views. Quantitative research has typically been directed at theory verification, while qualitative research has typically been concerned with theory generation. Tashakkori and Teddlie (2010) also supported this method and argued that it helps in answering questions, which cannot be answered by qualitative and quantitative approaches alone. A major advantage of using mixed methods approach in the study is that it enables the researcher to simultaneously answer confirmatory questions regarding the

moderating effect of career development practices on the relationship between employee retention strategies and organizational citizenship behaviour, through use of closed ended questionnaires and structured interview schedules.

3.3 Research Design

The study adopted an explanatory research design. The design is concerned with assessing relationship among variables. According to Saunders (2011) explanatory design is used in studies that seek to establish the causal relationship between variable. In terms of time horizon, the design enabled the study to be carried out at a point in time. Explanatory research design is quantitative in nature and hence enabled the use of questionnaires, which facilitated rapid collection of data from employees within the three Environmental Agencies in North Rift Region.

Explanatory research involved the use of hypothesis testing to measure the relationships between variables and analysis of data using statistical techniques. Furthermore, it allowed the use of multiple regressions, which identified the causal relationships by analyzing the correlations between the study variables (Maxwell & Mittapalli, 2008). The research design was identified to suit the study since it majorly dealt with the comparison of groups or variables with an intention of identifying the cause-effect relationship.

3.4 Study Area

This study was conducted in three Environmental Agencies (KFS, KWS and NEMA) within North Rift Region (Appendix VIII) covering 6 counties; Uasin Gishu, Elgeyo Marakwet, Trans Nzoia, West Pokot, Nandi and Turkana counties with a population of 935 employees. The region has a population of approximately 5.4 million (Kenya National Bureau of Statistics, 2010). The population comprised of

residents from different Kenyan ethnic groups but mainly from western and Rift Valley regions. North Rift Region covers public forest of 292,710.18 Ha. The area of study was selected owing to the fact that the region is endowed with three main water towers, Cherangani Hills, Mt. Elgon and Northern Mau which had been listed as the most crucial water towers in Kenya that need monitoring and protection from degradation calling the intervention of environmental agencies through a workforce that is willing to go an extra mile.

3.5 Study Population

Population refers to an aggregation of all the objects, subjects or members that conform to a set of specifications under investigation. They can be member of real or hypothetical set of people, events or objects to which a researcher wishes to generalize the results of the research study (Robson & McCartan, 2016). The target population of this study involved all administrators and technical staff of Environmental Agencies in North Rift Region totaling to 935 employees as distributed in Table 3.1

Table 3.1: Population of Respondents in Environmental Agencies within North Rift Region

Organization	Position	Population
Kenya Forest Service	Administrators	14
	Technical Staff	688
Kenya Wildlife Service	Administrators	15
	Technical Staff	195
National Environment Management Authority	Administrators	7
	Technical Staff	16
Total		**935**

Source: (Ministry of Environment and Forestry, 2018)

3.6 Sample Size Determination and Sampling Technique

3.6.1 Sample Frame

Sample frame is the group of individuals that can be selected from accessible population given the sampling process used in the study and how they are accessed (Martínez-Mesa, González-Chica, Duquia, Bonamigo & Bastos, 2016). In a population a sample frame refer to those elements who can be sampled and may include institutions, households or individuals. The sample frame for this study included all the administrators and technical staff of Environmental Agencies from the six counties in North Rift Region.

3.6.2 Sample Size Determination

To obtain a good output from the research data should be collected from a sample representative of the population. In this study, the sample size was derived from the population and the information used to generalize the finding to the population within the limit of random error. The study adopted a sampling formula proposed by Krejcie and Morgan (1970) from the table, the sample corresponding to a population of 935 is 274 respondents (Appendix VII) that was selected for this study. The distribution of

the sample size within the region was done through proportional allocation technique as shown in table 3.2.

The formula for Neyman Allocation is following:

$$n_h = \left(\frac{N_h}{N}\right) n$$

Where,

n_h - The sample size for cluster h,

n - Total sample size,

N_h - The population size for cluster h,

N - The total population

Table 3.2: Distribution of Respondents in Environmental Agencies within North Rift Region

Organization	Position	Population	Sample size	Percentage
Kenya Forest Service	Administrators	14	4	1.4
	Technical Staff	688	202	73.4
Kenya Wildlife Service	Administrators	15	4	1.4
	Technical Staff	195	57	21
National Environment Management Authority	Administrators	7	2	1
	Technical Staff	16	5	1.8
Total		**935**	**274**	**100**

Source: (Ministry of Environment and Forestry, 2018)

3.6.3 Sampling Technique

Sampling entails selecting a given number of subjects from a defined population as being representative of that population (Cohen, Manion & Morrison, 2011). Sampling enabled the researcher to secure a representative group to gain information

about the entire population when faced with limitations of time, funds and logistics constraints (Mugenda, 2008).

The study selected administrators and technical staff using stratified random sampling. Simple random sampling was used to select the respondents who participated in the research study. Simple random sampling is a procedure of selecting a sample that is made up of n number of sampling units out of the population having N number of sampling units such that every sampling unit has an equal chance of being chosen (Singh & Mangat, 2013). The researcher used purposive sampling to pick ten administrators from the Environmental Agencies who were interviewed with the goal of getting their perception concerning the variables under study.

3.7 Data Collection

This section outlines the data collection instruments, sources of data, validity and reliability of research instruments as well as the data collection procedure.

3.7.1 Data Collection Instruments

The study used both closed ended questionnaires and structured interview schedule for collecting primary data. Interviews were used to get information from the key informants (administrators) while questionnaires were administered to technical staff.

3.7.2 Questionnaire

The questionnaires were developed based on the research objectives and hypotheses. The researcher employed closed ended questions with Likert type statements. The closed ended questions had high response rate and uniformity of responses with an ease in coding. According to Garner (2010) a Likert type statements allows the respondents to specify the degree to which they agree or disagree with the statements

on different variables presented on a five-point Likert scale to improve on the value of data.

Questionnaire is considered ideal for conducting a survey of respondents who are dispersed over a wide geographical area as well as covering large number of respondents over a relatively short period of time (Denscombe, 2014). Questionnaires were divided into four sections from section A to D. Section A contains demographic information, section B contains specific information about the study based on objectives, section C contains information on OCB and finally section D contains information on career development practices. The responses to the close-ended items were scored using a five points Likert scale.

3.7.3 Interview Schedule

The second instrument that was used to collect data is the structured interview schedule, which was purposely meant for the ten administrators. Interview schedule is a practical qualitative method for discovering how people think about their work practices. Interview schedule aided in providing detailed, descriptive and rich information concerning respondents' experiences and understanding among the administrators. The key objectives of carry out interviews according to Lune and Berg (2016) include investigating past events, gathering or obtaining information that can't be obtained through other means and achieving efficiency in data collection. Interview schedule was used because it combines questioning, cross-examination, allowed the researcher to ask follow-up questions and pursue issues arising from the questions for a considerable length of time (Cooper & Schindler, 2003). The researcher prepared 10 questions in advance, which conveyed the focus of the interview and enabled the researcher to become familiar with the problem under

study. The responses on the interview schedule was recorded using tape recording which establishes reliability, speeds up data collection and limits interruptions in communication. There was taking down of notes to facilitate data analysis and eliminate omission of information.

3.7.4 Sources of Data

The study used primary and secondary data.

3.7.5 Primary Data

This is the original data that is directly related to the problem. Primary data is that kind of data the researcher collects using various techniques like surveys, questionnaires or interviews (Merriam & Tisdell, 2015). Primary data is that information that the researcher must collect because there is no published primary information. Primary data collection is costly since it requires time and enough resources for its success (Salkind, 2010). Close-ended questionnaire was used in this study to collect primary data.

3.7.6 Data Collection Procedure

Research approval was obtained from Moi University and the same used to seek for research permit from the National Commission for Science, Technology and Innovation (NACOSTI). The researcher explained the purpose of the questionnaire and structured interview schedule to dispel fears and increase the response rate. The data was collected by the researcher with the help of three research assistants with a minimum qualification of a bachelor's degree. Training of research assistants was done before data collection commences. Each of the respondents was given about two weeks to distribute and collect the filled-in questionnaires by the respondents. Interviews lasting one hour was conducted with the administrators in the region.

3.7.7 Validity and Reliability of Research Instruments

It is vital to consider validity and reliability of the research instruments before they are used (Voss, 2010). Validity and reliability are both statistical benchmarks for assessing if the instruments are of good measure. It was also critical in pilot testing stage since it helped the researcher assess whether the research instruments were suitable for the purposes for which they were intended and therefore allowed her to make informed decisions on the quality of the research instrument before data collection stage (Whitelaw, 2001).

3.7.8 Pilot Study

A pilot study is a plan used to test a smaller sample of questionnaires as compared to the intended sample size (Sincero, 2012). It is carried out to detect weaknesses in instrumentation, design and to provide proxy data for selection of probability sample (Blumberg, Cooper & Schindler, 2008). The method that was used in pre-testing the questionnaire was similar to those used during the actual data collection. A pilot survey is a replica and rehearsal of the main survey. In this study, piloting was done to pre-test the data-gathering tools, which, in this case, were the questionnaire and interview schedule. This was done to ensure the goodness of the study design. The questionnaire and interview schedule were piloted at KFS, KWS and NEMA in Western Region because they have similar characteristics to the study area. The number in the pre-test should be small, about 1% to 10% of the sample size (Kothari & Garg, 2014). In this study, 27 respondents participated in the piloting of the data instrument, which is 10% of 274 respondents. After which corrections was made on wording, layout, sequencing and validity of the questions, the final draft of the questionnaire was disseminated to the respondents.

3.7.9 Validity of Research Instrument

Validity refers to the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda & Mugenda, 1999). All assessments of validity are opinions based on the judgment of the researcher (Kothari & Garg, 2014). Validity can be categorized into face validity, content validity and construct validity. Face validity is the researcher's evaluation of the research instruments which was done through pilot study. Content validity was ensured by seeking comments and recommendations of experts in School of Business and Economics, department of Human Resource Development before data collection. The experts scrutinized the instruments to check whether they addressed the specific objectives and if their format and language was appropriate. Construct validity was ensured by deriving components of employee retention strategies, career development practices and organizational citizenship behaviour from the existing literature. Factor analysis was employed to the constructs of the variables under study which were; open communication, employee involvement, leadership and work life balance, career development practices and organizational citizenship behaviour. The results were later compared with Kaiser-Meyer-Olkin measure of 0.5 which is the threshhold.

3.7.10 Reliability of Research Instrument

Reliability is the ability of a research instrument to yields consistent results after repeated trials (Orodho, Abobo & Osero 2014). Cronbach alpha test was used to test reliability of the instrument. Unlike test-retest method, which frustrates respondents by a repeat test, Cronbach's Alpha does not require subjecting the respondents to the same questionnaire twice or having two forms of test (Louis, 2012). Cronbach alpha addresses itself to internal consistency, that is; the degree of interrelatedness among the items and where multiple summated scales are used like in this study; it is advised

that Cronbach alpha is the best tool for assessing the reliability of scales (Dunn, Baguley & Brunsden, 2014). The formula for Cronbach alpha is:

$$\alpha = \frac{K\bar{r}}{(1 + (K-1)\bar{r})}$$

Where $K = $ numbers of indicators or number of items

$\bar{r} = $ mean inter $-$ indicator correlation.

The value one gets for α usually indicates the percentage of the reliable variance. For instance, if one gets a value of 0.7, it means that 70% of the variance in the scores is reliable variance, which means that 30% is error variance (Tavakol & Derrick, 2011; Cronbach, 1951). A "high" value of alpha was used as evidence that the items measure an underlying (or latent) construct, which was used. Reliability was determined through piloting, whereby 27 questionnaires were issued and the responses of the subjects were checked against the research objectives. A Cronbach alpha value of $\alpha>0.7$ was considered reliable for the study. A Cronbach's Alpha that is closer to 1 is preferred because it indicates a good internal consistency of items in the scale (Sijtsma, 2009). From pilot study information, the researcher was able to revise the questionnaire and ensure that all the objectives of the study were covered. The results indicated that open communication (.865), employee involvement (.761), leadership (.685), work life balance (.723), career development practices (.854) and OCB (.560) and overall Cronbach's Coefficient Alpha was (.915).

3.8 Measurement of Variables

To measure the research variables, the study first determined the indicators/parameters of each variable and then employed Likert scale to measure independent variables, dependent variables and the moderator. The scale comprised of

an interval scale of 1-5 (where; 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, and 5 = strongly agree). The study had four independent variables, one dependent variable and one moderator. The independent variables were open communication, employee involvement, leadership and work life balance, organizational citizenship behaviour was the dependent variable and career development practices the moderator in the study.

3.8.1 Organizational Citizenship Behaviour

This is individual's voluntary behaviour, which is discretionary not directly or explicitly recognized by the formal reward system of the organization (Tambe, 2014). This behaviour is not contained in the job description but more of individual's personal choice. Employees can be recognized by their managers if they portray this kind of unpaid behaviour as it increases organizational success. A set of standardized tool was used for data collection on OCB. OCB usually have five dimensions including altruism, courtesy, conscientiousness, sportsmanship and civic virtue. The five dimensions were measured using a set of 24 items based on the conceptual work of Organ (1988) and developed by Podsakoff *et al*. (1990).

3.8.2 Open Communication

Communication is the exchange of information between two or more parties. This is where managers coordinate, arrange, organizing, subordinate and inform employees. The significant of communication is more than just information giving. Failure and success of an organization depends on communication (Kandlousi, Ali, & Abdollahi, 2010). Open communication was measured using organizational communication policy, communication with managers, communication with coworkers (Osman, 2014).

3.8.3 Employee involvement

Involving employees is valuing their contribution in decisions affecting their work (Heckscher, 2018). According to Bhatti, Nawab and Akbar (2011) investment in employee involvement in an organization show better results of employee engagement. Employee involvement is classified into three groups, which include informative participation, consultative participation and discretion (Heckscher, 2018). This study adopted informative, consultative and discretion participation as measures of employee involvement.

3.8.4 Leadership

Leadership is the ability of a manager to persuade his or her follower to do well what ought to be done (Michael, 2010). For achievement of organizational goals, the leader should be able to seek voluntary participation of employees. The study measured leadership using individualized consideration, intellectual stimulation and inspirational motivation by (Long, Yusof, Kowang & Heng, 2014).

3.8.5 Work Life Balance

Work-life balance is the ability of individuals to pursue successfully their work and non-work lives without undue pressures from one domain undermining the satisfactory experience of the other (Rashida & Duraipandian). Recent studies on the components of work/family balance, work/life conflict, work/family conflict and work/life balance have received a lot of attention as a result of a dynamic environment where we live and work (Singh , 2014). Work life balance was measured using; personal needs, social needs, teamwork, time management, compensation/benefits and work. The six items were measured using 12 items as proposed by (Pareek & Surabhi, 2010).

3.8.6 Career Development practices

A career is a linked sequence of tasks in an ascending manner of responsibility and status. It consists of activities undertaken by the individual, organized to match employee career aspirations goals with the business needs of an organization (Adekola, 2011). Career development was measured using the following items: career planning, training and development, coaching and mentoring, career counseling, talent management and succession planning (Wane, 2016).

3.8.7 Control Variables

The study controlled age and experience of the employees in order to do away with their effect on retention strategies, organizational citizenship behaviour and career development. Age was measured as; 21-30, 31-40, 40-50, 45 and above while experience was measured in years as ; < 5 years , 6-10 years, 11-15 years, 16-20 years and > 20 years.

Table 3.3: Measures of Variables

Variables	Measurements	Author
Open Communication	Organizational policy Communication with managers Communication with co workers	Osman, (2014)
Employee involvement	Informative participation Consultative participation Discretion	Heckscher,(2018)
Leadership	Individualized consideration, Intellectual stimulation inspirational motivation	(Long, Yusof, Kowang & Heng, 2014).
Work life balance	Flexible working hour Work life policies Good working relationship Stress management Clear job description	(Pareek & Surabhi, 2010)
Organizational Citizenship Behaviour	Altruism Courtesy Conscientiousness Sportsmanship Civic Virtue	Podsakoff *et al*. (1990)
Career Development	Career planning Training and development Coaching and mentoring Career counseling Talent management Succession planning	Wane, (2016)

Source: (Researcher. 2020)

3.9 Data Processing and Analysis

This is the process of structuring, ordering and giving meaning to the mass of information during a study (Hayes & Preacher, 2014). Data collected was checked for errors, completeness, consistency as well cleaned before analysis. Data was fed into the SPSS software program, version 21.0 for analysis with statistical significance set at 0.05. This study involved the analysis of both descriptive and inferential statistics. Descriptive statistics was used to describe basic characteristics and summarize data in a straightforward and understandable manner while inferential statistics was used to make inferences from the sample information to the entire population. Factor analysis was used as well.

3.9.1 Descriptive Statistics

The collected data was examined for completeness and consistency. The analytical techniques for data analysis were determined in line with the characteristics of the research design and the nature of data gathered as suggested by Zikmund, Babin, Carr and Griffin (2013). The surveyed data returned was fed into SPSS version 25.0 software for analysis. Data was analyzed by use of descriptive statistics and inferential statistics. Descriptive statistics were used to describe basic characteristics and summarize data in a straight forward and understandable manner while inferential statistics were used to make inferences from the sample information to the entire population. Factor analysis was also carried out. The data collected was then presented using tables and graphs.

3.9.2 Inferential Statistics

Inferential statistics is concerned with the cause-effect relationships between variables and uses various tests of significance for testing hypotheses. This study used correlation, multiple regression and ANOVA analysis.

3.9.2.1 Correlation Analysis

Correlation analysis was performed to identify association between variables. This method of analysis used a statistical measure, correlation coefficient, to determine covariance or association between two variables. The study used Pearson correlation, which is the most commonly used measure for correlation ((Fraenkel, Wallen & Hyun, 2011). This measure provided that, the closer the correlation, r, is to +1.0 or -1.0, the greater the magnitude of relationship between two variables. The Pearson's product moment correlation was therefore used to test the association between

variables. This was computed with the aid of data analysis software, SPSS, to generate a correlation matrix showing the relationships between the study variables.

3.9.2.2 Multiple Regressions

Multiple regression analysis was applied to analyze the relationship between the variables (one dependent variable and several independent variables) Siemsen, Roth and Oliveira, (2010), and to determine whether a group of independent variables (retention strategies) predict dependent variable (OCB). The study hypotheses were tested using multiple regressions. Multiple regression analysis is a technique used for predicting the unknown value of a variable from the known value of two or more variables (Montgomery, Peck & Vining, 2012). More precisely, multiple regression analysis helps to predict the value of the dependent variable, Y for given values of independent variables, X_1, X_2, …,X_k. The F-test in the ANOVA table was used to test the suitability of multiple regression model where a significant F indicates a linear relationship between Y and at least one of the X's both with a moderator and without a moderator. The regression model was interpreted by examining the coefficient of determination (R^2). The R^2 always lies between 0 and 1 and the closer it is to 1, the better is the model and its prediction. The t-test of regression coefficient was interpreted to test the null hypotheses. The significance of the t-test indicates that the variable in question influences Y significantly. The beta (β) coefficient for each independent variable was generated from the model.

3.9.3 Analysis of Interview Schedule

The researcher used content analysis to analyze qualitative data that was collected from the administrators. Content analysis is a product of thorough reading and re-reading of the transcripts or testimonials from which the researcher constructs themes

and sub-themes emerging from the questions. Since qualitative data collects a huge amount of data, the study made sure that each piece of data was collected. Later on, data was categorized according to themes, which had been generated from the research objectives which interrogated the link that exists between career development practices, employee retention strategies and Organizational citizenship behavior. The study highlighted variations within the themes by summarizing the information pertaining to each theme and capturing the similarities and differences in respondents' responses within each category. To show the categories which appear more important the analysis counted the number of unique respondents who referred to certain themes. The occurrence of two or more themes together consistently, indicates connections and suggests a cause and effect relationship.

3.9.4 Factor Analysis

Factor analysis was also done to identify the highly loaded items and thus important ones for data analysis were retained. Exploratory factor analysis was used to reduce the number of variables (questions). This is important since large number of items in a variable can make the study become rather complicated. Besides, it could well be that some of the variables measure different aspects of the same underlying variable. This technique works by grouping variables with similar characteristics together to produce a small number of factors, which are capable of explaining the observed variance in the larger number of variables. The reduced factors are used for further analysis. Suitability of factor analysis about the number of cases (sample size) for the study was first checked. Comrey and Lee (1973) as cited by Williams, Onsman and Brown (2010) in their guide to sample sizes: 100 as poor, 200 as fair, 300 as good, 500 as very good, and 1000 or more as excellent. The study sample size was 274 which was considered suitable. The study used the Kaiser-Meyer-Olkin (KMO) and Bartlett's

Test in determining the factors to be retained following the principal components analysis (PCA) method. This analysis is designed to account for all of the variance including those found in the correlation coefficients and error variance (Williams, Onsman & Brown, 2010). The KMO value measures the sampling adequacy and should be greater than 0.5 for a satisfactory factor analysis (Kaiser, 1974). The Kaiser criterion for retaining factors with Eigen values greater than 1 was also applied as suggested by Yong and Pearce (2013).

3.9.5 Model Specification

The study's conceptual and statistical diagrams are depicted in figure 3.1, 3.2 and 3.3 below.
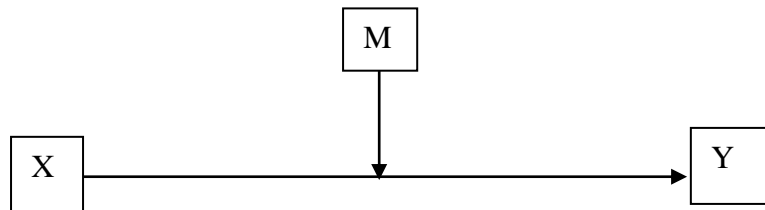
**Figure 3.1: Conceptual diagram for Moderation Analysis**
Source: Hayes model II
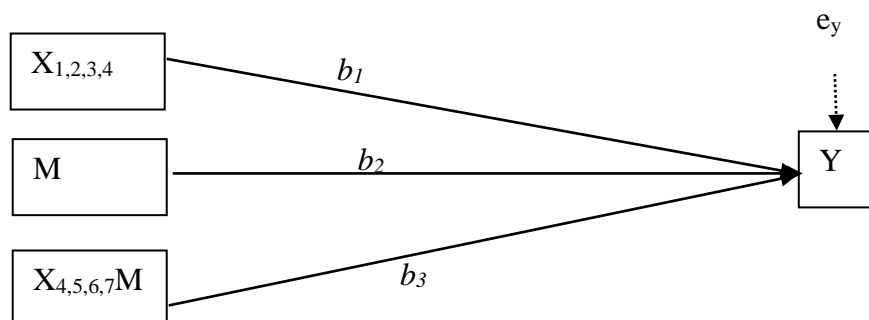
Figure 3.2: Statistical diagram
Source: Hayes model 2
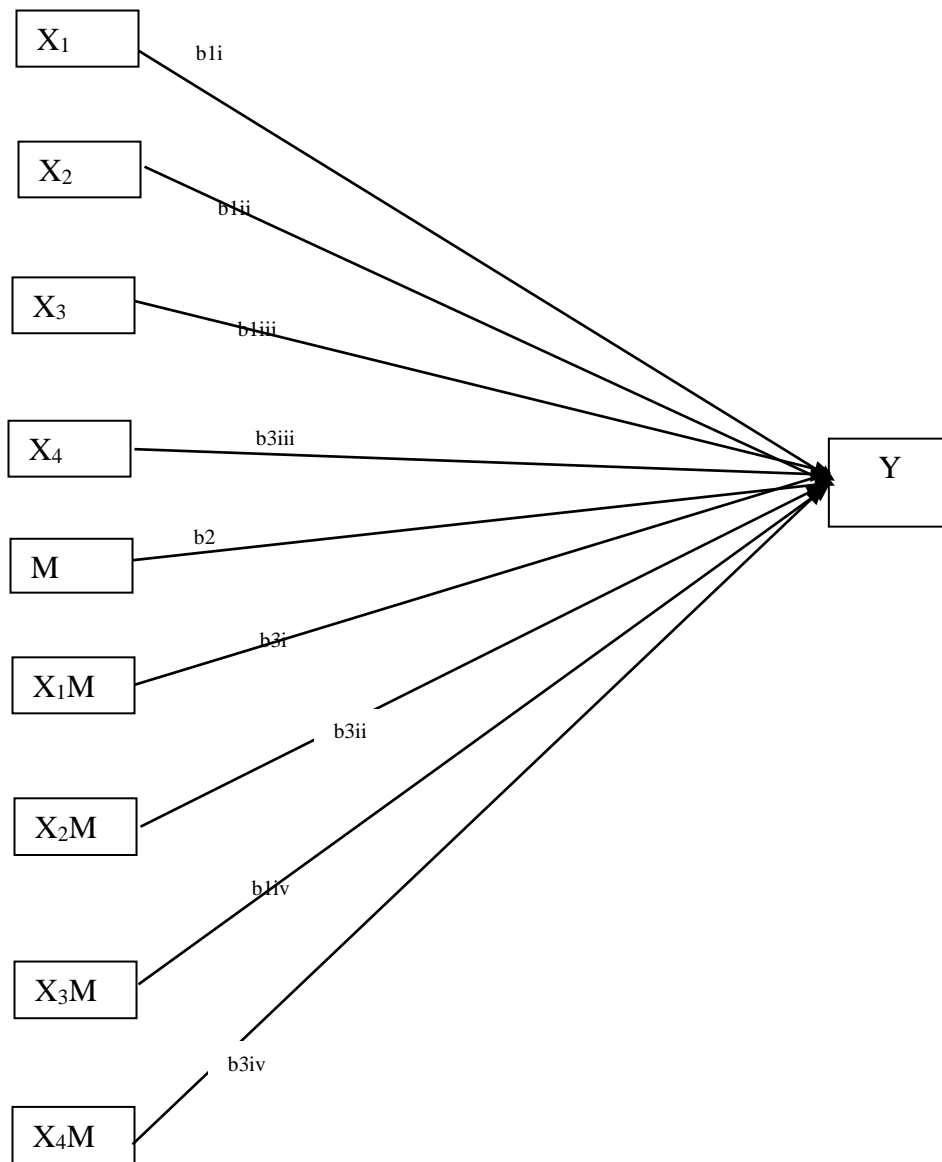
Figure 3.3: Statistical diagram for Moderation Analysis
Source: Hayes (2013)

3.9.6 Testing for Direct Effect and Moderation

The objective of this study was to test the effect of employee retention strategies on organizational citizenship behaviour under the moderating effect of career development. Multiple regression model for direct effects between retention strategies and organizational citizenship behaviour was given as:

$$Y = \beta_0 + C + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + \varepsilon_i \dots\dots\dots\dots\dots\dots\dots\dots\dots \textbf{(1)}$$

Where;

Y = Organizational Citizenship Behaviour;

β_0= constant term or intercept;

C= control variables in the model;

β_1……. β_4 = the coefficients of the variables in the model;

kx_1=Open Communication;

x_2= Employee involvement

x_3= Leadership

x_4= Work life Balance

ε = error term in the model.

A moderator is a third variable that adjusts the strength of a causal relationship (Chikaraishi, Fujiwara, Kaneko, Poumanyvong, Komatsu & Kalugin, 2015). It is a variable that affects the direction or strength of the relationship between study variables (Baron & Kenny, 1986). The study used hierarchical multiple linear regression to test for moderation effects (Baron & Kenny, 1986). First, control variables in the model were regressed against OCB for potential direct effects. Secondly, control variables and retention strategies aspects were regressed against OCB. Thirdly, moderating variable was introduced and regressed together with other variables. Therefore, the interaction term between predictor and moderating variables was obtained by multiplying the two variables that produced an interaction effect done at different stages for each individual interaction as specified in the hierarchical regression models below:

The model specification was as follows:

$$Y = \beta_0 + C + \varepsilon \;\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \quad (1)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 x_4 + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \quad (2)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 M + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots \quad (3)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_1{*}M + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots \quad (4)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_1{*}M + \beta_6 X_2{*}M + \varepsilon \ldots\ldots\ldots \quad (5)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_1{*}M + \beta_6 X_2{*}M + \beta_7 X_3{*}M + \varepsilon \ldots\ldots(6)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_1{*}M + \beta_6 X_2{*}M + \beta_7 X_3{*}M + \beta_8 X_4{*}M + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots(7)$$

Where:

Y = Organizational Citizenship Behaviour;

β_0 = constant term or intercept;

C = control variables in the model;

$\beta_1 \ldots\ldots \beta_4$ = the coefficients of the variables in the model;

x_1 = Open Communication;

x_2 = Employee involvement;

x_3 = Leadership;

x_4 = Work Life Balance

M = Moderator (Career development practices)

ε = error term in the model.

3.10 Assumptions of Regression Model

Testing of regression assumptions was conducted to ascertain the extent in which the data meets the assumption. Violations of assumption can result in biased estimates of relationships (biased standard errors), and untrustworthy confidence intervals and significance tests (Chatterjee & Hadi, 2012). There are four assumptions of multiple regressions, linearity, homoscedasticity, normality, and collinearity (Osborne & Waters, 2002).

3.10.1 Normality

Normality assumption is linked to the shape of normal distribution that shades more light on what values the researcher should expect (Keith, 2006). It is the assumption of regression that variables do have normal distributions. Highly skewed or kurtotic variables or variables with substantial outliers (non-normality distributed variables) can alter significance tests and Relationships. To test for normality several ways including, skewness, kurtosis, P-P plots and visual inspection of data plots, Kolmogorov-Smirnov and Shapiro Wilks Tests can be used (Shapiro & Wilk, 1965; Williams, Grajales & Kurkiewicz, 2013). Skewness measures the deviation of distribution from symmetry and Kurtosis measures peakness of the distribution (Cooper & Schindler, 2008). In normal distribution statistics the value of Kurtosis and skewness is always zero (Tabachnick & Fidell, 2007). Skewness values should fall within the range of +1 and -1 and kurtosis values within the range of +3 and -3 (Hair, Money, Samouel and Page, 2007)

3.10.2 Test for linearity

Testing for linearity is necessary because, correlation, regression and other members of the general linear model assume linearity. Linearity refer to the rate of change, between scores on two variables is constant for the entire range of scores for the variables. Scatter plots were used to examine the relationship that exists in the study variables (Osborne & Waters, 2002).

3.10.3 Multicollinearity

Multicollinearity is said to have occurred when several independent variables correlate at high levels with one another (Midi, Sarkar & Rana, 2010). Multicollinearity test was carried out to establish if one or more predictor variables in

a multiple regression model are highly correlated so that one can be linearly predicted from the others. Diagnosis was done using Tolerance and VIF statistics. Large VIF values and Small tolerance values confirms the presence of Multicollinearity (Keith, 2006).

3.10.4 Homoscedasticity

This denotes equal variance of errors across all levels of independent variables (Osborne & Waters, 2002). It was therefore the assumption of the study that errors are spread out between the variables consistently (Keith, 2006). The Levene's statistic for equality of variances was used to test for the assumption of homoscedasticity. The standardized residuals either concentrate in the centre (around 0) and or whether their distribution is rectangular. Violation of homoscedasticity of variance is confirmed if the Levene's test statistic is found to be significant (Martin and Bridgmon, 2012).

3.10.5 Autocorrelation

Auto correlation occurs when the residuals are not independent from each other (Tabachnick & Fidell, 2001). The linear regression model was tested for autocorrelation using Durbin-Watson test. While Durbin Watson can assume values between 0 and 4, values around 2 indicate no autocorrelation. A conservative rule requires that values less than 1 and greater than 3 should raise an alarm. As a rule of thumb values of >1.5 and <2.5 show that there is no auto-correlation in the data (Field, 2009) from the data there was no autocorrelation.

3.11 Ethical Considerations and Emerging Ethical Issues

This study adhered to the ethical standards required in research: anonymity, confidentiality and informed consent. Anonymity was ensured by not collecting or identifying information of individual subjects (e.g., name, address, Email address).

Confidentiality was ensured by not divulging the identity of the respondents or their organizations. Informed consent to participate in the study was obtained from the study participants. These measures enhanced the willingness and objectivity of the respondents. A research permit was obtained from NACOSTI before the commencement of the study and consent written and verbal was obtained from the respondents before engaging them.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Overview

This section presents the results and findings of the study according to the research objectives and hypotheses. The chapter begins by giving the response rate to establish if the collected data was adequate to be analyzed and to be relied on, followed by the findings of the pilot study results analysis to determine reliability of the instrument used in data collection. For the main survey, descriptive results were analyzed in frequencies, percentages and means. These were then presented in tables. The results of inferential statistics, such as regression and coefficients of correlation results, which were used to test for association and degree of variation in association respectively, were tabulated. Included in this chapter are tests of hypotheses of the study variables and content analysis for qualitative data.

4.2 Response Rate

A total of 274 structured questionnaires were distributed to employees of Environmental Agencies in North Rift Region. Out of the 274 questionnaires, 194 questionnaires were filled and returned. This represented 71 percent response rate. This response rate is considered satisfactory to make conclusions for the study. Any response rate of above 50 percent according to Benaquisto and Babbie (2002) is adequate for analysis while 60 percent and above 70 is good and very good respectively. Response rate of 71 percent is therefore very good. This response rate was achieved through making personal calls and visits to remind the respondents to fill-in and return the questionnaires.

Table 4.1:   Response Rate

	Kenya Forest Service Employees	
Sample size	**Number**	**Percentage**
Usable responses	194	71.0
Unusable responses	80	29.0
Total sample size responses	274	100

Source: Research Data (2020)

4.3 Data Preparation, Screening And Cleaning

Data preparation is the process of collecting, cleaning, and consolidating data into one file or data table, primarily for use in analysis (Karen, 2019). The data was prepared for analysis by ensuring it met the minimum requirements for qualitative and quantitative analysis. The questionnaires were therefore visually checked and tested for outliers, for missing values and unfilled parts as well as for normality distribution.

4.3.1 Visual and Range checks

The questionnaires from the employees of Environmental Agencies in the North Rift Region were checked to ensure they had been properly filled and had no missing data or values. None of the questionnaires had missing values. Only 80 questionnaires had unfilled items that sought the views of the respondents. Since this was to be descriptively analyzed, the study excluded them in the analysis and utilized the others that had answers to the questions.

4.3.2 Outliers

Outliers are data that appear anomalous or outside the range of expected values. Outliers may indicate errors, may indicate data unrelated to the rest of the data set (Zhang, Meratnia & Havinga, 2010). Screening data for outliers is necessary because their presence would render the data non normal yet normality was one of the study assumptions. In line with the recommendation of Tabachnick and Fidell (2013) this study used Mahalanobis D^2 measure to identify and deal with multivariate outliers.

Additionally, handling multivariate outliers would take care of univariate outliers. However, treating univariate outliers would not necessarily take care of multivariate outliers (Hair*et al.*, 2010). Hence, Mahalanobis D^2 were calculated using linear regression methods in SPSS, followed by the computation of the Chi-square value. The results show that there were no outliers. Given that 5 items were used, 4 represent the degree of freedom in the chi-square table with $p<0.001$ Tabachnick and Fidell (2013).This means that any case with a probability Mahalanobis D^2 value of less than 0.001 is a multivariate outlier and should be removed. Therefore, cases with a value of less than 0.001 were excluded from further analysis.

Table 4.2: Mahalanobis Distance

	Minimum	Maximum	Mean	Std. Deviation	N
Mahal. Distance	0.533	3.589	3.982	2.628	337

a Dependent Variable: OCB
Source: Research Data, (2020)

4.4 Demographic Characteristics

Demographic information provide data regarding research participants and is necessary for the determination of whether the individuals in a particular study are a representative sample of target population for generalization purposes (Salkind, 2010). Respondents were asked to provide information regarding their demographic profile which included age, gender, experience, level of education and job position.

This information was deemed relevant in exploring the moderating role of career development practices on the relationship between retention strategies and organizational citizenship behaviour in Environmental Agencies within North Rift Region since these characteristics could have confounding effects on these relationships. The findings would then benefit the organizations since they will be aware and can then use this awareness to deliberately plan, design and deliver the

necessary retention strategies for purposes of improving on their employees' organizational citizenship behaviour.

Results presented in table 4.3, depicts that majority of the employees were male with a proportion of 61.3 percent, while female constituted 38.7 percent, which means that although the majority of respondents are male, the population of females is more than one third of the sample population. This suggests that the organization is adhering to the principle of gender equality in employment and thus the decisions made by the organization are bound to be gender sensitive. Besides, the work pressure at these Agencies justifies the numeracy of males than females. Schwab corroborates this, (2017) who argues that male possess certain characteristics such as happily taking risk, stillness in a crisis, and the ability to work under pressure.

In terms of age of respondents the results as shown on table 4.3 indicated that 1.0 percent were less than 21 years old, 23.7 percent were between 21 to 30 years, 52.1 percent were between 31 and 40 years ,13.4 percent were between 41 and 50 years and 9.8 percent were above 50 years of age. This revealed that majority of employees are at the youth stage, which is an age full of energy and thus Environmental Agencies do not have the problem of ageing staff.

The distribution of experience at work as shown on table 4.3 below indicated that 4.6 percent had work experience of less than 5 years. 13.9 percent had an experience of between 6 and 10 years, 18.0 percent had between 11 to 15 years of work experience, 49.5 percent had between 16 to 20 years of work experience and 13.9 percent had more than 20 years of work experience. Majority of employees had served for more than six years as indicated by a proportion of 95.4 percent. The implication of this is that the respondents had adequate work experience as well as

knowledge of the organization they work in to be able to give credible information that the study can rely on. The implication of this also could be that the staff retention in the organization is good.

It was also found out that majority of employees had college level education, with a proportion of 45.4 percent, followed by secondary at 27.3 percent, Undergraduate at 16.0 percent, and postgraduate and primary at 5.7 percent, 5.7 percent respectively. This is depicted on table 4.3 below. This outcome implies that majority of employees had more than high school level of education hence, were well educated and could understand what was sought by this study and even interpret the questionnaire well. Majority of them are also trained and it is only 33 percent, who are at the level of high school and primary. Another implication would be that there are good retention strategies like training and development of staff so that most of them are well educated and trained.

Table 4.3: Demographic Characteristics

		Frequency	Percentage
Gender	Male	119	61.3
	Female	75	38.7
	Total	**194**	**100**
Age	< 21yr	2	1
	21- 30yrs	46	23.7
	31-40yrs	101	52.1
	41-50yrs	26	13.4
	>50yrs	19	9.8
	Total	**194**	**100**
Work Experience	< 5yrs	9	4.6
	6 - 10yrs	27	13.9
	11 - 15yrs	35	18
	16 - 20yrs	96	49.5
	>20yrs	27	13.9
	Total	**194**	**100**
Level of education	Primary	11	5.7
	Secondary	53	27.3
	College	88	45.4
	Undergraduate	31	16
	Postgraduate	11	5.7
	Total	**194**	**100**

Source: Research Data, (2020)

4.5 Exploratory Factor Analysis

Factor analysis was employed in this regard to help in identifying the actual number of factors that measured each construct as perceived by the respondents. The validity of the instrument was measured through Bartlett's Test of Sphericity (Muhammad, 2009). The principal component analysis with varimax rotation was conducted in all variables to extract factors from each construct. According to Hair, Black, Anderson, and Tatham, (2006) all items loading below 0.50 were deleted and those with more than 0.50 loading factor retained (Daud, 2004). The items were well loaded into their various underlying variable structure of dimensions.

4.5.1 Factor Analysis of Organizational Citizenship Behaviour

The principal component analysis and Varimax rotation were performed in all the items and those that had factor loadings lower than 0.50 were eliminated as postulated by Hair *et al.,* (2006). After performing the factor analysis of each variable, the statement responses were summed to create a score and subjected to inferential analysis. The factor analysis results of organizational citizenship behaviour indicated that the KMO was 0.800 and Bartlett's Test of sphericity was significant ($p<.05$) (Table 4.4). The Varimax rotated principle component resulted in one component on organizational citizenship behaviour variable that explained 42.63 % of the variance with eigenvalues larger than 1. All the statements except my present job provides good opportunities for promotion, I have been rewarded for my good performance and my opportunity for promotion is unlimited in my present workplace were retained, computed and renamed organizational citizenship behaviour for further analysis.

Table 4.4: Factor Analysis of Organizational Citizenship Behaviour

	loadings	KMO	Approx. Chi-Square	Eigen values	% of CV	Items deleted
1. My present job provides good opportunities for promotion	dropped	0.816	2610.653	5.116	42.63	8
2. I have been rewarded for my good performance	0.518					
3. My opportunity for promotion is unlimited in my present workplace	0.541					
4. My present organization has help me to pursue my professional goal	0.614					
5. Job promotion is based on job performance and achievement in my present organization	0.589					
6. My present organization has recognized my accomplishments	0.596					
7. My job encourages competitive spirit	0.679					
8. I am willing to stand up to protect the reputation of the organization	0.655					
9. I feel that my present organization has a high degree of loyalty to me	0.762					
10. I actively attend company meetings	0.615					
11. Changed vocational schedule, work days	0.712					
12. Went out of the way to give a co-worker	0.626					
13. I am one of the most conscientious employee	dropped					
14. Volunteered to work at after work hours	dropped					
15. Is willing to share knowledge and expertise to ..	dropped					
16. Volunteered for extra work assignments.	dropped					
17. Helps others who have heavy work loads	0.536					
18. Help train employees even though it is not required	0.5					
19. Came in early or stayed late without pay to complete a project or task	0.539					
20. Lent a compassionate ear when someone had a work problem	dropped					
21. Takes steps to prevent problems with other workers.	0.68					
22. Lent a compassionate ear when someone had a personal problem	0.575					
23. I eager to tell the outsiders good news about the organization	dropped					
24. My present organization has recognized my accomplishments.	dropped					

Extraction Method: Principal Component Analysis.
Source: Research Data (2020)

4.5.2 Factor Analysis results on open communication

The factor analysis results for open communication are presented in Table 4.5. The principal component analysis with Varimax rotation was performed to identify the underlying factors of open communication. The results depicted that the high factor loading scores showed that all the items except information regarding staff development is explained in the policy, there is accurate communication of work procedures, the top management say what they mean and mean what they say and the top management provides the employees with the kinds of information they really want and need without discriminate were all above the minimum recommended value of 0.50 (Hair *et al.,* 2014). The factor analysis results revealed 1 factor with an Eigen value of 4.724 which is above the accepted value of 1 (Yong & Pearce, 2013) and cumulative extracted variance of 42.942%. Thus, the items were appropriate to explain the variable. Moreover, from the Table 4.5, Bartlett's Test of Sphericity produced a significant Chi-Square (χ^2) of 946.69 ($\rho<0.05$) and Kaiser – Meyer - Olkin measure of sampling adequacy was 0.828 above the acceptable value of 0.50 (Field, 2005), showing that it was appropriate to subject data for factor analysis on this variable of Knowledge sharing behaviour (Leech *et al.,* 2013).

Table 4.5: Factor Analysis results on open communication

	loadings	KMO	Bartlett's Test Approx. Chi-Square	Eigenvalues	% of CV	Items deleted
Communication policy provides for confidentiality	0.878	0.828	946.69*	4.724	42.942	4
Information regarding staff development	dropped					
Employees performance standards/ feedback are communicated effectively	0.784					
There are clear channels for communicating employee grievances	0.773					
There is accurate communication of work procedures	dropped					
The managers are receptive to employee communication	0.548					
The top management say what they mean and mean what they say	dropped					
The managers keep employees informed about the organizational goals and objectives	0.783					
The top management provides the employees with the kinds of information they really want and need without discriminate	dropped					
Communication from other departments is detailed and accurate	0.804					
Staff receives information from sources that they prefer	0.816					

Extraction Method: Principal Component Analysis.
Source: Research Data (2020)

4.5.3 Factor Analysis for Employee Involvement

The factor analysis results for employee involvement are presented in Table 4.6. The

principal component analysis with Varimax rotation was performed to identify the

underlying factors of employee involvement. The results depicted that factor loadings

of all items except employees are involved in making decisions that affect their work

and performance results are communicated were all above the minimum recommended value of 0.50 (Hair *et al.,* 2014). Further, the high factor loading scores showed that the items explained employee involvement. The EFA extracted 1 factor with an Eigen value of 3.071 which is above the accepted value of 1 (Yong & Pearce, 2013) and cumulative extracted variance of 47.917%. Similarly, the results in Table 4.6 showed the non-existence of common method variance bias since this factor (employee involvement) alone does not account for more than 50% of the variance (Lowry and Gaskin, 2014).

Moreover, from the Table 4.6 below, Bartlett's Test of Sphericity produced a significant Chi-Square (χ^2) of 356.451 ($p<.05$) and Kaiser – Meyer - Olkin measure of sampling adequacy was .79 above the acceptable value of .50 (Field, 2005), showing that it was appropriate to subject data for factor analysis on this variable (Leech *et al.,* 2013).

Table 4.6: Factor Analysis for employee involvement

	Loadings	KMO	Bartlett's Test Approx. Chi-Square	Eigenvalues	% of CV	Items deleted
Employees are involved in making decisions that affect their work	dropped	0.79	356.451**	3.071	47.917	4
Employees participate in setting the goals and objectives concerning their roles and are given the opportunity to suggest on improvements.	0.769					
Managers consult their juniors before making decisions that will affect them	0.747					
Performance results are communicated	dropped					
The organization has elected employee representatives	0.555					
Management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees	0.628					
Seminars, conferences and workshops are often conducted as a way of employees learning new knowledge	0.752					
Teams are allowed freedom, autonomy and flexibility to exercise control over their work	0.701					
Multi skilling is encouraged in the organization	dropped					
When employees work as a team they have the discretion to make decisions that affect their work as team	dropped					
Employees are allowed to implement policies or work practices	dropped					

Extraction Method: Principal Component Analysis.
Source: Research Data (2020)

4.5.4 Factor Analysis of leadership

The factor analysis results for leadership indicated that the KMO was 0.762 and Bartlett's Test of sphericity was significant ($p<.05$) (Table 4.7). The Varimax rotated principle component resulted in one factor loading on leadership variable that explained 55.275% of the variance with Eigenvalues larger than 1. All the statements except the leadership help the employees to develop interpersonal relations and holds regular meetings to discuss work status and the leadership provides staff with time and resources to pursue their own developmental objectives were retained computed and renamed leadership for further analysis.

Table 4.7: Factor Analysis of leadership

	loadings	KMO	Bartlett's Test Approx. Chi-Square	Eigenvalues	% of CV	Items deleted
The leadership of the organization has integrity	0.665	0.762	519.934	3.528	55.275*	3
The leadership of the organization motivates employees	0.759					
The leadership emphasizes on the importance of quality but allows staff to establish the control standards	0.615					
The leadership of the organization has a vision.	0.708					
The leadership of the organization holds periodic meetings ….	dropped					
The leadership avoids making judgments or premature evaluation of ideas or suggestions	0.563					
The leadership of the organization has emotional …	0.594					
The leadership help the employees to develop interpersonal relations and holds regular meetings to discuss work status	dropped					
The leadership provides staff with time and resources to pursue their own developmental objectives	dropped					
The leadership rotates the role of team briefer among the staff.	0.675					

Extraction Method: Principal Component Analysis.
Source: Research Data (2020)

4.5.5 Factor Analysis for Work Life Balance

The factor analysis results for work life balance, indicated that the KMO was 0.736 and the Bartlett's Test of sphericity was significant ($p<.05$) (Table 4.8). The Varimax Rotated Principle Component resulted in one factor loading on work life balance variable that explained 55.281% of variance with Eigen Values larger than 1. The resultant items except the organization has a healthy work life balance policy and the work environment is supportive of both family and personal commitment had

loadings greater than threshold value of 0.50. It was, therefore, concluded that work

life balance can be measured by 9 items and were used in subsequent analysis.

Table 4.8: Factor Analysis for Work Life Balance

	Loadings	KMO	Bartlett's Test Approx. Chi-Square	Eigenvalues	% of CV	Items deleted
The organization has a healthy work life balance policy.	dropped	0.736	281.969*	2.781	55.281	2
The work environment is supportive of both family and personal commitments	dropped					
The organization encourages its employees to go on annual leave/time off	0.725					
Employees do achieve equity across multiple roles	0.759					
The management believes in having happy people at Work	0.615					
Managers/supervisors are concerned about the welfare of those under them	0.705					
Employees privilege leave is never denied by my manager	0.658					
The organization allows employees to work from home when required	0.635					
Colleagues/team members do embrace work life balance initiatives.	0.836					
There is a sense of good continuous life process in the organization	0.691					
Employees are able to achieve time balance.	0.743					

Extraction Method: Principal Component Analysis.
Source: Research Data (2020)

4.5.6 Factor Analysis for career development practices

The factor analysis results for career development practices (Table 4.9), indicated that

the KMO was 0.785 and the Bartlett's Test of sphericity was significant (p<.05). The

Varimax Rotated Principle Component resulted in one factor loading on career development practices variable that explained 45.52 % of variance with Eigen Values larger than 1. The resultant 8 items had loadings greater than threshold value of 0.50. It was, therefore, concluded that career development practices can be measured by 8 items and were used in subsequent analysis.

Table 4.9: Factor Analysis for career development practices

	loadings	KMO	Bartlett's Test Approx. Chi-Square	Eigenvalues	% of CV	Items deleted
The organization has a clear career development policy	0.594	0.785	691.208*	3.907	45.52	4
I have control of my career and I have set my career goals	0.768					
I have an individual development plan	0.814					
The training programs offered are relevant to my career growth	0.618					
Employee coaching and mentoring is a ...	0.647					
The coaches and mentors are always committed to helping employees achieve their career goals	0.654					
Career counseling is a fundamental human resource policy in the company	0.691					
The organization has an established functioning career counseling unit	0.726					
The organization has a well-designed Talent management policy	dropped					
There are incentive schemes for retaining the existing employees with notable performance for purposes of successions in the organization.	dropped					
There is a deliberate effort to attract outside talent for key leadership positions.	dropped					

Extraction Method: Principal Component Analysis.
Source: Research Data (2020)

4.6 Reliability Analysis

Reliability is the extent to which a variable is consistent in what was supposed to measure (Hair *et al*., 2006). A research instrument is reliable if after being administered to different groups of respondent's yields consistent results. Internal

consistency reliability of the instrument was evaluated using Cronbach's alpha. In the current study, Cronbach's Alpha was used as a measure of internal consistency. Reliability of the items for the study was assessed by determining the items' Cronbach's alpha coefficients. The generally acceptable level of Cronbach's alpha is above 0.70 and it may decrease to 0.60 in exploratory research (Hair *et al*., 2006) and the desired minimum level of Cronbach's alpha for this study was 0.70. The instruments were considered reliable when their reliability coefficients were above the recommended 0.7 thresholds (Fraenkel & Wallen, 2000).

The study findings depicted that on overall the Cronbach's Alpha was 0.90 obtained from the 16 statements explaining organizational citizenship behaviour. The constructs when combined were reliable as shown in Table 4.10. Which according to Nunnally and Bernstein (1994) were identified as acceptable and were retained for further analysis. The overall reliability for 7 statements explaining open communication was 0.89 since the coefficient was greater than 0.5 the research instrument had attained internal consistency. The dimensions in the construct had exceeded the recommended threshold value of 0.70 for Cronbach's alpha coefficients demonstrating good internal consistency (Hair *et al*., 2006).

The overall reliability for 8 statements explaining career development practices was 0.84 and since the coefficient was greater than 0.5 the research instrument had attained internal consistency which according to Nunnally and Bernstein (1994) were identified as acceptable and were therefore retained from further analysis.

The overall reliability for 7 statements explaining leadership was 0.78 and since the coefficient was greater than 0.5 the research instrument had attained internal consistency. In addition, the overall reliability for 6 statements explaining employee

involvement was 0.79 which according to Nunnally and Bernstein (1994) were identified as acceptable and were therefore retained from further analysis as shown in Table 4.10 below. Finally, the overall reliability for 9 statements explaining the work life balance was 0.72 and since the coefficient was greater than 0.5 the research instrument had attained internal consistency as shown in Table 4.10.

Table 4.10: Reliability analysis

| | Reliability Statistics | | |
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
open communication	0.88	0.89	7
employee involvement	0.76	0.79	6
Leadership	0.77	0.78	7
Work Life Balance	0.70	0.72	9
OCB	0.90	0.90	16
career development practices	0.84	0.84	8

Source: Research Data, (2020)

4.7 Descriptive Results for Variables

4.7.1 Open Communication

Table 4.11, illustrates the responses attained for the item which sought to know the status of open communication in the organization. The findings indicated that employees' performance standards/feedback are communicated effectively (mean = 4.1, sd = 0.95). Consequently, the employees are familiar of what is expected of them. In fact, there are clear channels for communicating employee grievances (mean = 4.06, sd = 0.92). Besides, the communication policy provides for confidentiality (mean = 4.02, sd = 0.827). Also, the managers keep employees informed about the organizational goals and objectives (mean = 4.02, sd = 0.87). In so doing, the employees feel themselves in high-quality open communication relationship with the management and are likely to reciprocate by engaging in organizational citizenship

behaviour (Oden, 2017). Further, communication from other departments is detailed and accurate (mean = 3.93, sd = 1.00).

This is confirmed from the majority of the administrators who affirmed that the organizational communication is efficient in terms of completeness thus helping in building interpersonal relationships, transparency and effective commitment strengthened by timely feedback. This leaves them without a choice for disengagement from their respective organizations. However they decry the bureaucratic nature of some policies on communicating certain decisions. This is as indicated by one of the administrators who said that;

> "*Majority of our staff are comfortable and aware of the communication policies of the organization. This has made work easier for us in terms of implementing the strategies of the organization and creating a good work environment. Though sometimes some feedback takes long to give because of the nature of decisions involved*" (Interviewee SN.7)

Consequently, the staff receive information from sources that they prefer for instance from superiors, department meetings, co-workers and newsletters (mean = 3.82, SD = 1.05). There is therefore mutual understanding within the organization. Overall, the findings on open communication summed up to a mean of 3.96, standard deviation 0.76, skewness -0.9 and kurtosis 0.29.

Table 4.11: Descriptive Results on Open Communication

n=194	Mean	Std. Deviation	Skewness	Kurtosis
Communication policy provides for confidentiality	4.02	0.83	-0.48	-0.39
Employees performance standards/ feedback are communicated effectively	4.10	0.95	-0.74	-0.48
There are clear channels for communicating employee grievances	4.06	0.92	-0.87	0.04
The managers are receptive to employee communication	3.75	1.24	-0.91	-0.25
The managers keep employees informed about the organizational goals and objectives	4.02	0.87	-0.60	-0.32
Communication from other departments is detailed and accurate	3.93	1.00	-0.64	-0.50
Staff receives information from sources that they prefer (e.g. from superiors, department meetings, co-workers, newsletters.	3.82	1.05	-0.87	0.30
Open Communication	**3.96**	**0.76**	**-0.90**	**0.29**

Source: Research Data (2020)

4.7.2 Employee Involvement

Employee involvement is an employee retention strategy which is a key aspect of an organizational structure used to achieve positive perceptions from employees and to increase efficiency and retention (Armstrong & Taylor, 2014). Table 4.12 illustrates the responses from the employees in relation to their perception on the prevailing status of employee involvement in the organization. Findings indicated that teams are allowed freedom, autonomy and flexibility to exercise control over their work (mean = 4.24, sd = 0.717). Consequently, employees develop a feeling of ownership and responsibility towards the organization hence they are likely to engage in OCB. Moreover, seminars, conferences and workshop are often conducted as a way of employees learning new knowledge (mean = 4.09, sd = 0.90). Evidently, employees are exposed to learning opportunities at the work place. As such they are likely to display loyalty and commitment towards the organization.

Also, managers consult their juniors before making decisions that will affect them (mean = 4.06, sd = 0.92). This leads employees' commitment and responsibility in their work and organization. Besides, employees participate in setting the goals and objectives concerning their roles and are given the opportunity to suggest on improvements (mean = 3.93, sd = 1.00). Stone-Romero, (2011) confirmed that employees who are mostly involved in the organization display increased levels of OCB. These responses were underpinned by a majority of responses from administrators who noted that meetings are frequently used to encourage employee participation in making decisions that affect their work. In addition team building opportunities are occasionally used to enhance interaction amongst staff with an intention of sharing ideas both during working hours and also after working hours. But challenges abound in terms of delayed implementation of some of their suggestions. This was supported by one of the administrators who said that;

> *"The frequency of meetings and team building activities in our organization are low thus limiting the extent of our involvement in making decisions affecting work related activities"* (Interviewee SN. 4).

Therefore, involving employees in goal setting is likely to lead to increased levels of OCB. Also, the management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees (mean = 3.88, sd = 1.415). Finally, the organization has elected employee representatives (mean = 3.64, sd = 1.34). Overall, employee involvement summed up to a mean of 3.973, standard deviation 0.727, skewness -0.558 and kurtosis of -0.396.

Table 4.12: Descriptive Results on Employee Involvement

n=194	Mean	Std. Deviation	Skewness	Kurtosis
Employees participate in setting the goals and objectives concerning their roles and are given the opportunity to suggest on improvements.	3.930	1.000	-0.640	-0.499
Managers consult their juniors before making decisions that will affect them	4.060	0.920	-0.891	0.098
The organization has elected employee representatives	3.640	1.340	-0.869	-0.402
Management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees	3.880	1.415	-1.064	-0.262
Seminars, conferences and workshops are often conducted as a way of employees learning new knowledge	4.090	0.900	-0.745	-0.242
Teams are allowed freedom, autonomy and flexibility to exercise control over their work	4.240	0.717	-0.727	0.448
Employee involvement	**3.973**	**0.727**	**-0.558**	**-0.396**

Source: Research Data (2020)

4.7.3 Leadership

Employee retention and leadership practices go hand-in-hand. A leader is more important than a manager in any organization. It is up to the senior leadership to set the tone for the company culture, either good or bad leadership practices, which could lead to good or bad culture (Goleman, Boyatzis & McKee, 2013). The results in table 4.13 revealed that the leadership avoids making judgments or premature evaluation of ideas or suggestions (mean = 4.38, sd = 0.60). The implication is that employees are encouraged to come up with new creative ways of doing work since the management is receptive to new ideas or suggestions. Also, the employees are likely to stay longer with the organization since the leadership in place demonstrates a style of motivation as opposed to making judgments.

Also, the leadership of the organization has a vision to help the employees achieve their objectives (mean = 4.32, sd = 0.691). In addition, the leadership of the organization has emotional attachment to the organization (mean = 4.22, sd = 0.791)

and motivates employees (mean = 4.13, sd = 0.835). Undoubtedly, the leadership in most environmental agencies contributes towards OCB through motivating them and establishing an emotional attachment to the organization. The administrators noted that leadership is motivational as its intent is employee well- being in order to achieve organizational goals. It shapes employees' attitudes through rewards and punishments crucial in enhancing extra role behavior and retention. Thus leadership has the vision to help employees achieve their objectives. This was supported by an administrator who said that;

> "*The leadership of our institution is much concerned about the employees' wellbeing and quality of work they do. Any work behavior which is contrary to organizations' policy is punished while good performance is rewarded through promotions*" (Interviewee SN.5). In a contrary opinion another administrator noted that: "*The leadership of the agencies is not always willing to nurture employees in their career aspirations. Besides some of the management team are not willing to listen to employees' views in different organizational matters owing to conflict of interest thus invoking turn over intention and low OCB*"(Interviewee SN.1).

Moreover, the leadership of the organization emphasizes on the importance of quality but allows staff to establish the control standards (mean = 4.08, sd = 0.848). This in line with the assertion by Yidong & Xinxin, (2013) that leaders help shape their follower's attitude, motivation and behaviour as well as rewards and punishment. Other than that, the leadership of the organization has integrity (mean = 4.08, sd = 1.00). Finally, the leadership rotates the role of team briefer among the staff (mean = 3.94, sd = 0.523). In general, the items on leadership summed up to a mean of 4.163, standard deviation of 0.501, skewness -0.733 and kurtosis 1.257.

Table 4.12: Descriptive Results on Leadership

n=194	Mean	Std. Deviation	Skewness	Kurtosis
The leadership of the organization has integrity	4.080	1.000	-1.220	1.470
The leadership of the organization motivates employees	4.130	0.835	-1.175	2.910
The leadership emphasizes on the importance of quality but allows staff to establish the control standards	4.080	0.848	-0.983	0.970
The leadership of the organization has a vision to help the employees achieve their objectives	4.320	0.691	-0.614	-0.354
The leadership avoids making judgments or premature evaluation of ideas or suggestions	4.380	0.600	-0.674	1.068
The leadership of the organization has emotional attachment to the organization	4.220	0.791	-1.103	1.611
The leadership rotates the role of team briefer among the staff.	3.940	0.523	-0.494	0.138
Leadership	**4.163**	**0.501**	**-0.733**	**1.257**

Source: Research Data (2020)

4.7.4 Work life balance

Work life balance, plays a major role in enhancing organizational outcomes such as job satisfaction and retention of employees (Cegarra-Leiva, Sánchez-Vidal & Cegarra-Navarro, 2012). The findings illustrated in table 4.14 findings indicated that the organization encourages its employees to go on annual leave/time off (mean = 4.2, SD = 0.764). Specifically, the managers/supervisors are concerned about the welfare of those under them (mean = 4.11, sd = 0.92). In fact, employees privilege leave is never denied by the manager (mean = 4.1, sd = 0.953). In addition, employees are able to achieve time balance (mean = 4.09, sd = 0.853) and are allowed to work from home when required (mean = 4.07, sd = 0.873).

Majority of administrators mentioned that work life balance strategies were guided by their employment policies covering leave, maternity leave, time off, time balance and equitable distribution of duties. They perceived that these strategies helped in reducing the extent of work -family conflict to the promotion of organizational citizenship behavior. This was supported by an administrator who said that:

> *"I am able to balance between family and work matters since my annual leaves and time off is never denied by the management. Therefore I am able to manage my family and work pressure due to good continuous life process provided by our employment policy guidelines"* (Interviewee SN.5).

Moreover, the management believes in having happy people at work (mean = 4.05, sd = 1.037). As such, there is a sense of good continuous life process in the organization (mean = 3.98, sd = 1.018). As well, colleagues/team members do embrace work life balance initiatives (mean = 3.98, sd = 1.002). Finally, employees do achieve equity across multiple roles (mean = 3.83, sd = 1.168). Overall, the items on work life balance summed up to a mean of 3.953, standard deviation 0.512, skewness -0.207 and kurtosis 0.05.

Table 4.13: Descriptive Results Work life balance

n=194	Mean	Std. Deviation	Skewness	Kurtosis
The organization encourages its employees to go on annual leave/time off	4.200	0.764	-0.842	0.629
Employees do achieve equity across multiple roles	3.830	1.168	-0.826	-0.384
The management believes in having happy people at Work	4.050	1.037	-0.921	-0.304
Managers/supervisors are concerned about the welfare of those under them	4.110	0.920	-0.953	0.362
Employees privilege leave is never denied by my manager	4.100	0.953	-0.743	-0.484
The organization allows employees to work from home when required	4.070	0.873	-0.708	-0.160
Colleagues/team members do embrace work life balance initiatives.	3.980	1.002	-0.988	0.499
There is a sense of good continuous life process in the organization	3.980	1.018	-1.269	1.428
Employees are able to achieve time balance.	4.090	0.853	-0.686	-0.167
Work life balance	**3.953**	**0.512**	**-0.207**	**0.050**

Source: Research Data (2020)

4.7.5 Organizational Citizenship Behaviour

Organizational citizenship behaviour deals with the actions and behaviour that are not critical to the job, but benefit the team and encourage even greater organizational functioning and efficiency. OCB is the dependent variable of the study. Thus, the study sort to assess the prevailing condition of OCB.

The study findings in table 4.15 indicated that the organization recognizes the employees' accomplishments (mean = 4.15, sd = 0.84). As such, the employees feel that their present organization has a high degree of loyalty to them (mean = 4.08, sd = 0.73). Also, employees have been rewarded for their good performance (mean = 4.03, sd = 0.90). Moreover, job promotion is based on job performance and achievement in their organization (mean = 4.03, sd = 0.85). Besides, employees actively attend company meetings (mean = 4.03, sd = 0.66). As well, they confirmed that their present organization has helped them to pursue their professional goal (mean = 4.02, sd = 0.74).

There are also changed vocational schedule, work days or shifts to accommodate co-workers needs (mean = 4.02, sd = 0.54). Besides, they go out of the way to give a co-worker encouragement or express appreciation (mean = 4.01, sd = 0.63). Further, employees' opportunity for promotion is unlimited in their present work place (mean = 3.96, sd = 0.83). Consequently, the employees come in early or stay late without pay to complete a project or task (mean = 3.96, sd = 0.92).

Moreover, their job encourages competitive spirit (mean = 3.94, sd = 0.54). In addition, the employees help others who have heavy workloads (mean = 3.94, sd = 1.03). Besides, they help train employees even though it is not required (mean = 3.92, sd = 0.69). Further, they are willing to stand up to protect the reputation of the

organization (mean = 3.90, sd = 0.65). Finally, they take steps to prevent problems with other workers (mean = 3.67, sd = 0.57). In general, the results on organizational citizenship behaviour summed up to a mean of 4.02, standard deviation 0.54, skewness -0.70 and kurtosis 0.50.

Table 4.14: Organizational Citizenship Behaviour

n=194	Mean	Std. Deviation	Skewness	Kurtosis
I have been rewarded for my good performance	4.03	0.90	-0.69	-0.25
My opportunity for promotion is unlimited in my present workplace	3.96	0.83	-0.59	-0.01
My present organization has help me to pursue my professional goal	4.02	0.74	-0.57	0.39
Job promotion is based on job performance and achievement in my present organization	4.03	0.85	-0.72	0.08
My present organization has recognized my accomplishments	4.15	0.84	-1.03	1.05
My job encourages competitive spirit	3.94	0.54	-0.58	0.55
I am willing to stand up to protect the reputation of the organization	3.90	0.65	-0.25	0.26
I feel that my present organization has a high degree of loyalty to me	4.08	0.73	-0.45	-0.03
I actively attend company meetings	4.03	0.66	-0.47	0.77
Changed vocational schedule, work days or shifts to accommodate co-workers needs.	4.02	0.54	-0.70	0.50
Went out of the way to give a co-worker encouragement or express appreciation	4.01	0.63	-0.50	1.17
Helps others who have heavy work loads	3.94	1.03	-0.66	-0.69
Help train employees even though it is not required	3.92	0.69	-0.57	0.79
Came in early or stayed late without pay to complete a project or task	3.96	0.92	-0.58	-0.48
Takes steps to prevent problems with other workers.	3.67	0.57	-0.63	0.75
Lent a compassionate ear when someone had a personal problem	4.02	0.32	-.451	.605
OCB	4.02	0.54	-0.70	0.50

Source: Research Data (2020)

4.7.6 Career Development Practices

Career development is the series of activities or the on-going/lifelong process of developing one's career (Kibui, Gachunga & Namusonge, 2014). Career development usually refers to managing one's career in an intra-organizational or inter-

organizational scenario. Career development practices also can help with retention because employees can develop a sense of loyalty for employers who are willing to invest in them (Jones & Pascal, 2019). In this regard, the study looked at the prevailing status of career development practices as illustrated in table 4.16. The study findings indicated that employees have an individual development plan (mean = 4.10, sd = 0.76). Additionally, the coaches and mentors are always committed to helping employees achieve their career goals (mean = 4.09, sd = 0.74). Also, the training programs offered are relevant to their career growth (mean = 4.06, sd = 0.71). Further, employees have control of their career and they have set their career goals (mean = 4.02, sd = 0.69). In addition, employee coaching and mentoring is a fundamental human resource policy in the company (mean = 3.99, sd = 0.77). Moreover, the organization has an established functioning career counseling unit (mean = 3.97, sd = 0.8) and a clear career development policy (mean = 3.96, sd = 0.63). Finally, career counseling is a fundamental human resource policy in the company (mean = 3.93, sd = 0.96). Majority of the administrators pointed out that there are career development practices adopted by the organization of which promotions were frequently used. However, they lamented that the promotions were based on availability of chances thus couldn't cater for the career needs of all employees. This was supported by an administrator who said that;

> *"I am looking for a time when career development will be diverse in this agency and not limited to only promotions which are pegged on availability of vacancies"(Interviewee SN.6).*

Overall, the items on career development practices realized a mean of 4.02, standard deviation of 0.8, skewness -0.39 and kurtosis -0.06.

Table 4.15: Descriptive Results on Career Development Practices

n=194	Mean	Std. Deviation	Skewness	Kurtosis
The organization has a clear career development policy	3.96	0.63	-0.10	-0.08
I have control of my career and I have set my career goals	4.02	0.69	-0.51	1.16
I have an individual development plan	4.10	0.76	-0.96	2.08
The training programs offered are relevant to my career growth	4.06	0.71	-0.79	2.34
Employee coaching and mentoring is a fundamental human resource policy in the company	3.99	0.77	-0.55	0.95
The coaches and mentors are always committed to helping employees achieve their career goals	4.09	0.74	-0.54	0.61
Career counseling is a fundamental human resource policy in the company	3.93	0.96	-0.43	-0.87
The organization has an established functioning career counseling unit	3.97	0.80	-0.39	-0.06
Career development practices	4.02	0.52	-0.42	0.52

Source: Research Data, (2020)

4.8 Data Transformation

After factor analysis all items that did not meet loading criteria were dropped and data was transformed from categorical to interval scale by getting the average score for all items in each variable. Table 4.16 shows the results on data transformation. From the findings, leadership had the highest mean (4.16) followed by career development practices (4.02) and organizational citizenship behavior (mean = 4.02), while work life balance had the lowest mean of (3.95). The implication is that the leadership of Environmental Agencies is keen in career development of its employees. The standard deviations for all the variables were less than 1 indicating less variation in the responses. Finally, all independent variables and the dependent variable were normally distributed as shown in Table 4.16 below.

Table 4.16: Data Transformation

n=194	Min	Max	Mean	Std. Deviation	Skewness	Kurtosis
OCB	2.33	5.00	4.02	0.54	-0.70	0.50
Open communication	2.00	5.00	3.96	0.76	-0.90	0.29
Employee involvement	2.17	5.00	3.97	0.73	-0.56	-0.40
LEADERSHIP	2.00	5.00	4.16	0.50	-0.73	1.26
Work life balance	2.44	5.00	3.95	0.51	-0.21	0.05
Career development	2.00	5.00	4.02	0.52	-0.42	0.52

Source: Research Data (2020)

4.9 Test of Assumptions

Before a complete analysis can be performed, the assumptions concerning the original data must be made (Sevier, 1957). Ignoring the regression assumptions contribute to wrong validity estimates (Antonakis, & Deitz, 2011). When the assumptions are not met, the results may result in Type I or Type II errors, or over- or under-estimation of significance of effect size (Osborne & Waters, 2002). Meaningful data analysis relies on the researcher's understanding and testing of the assumptions and the consequences of violations. Regression analysis requires at least two independent variables, which can be nominal, ordinal, or interval/ratio level variables. The assumptions of regression analysis that are identified as primary concern in the research include linearity, independence of errors, homoscedasticity, normality and collinearity.

4.9.1 Normality

Multiple regression assumes that variables have normal distributions (Darlington, 1968; Osborne & Waters, 2002). This means that errors are normally distributed, and that a plot of the values of the residuals will approximate a normal curve (Keith, 2006). The assumption is based on the shape of normal distribution and gives the researcher knowledge about what values to expect (Keith, 2006). Non-normally distributed variables can distort relationships and significance tests (Osborne &

Waters, 2002). Outliers can influence both Type I and Type II errors and the overall accuracy of results (Osborne & Waters, 2002).

The researcher tests this assumption through several pieces of information: visual inspection of data plots, skew, kurtosis, and P-Plots (Osborne & Waters, 2002). Data cleaning was also important in checking this assumption through the identification of outliers. Statistical software has tools designed for testing this assumption. Skewness and kurtosis can be checked in the statistic tables, and values that are close to zero indicate normal distribution.

To identify the shape of the distribution in the study, Kolmogorov-Smirnov and Shapiro Wilks Tests were used (Shapiro and Wilk, 1965) which were calculated for each variable. Normality could be detected by looking at the p-value of Kolmogrov-Smirnov-test and Shapiro Wilk-test. In this respect if the p-value (Sig. value) of the Shapiro-Wilk Test is greater than 0.05, the data is normal. If it is below 0.05, the data significantly deviate from a normal distribution. Therefore since the p-values for all the variables were more than 0.05, then normality of the data was confirmed. Lilliefors significance correction which is used to test that data comes from a normally distributed population was applied. The alternative hypothesis was rejected and it was concluded that the data came from a normal distribution. This also agreed with the findings of the skewness and kurtosis results discussed in construction of variables which suggested normality of data which ranged from -1.96 to +1.96. The results from these tests are shown in (Table 4.17) that all the variables were not significant, which meets the assumptions of normality.

Table 4.17: Test for Normality for the Variables

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Open communication	0.09	194	0.10	0.98	194	0.26
Employee involvement	0.12	194	0.00	0.95	194	0.00
Leadership	0.12	194	0.00	0.94	194	0.00
Work life balance	0.07	194	.200*	0.99	194	0.39
OCB	0.06	194	0.05	0.99	194	0.07
Career development	0.08	194	0.07	0.98	194	0.07

* This is a lower bound of the true significance.
Source: Research Data, (2020)

4.9.2 Linearity

Linearity defines the dependent variable as a linear function of the predictor (independent) variables (Darlington, 1968). Multiple regression accurately estimated the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). The chance of non-linear relationships is high in the social sciences, therefore it is essential to examine analyses for linearity (Osborne & Waters, 2002). If linearity is violated all the estimates of the regression including regression coefficients, standard errors, and tests of statistical significance may be biased (Keith, 2006). If the relationship between the dependent and independent variables is not linear, the results of the regression analysis will under- or over- estimate the true relationship and increase the risk of Type I and Type II errors (Osborne & Waters, 2002). Linearity was tested with the SPSS following the accepted procedures. The rule of thumb was if the deviation from linearity is > 0.05, then the relationship between the independent and dependent variables is linearly related. However, the reverse was true if the value < 0.05. The result in table 4.18 showed that all the variables are linear with each other and therefore the independent variables can be used to predict the extra role behaviour of employees in the Environmental Agencies.

Table 4.18: Linearity Tests

		ANOVA		Measures of Association	
		F	**Sig.**	**R Squared**	**Eta Squared**
OCB * open communication	Linearity	364.369	0.000	0.641	0.697
	Deviation from Linearity	1.611	0.055		
OCB * employee involvement	Linearity	261.140	0.000	0.561	0.622
	Deviation from Linearity	1.751	0.041		
OCB * leadership	Linearity	195.370	0.000	0.461	0.582
	Deviation from Linearity	3.419	0.000		
OCB * work life balance	Linearity	212.124	0.000	0.498	0.599
	Deviation from Linearity	2.045	0.007		
OCB * career development	Linearity	388.542	0.000	0.643	0.711
	Deviation from Linearity	2.415	0.002		

Source: *Research Data, (2020)*

4.9.3 Homoscedasticity

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that researchers assume that errors are spread out consistently between the variables (Keith, 2006). This is evident when the variance around the regression line is the same for all values of the predictor variable. Homoscedasticity was checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002). The Levene's statistic for equality of variances was used to test for the assumption of homoscedasticity. Violation of homoscedasticity of variance is confirmed if the Levene's test statistic is found to be significant (alpha level of 0.05). As shown in Table 4.19 the Levene's statistics were above 0.05 (Martin

and Bridgmon, 2012). The assumption of homoscedasticity of variance in this study
was therefore supported.

Table 4.19: Levene's Test for Homoscedasticity

	Levene Statistic	df1	df2	Sig.
OCB	0.049	1	192	0.825
Open communication	0.003	1	192	0.956
Employee involvement	1.986	1	192	0.160
LEADERSHIP	1.734	1	192	0.190
Work life balance	0.456	1	192	0.500
careerdev	0.739	1	192	0.391

Source: *Research Data, (2020)*

4.9.4 Multicollinearity

Collinearity (also called multicollinearity) refers to the assumption that the
independent variables are uncorrelated (Keith, 2006). Multicollinearity occurs when
several independent variables correlate at high levels with one another, or when one
independent variable is a near linear combination of other independent variables
(Keith, 2006). The researcher is able to interpret regression coefficients as the effects
of the independent variables on the dependent variables when collinearity is low
(Keith, 2006). This means that inferences are made about the causes and effects of
variables reliably. The more variables overlap (correlate) the less able researchers can
separate the effects of variables. In multiple regressions the independent variables are
allowed to be correlated to some degree (Hoyt *et al.,* 2006). Ideally, independent
variables are more highly correlated with the dependent variables than with other
independent variables.

Statistical software packages include collinearity diagnostics that measure the degree
to which each variable is independent of other independent variables. The effect of a
given level of collinearity can be evaluated in conjunction with the other factors of

sample size, R^2, and magnitude of the coefficients (Mason & Perreault Jr., 1991). Widely used procedures examine the correlation matrix of the predictor variables, computing the coefficients of determination, R^2, and measures of the eigen values of the data matrix including variance inflation factors (VIF) (Mason & Perreault Jr., 1991). Tolerance measures the influence of one independent variable on all other independent variables. Tolerance levels for correlations range from zero (no independence) to one (completely independent) (Keith, 2006).

Tolerance and VIF statistics were used to carry out the diagnosis. The results of the multicollinearity test in Table 4.20 reveal that the tolerances of the five constructs ranged from 0.27 to 0.44. VIF scores ranged from 2.279 to 3.764. The results were within normal bounds, indicating multicollinearity was not present among the explanatory variables. The assumption on multicollinearity was deemed to have been met. The VIF is an index of the amount that the variance of each regression coefficient is increased over that with uncorrelated independent variables (Keith, 2006). When a predictor variable has a strong linear association with other predictor variables, the associated VIF is large and is evidence of multicollinearity (Shieh, 2010). The rule of thumb for a large VIF value is ten (Keith, 2006; Shieh, 2010). Small values for tolerance and large VIF values show the presence of multicollinearity (Keith, 2006).

Table 4.20: Collinearity statistics

	Collinearity Statistics	
	Tolerance	VIF
Open communication	0.266	3.764
Employee involvement	0.365	2.739
Leadership	0.439	2.279
Work life balance	0.433	2.309
Career development	0.283	3.536

a Dependent Variable: OCB
Source: ***Research Data, (2020)***

4.9.5 Test for Autocorrelation

Autocorrelation represents the degree of similarity between a given time series and a lagged version of itself over successive time intervals. Autocorrelation measures the relationship between a variable's current value and its past values. The Durbin Watson (DW) statistic is used test for autocorrelation in the residuals from a statistical regression analysis. The Durbin-Watson statistic will always have a value between 0 and 4.Avalue of 2.0 means that, there is no autocorrelation detected in the sample. Values from 0 to less than 2 indicate positive autocorrelation and values from 2 to 4 indicate negative autocorrelation (Field, 2009). Therefore, table 4.21 indicated a positive autocorrelation. Thus, the results indicated a significant autocorrelated relationship between all the independent variables and career development programs. This implied non-violation of the autocorrelation assumption.

Table 4.21: Durbin-Watson for Autocorrelation

Durbin-Watson
1.973

Source; (Field data, 2020)

4.10 Correlation Analysis

Correlation analysis was done in order to check whether there was an association between variables and also checks whether there was multicollinearity among the

variables. Pearson product moment correlation coefficient (r) was used to aid in establishing correlation between the study variables of interest. Correlation coefficient shows the magnitude and direction of the relationship between the study variables.

Pearson's correlation coefficients were used to test linearity assumption. The purpose of using correlation was to identify retention strategies that provide best predictions for organization citizenship behaviour when regression analysis is run. The inter-correlations among the variables are shown in table 4.22. From the results, it can be seen that correlations among the retention strategies were significant. The points on the scatter plot graph produce a lower-left-to-upper-right pattern; we therefore conclude that there is a positive correlation between the retention strategies and organizational citizenship behaviour. This pattern means that when the score of one observation is high, we expect the score of the other observation to be high as well, and vice versa. Linearity assumption was therefore satisfied. This implies that all retention strategies under study jointly have a positive and significant impact on organizational citizenship behaviour in Environmental Agencies within North Rift Region. When the correlation values are not close to 1 or -1 is an indication that the factors are sufficiently different measures of separate variables (Tabachnick & Fidell, 2013). The closer the outcome value is to 1 means a strong correlation. A negative value indicates an inverse relationship. It is also an indication that the variables are not multi collinear. Absence of Multicollinearity allows the study to utilize all the independent variables.

Table 4.22 shows that the lowest correlation in this study was between leadership and organizational citizenship behaviour (r=.655[**], p<0.01), indicating a strong positive relationship. The highest correlation was between open communication and

organizational citizenship behaviour (r=.773** p<0.01), also giving a very strong positive relationship. A correlation of above 0.90 is a strong indication that the variables may be measuring the same thing (Tabachnick & Fidell, 2013). The fact that all the correlations were less than 0.90 was an indication that the factors were sufficiently different measures of separate variables, and consequently, this study utilized all the variables.

Table 4.22: Correlation Analysis

	1	2	3	4	5	6	7	8	9	10	11
1	1										
2	.773**	1									
3	.723**	.769**	1								
4	.655**	.554**	.557**	1							
5	.657**	.679**	.531**	.634**	1						
6	.795**	.805**	.738**	.715**	.680**	1					
7	0.05	-0.124	-0.003	0.057	0.012	-0.031	1				
8	0.074	-0.008	-0.026	0.093	-0.071	0.013	-0.098	1			
9	.143*	0.068	0.049	0.102	.143*	0.116	0.037	.164*	1		
10	-0.011	-0.051	-0.096	-0.004	-.187**	-0.071	0.113	.583**	-0.026	1	
11	.805**	.643**	.580**	.606**	.770**	.726**	0.018	-.033	0.134	-0.116	1

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed)
. **Source: Research Data (2020)**

1 *Organizational citizenship behaviour*   8   *Age*

2 *Open communication*   9   *Education*

3 *employee involvement*   10 *Experience*

4 *Leadership*   11 *Job position*

5 *work life balance*

6 *career development*

7   *Gender*

4.11 Hypothesis testing

Regression analyses were performed to test the model fit and to establish the predictive power of the study models. Field (2009) observes that there are a number of methods of regression such as forced entry, hierarchical method and stepwise methods available in statistical packages including SPSS. This study used the multiple regression model to tests the direct effects of predictor variables on the predicted variable (OCB).

4.12 Testing for Direct Effect of Retention Strategies on OCB

The first hypothesis of the study stated that there is no significant effect of open communication on organizational citizenship behaviour. However, findings in table 4.23 showed that open communication had coefficients of estimate which was significant basing on $\beta_1 = 0.374$ (p-value = 0.000 which is less than $\alpha = 0.05$) thus we reject the null hypothesis and conclude that open communication has a positive and significant effect on organizational citizenship behaviour. This suggests that there is up to 0.374-unit increase in organizational citizenship behaviour for each unit increase in open communication. Also, the effect of open communication is more than the effect attributed to the error, this is indicated by the t-test value = 5.191

The second hypothesis stated that employee involvement has no significant effect on organizational citizenship behaviour. Nonetheless, the study findings showed that employee involvement has a positive and significant effect on organizational citizenship behaviour basing on $\beta_2 = 0.236$ (p-value = 0.000 which is less than $\alpha = 0.05$) implying that employee involvement results in increased organizational citizenship behaviour. The null hypothesis is therefore rejected. Furthermore, the effect of employee involvement was stated by the t-test value = 3.652 which implies

that the standard error associated with the parameter is less than the effect of the parameter.

The third hypothesis of the study stated that leadership has no significant effect on organizational citizenship behaviour. However, the study findings showed that leadership had coefficients of estimate which was significant basing on $\beta_3 = 0.234$ (p-value = 0.000 which is less than $\alpha = 0.05$) implying that we reject the null hypothesis stating that leadership has no significant effect on organizational citizenship behaviour. The implication is that there is up to 0.234 -unit increase in organizational citizenship behaviour for each unit increase in leadership. Furthermore, the effect of leadership was stated by the t-test value = 4.267 which implies that the standard error associated with the parameter is more than the effect of the parameter.

The fourth hypothesis of the study stated that work life balance has no significant effect on organizational citizenship behaviour. This was however refuted since work life balance has a positive and significant effect on organizational citizenship behaviour basing on $\beta_4 = 0.129$ (p-value = 0.001 which is less than $\alpha = 0.05$) thus we fail to accept the hypothesis and concluded that work life balance has a significant effect on organizational citizenship behaviour. This suggests that there is up to 0.129 -unit increase in organizational citizenship behaviour, for each unit increase in work life balance. The effect of work life balance is thrice the effect attributed to the error; this is indicated by the t-test value = 2.140

Table 4.23 further illustrates the model summary of multiple regression model, the results showed that all the four predictors (open communication, leadership, work life balance and employee involvement) explained 69.8 percent variation of organizational citizenship behaviour. This showed that considering the four study

variables of independent variables, there is a probability of predicting organizational citizenship behaviour by 69.8% (R squared =0.698). Finally, study findings in the table indicated that the above discussed coefficient of determination was significant as evidence of F ratio of 109.351with p value 0.000 <0.05 (level of significance). Thus, the model was fit to predict organizational citizenship behaviour using open communication, employee involvement, leadership and work life balance.

Table 4.23: Hypothesis testing

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
(Constant)	0.696	0.194		3.590	0.000		
Open communication	0.265	0.051	0.374	5.191	0.000	0.307	3.254
Employee involvement	0.174	0.048	0.236	3.652	0.000	0.381	2.625
Leadership	0.250	0.059	0.234	4.267	0.000	0.530	1.887
Work life balance	0.135	0.063	0.129	2.140	0.034	0.439	2.277
Model Summary statistics							
R	0.836						
R Square	0.698						
Adjusted R Square	0.692						
Std. Error of the Estimate	0.297						
Good of fit statistics							
ANOVA (F stat)	109.351						
ANOAV (F prob)	0.000						

a Dependent Variable: OCB
Source: Research Data, (2020)

4.13 Testing for Moderating effect of CDP on the Relationship between Retention Strategies and OCB

These hypotheses (H05a, H05b, H05c and H05d) were tested using hierarchical regression. Prior to conducting hierarchical regression analyses, all study variables were standardized as z-scores to test for interaction terms (Aiken & West, 1991; Jose, 2008). Z-standardization of the variables allows easy interpretation of the interaction effects (Dawson, 2014).

The fifth objective of the study was to establish the moderating effect of career development practices on the relationship between retention strategies and organizational citizenship behaviour. The hierarchical regression results are presented in Model 1 to 7 in Table 4.24.

H$_{05a}$ specified that career development practices does not moderate the relationship between open communication and organizational citizenship behaviour (β =.59, $\rho<$ .05). So, the null hypothesis was rejected. This was also confirmed by R$^2\Delta$ of .04 which indicate that career development practices moderate the relationship between open communication and organizational citizenship behaviour by 4%. This implies that career development practices enhance the relationship between open communication and organizational citizenship behaviour.

H$_{05b}$ predicted that career development practices does not moderate the relationship between employee involvement and organizational citizenship behaviour. However, the regression results showed a positive and significant moderating effect of career development practices on the relationship between employee involvement and organizational citizenship behaviour (β = .60, $\rho<$ .05). Hence, the null hypothesis was rejected. This implies that career development practices strengthen the relationship between employee involvement and organizational citizenship behaviour.

H$_{05c}$ stated that career development practices does not moderate the relationship between leadership and organization citizenship behaviour. However, the regression results showed that career development practice positively moderated the relationship between leadership and organization citizenship behaviour (β = 0.86, $\rho<$ .05), rejecting the null hypothesis. The moderating effect was also revealed by change in R squared (R$^2\Delta$ .03) and F change (F Δ = 55.717). This suggests that career development

practices facilitate the relationship between leadership and organization citizenship behaviour.

H$_{05d}$ indicated that career development practices does not moderate the relationship between work life balance and organizational citizenship behaviour ($\beta =.50$, $\rho< .05$). So, the null hypothesis was rejected. This was also confirmed by R$^2\Delta$ of .02 which indicate that career development practices moderate the relationship between work life balance and organizational citizenship behaviour by 2%. This implies that career development practices enhance the relationship between work life balance and organizational citizenship behaviour.

Table 4.24: Hierarchical regression results for Moderating effect of CDP on the Relationship between Retention Strategies and OCB

	Model 1 B(s.e)	Model 2 B(s.e)	Model 3 B(s.e)	Model 4 B(s.e)	Model 5 B(s.e)	Model 6 B(s.e)	Model 7 B(s.e)
(Constant)	0.00(.04)	0.00(.03)	0.00(.03)	0.00(.03)	0.02(.03)	0.04(.03)	0.05(.03)*
Zscore: Gender	0.02(.04)	0.06(.03)	0.07(.03)*	0.06(.03)*	0.06(.03)*	0.05(03)	0.04(.03)
Zscore: Age	0.09(.05)	0.08(.03)*	0.08(.03)*	0.08(.03)*	0.07(.03)*	0.06(.03)	0.05(.03)
Zscore: Education	0.00(.04)	0.02(.03)	0.01(.03)*	0.00(.03)**	0.01(.03)	(-0.00(.03)	(-0.00(.03)
Zscore: Experience	(-0.00(.05)	(-0.02(.04)	(-0.02(.03)	(-0.01(.03)	(-0.00(.03)	0.02(.03)	0.01(.03)
Zscore: Job position	0.87(.04)**	0.52(.05)**	0.46(.05)**	0.46(.05)**	0.45(.04)**	0.45(.04)**	0.45(.04)**
Zscore(OC)		0.33(.05)**	0.24(.05)**	0.12(.07)	0.19(.07)*	0.19(.07)**	0.21(.07)**
Zscore(EI)		0.18(.05)**	0.14(.04)*	0.14(.04)*	(-0.05	(-0.04(.08)	0.01(.08)
Zscore(L)		0.15(.04)**	0.07(.04)	0.05(.04)	0.03(.04)	(-0.24(.08)*	(-0.13(.08)
Zscore(WLB)		(-0.07(.05)	(-0.06(.05)	(-0.06(.05)	(-0.06(.05)	(-0.05(.05)	(-0.23(.07)**
Zscore(CDP)			0.24(.05)**	0.14(.06)*	0.07(.07)	(-0.16(.09)	(-0.19(.09)*
Zscore(OC_CDP)				0.59(.08)**	0.18(.13)	(-0.00(.01)	(-0.07(.01)
Zscore(EI_CDP)					0.60(.15)**	0.28(.13)*	0.20(.13)
Zscore(L_CDP)						0.86(.15)**	0.63(.11)**
Zscore(WLB_CDP)							0.50(.08)**
Model Summary							
R	0.766	0.844	0.909	0.930	0.935	0.951	0.960
R Square	0.586	0.712	0.826	0.864	0.875	0.905	0.922
Adjusted R Square	0.575	0.698	0.816	0.856	0.867	0.898	0.916
Std. Error of the Estimate	0.752	0.634	0.495	0.437	0.421	0.369	0.333
Change Statistics							
R Square Change	0.586	0.126	0.114	0.039	0.010	0.030	0.018
F Change	53.304	20.090	119.231	52.050	15.197	55.717	41.271
df1	5	4	1	1	1	1	1
df2	188	184	183	182	181	180	179
Sig. F Change	0.000	0.000	0.000	0.000	0.000	0.000	0.000

a Dependent Variable: Zscore (OCB)

**p<.01, *p.05

OC= Open Communication , EI=Employee Involvement , L=Leadership, WLB=Work life balance and OCB= Organization Citizenship Behavior.

Source: Research Data (2020)

4.14 Moderating Effect of career development practices using Mod Graphs

Moderation indicates that causal relationship between two variables changes as a function of the moderator variable. This implies that the statistical test of moderation must measure the differential effect of the exogenous variable on the endogenous variable as a function of the moderator. A moderation effect could be (a) Enhancing, where increasing the moderator would increase the effect of the predictor (IV) on the outcome (DV); (b) Buffering, where increasing the moderator would decrease the effect of the predictor on the outcome; or (c) Antagonistic, where increasing the moderator would reverse the effect of the predictor on the outcome (Hayes, 2013). Moderation is said to exist if the following three conditions are fulfilled. First, the amount of variance accounted for with interaction should be significantly more than the variance accounted for without the interaction. Secondly, the coefficient for the interaction term should be different from zero. This is the simple slope for the interaction which is the basis of the examination of the simple slopes in probing the nature of the interaction. Lastly, the overall models with and without the interaction should be significant (Hayes, 2013).

Previous scholars reiterated that the most optimal way to know the nature of the interaction effect of the moderator is to plot them in a graph (Jose, 2015; Aiken & West, 1991). Mod Graphs help to simplify the interpretation of the complex nature of interactions in the model. Thus, the results in Table 4.24 can be plotted on Mod Graphs to provide a logical interpretation of interaction effects of career development practices on the relationship between retention strategies and organizational citizenship behaviour. The Mod Graphs are presented in Figures 4.1, 4.2 and 4.3 and 4.4 respectively. This was done by plotting the mean and standard deviation with unstandardized coefficients of the main effects (open communication, employee

involvement, leadership and work life balance), moderator (career development practices) and the interaction effect on the Mod Graph. All were interpreted on low and high levels based on the main effects and the moderator (Jose, 2015).

Figure 4.1 demonstrated that higher levels of career development practices within Environmental Agencies, North Rift Region showed a steeper slope between open communication and organizational citizenship behaviour, hence, the null hypothesis 5a was not supported. This implied that career development practice positively and significantly moderates the relationship between open communication and organizational citizenship behaviour. The findings in figure 4.1 indicate an enhancing moderation effect where increased levels of CDP result to increased effect of open communication on organizational citizenship behaviour.
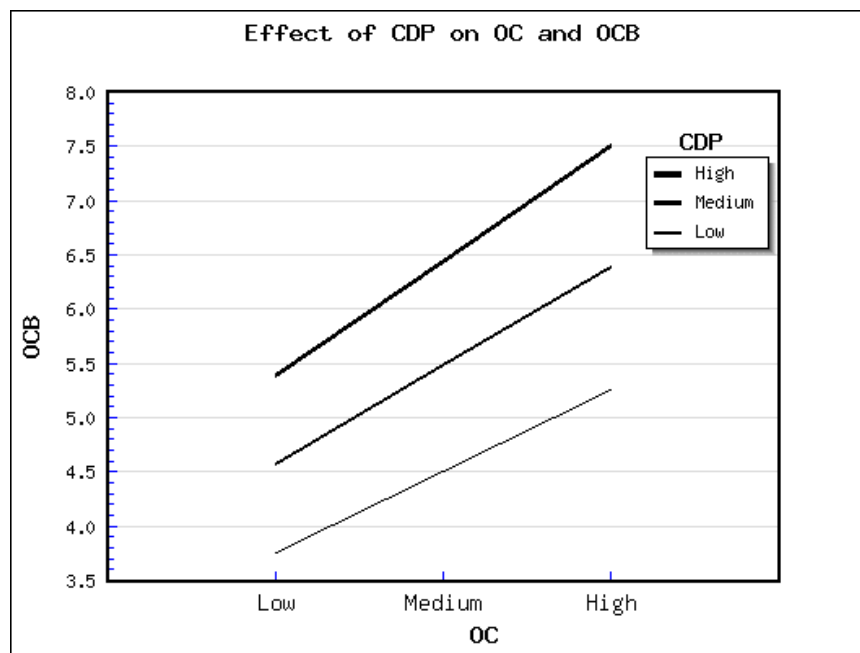
Figure 4.1 Moderated effect of career development practice on the relationship between open communication and organizational citizenship behavior

The graph in Figure 4.2 revealed that when Environmental Agencies have high levels of career development practice, employee involvement contributes more to organizational citizenship behaviour compared to when there are low levels of career development practice, as shown by the steepness of the slope. So, the null hypothesis 5b was rejected. Thus, career development practice positively and significantly moderates the relationship between employee involvement and organizational citizenship behaviour. The findings in figure 4.2 indicate an enhancing moderation effect where increased levels of career development practice result to increased effect of employee involvement on organizational citizenship behaviour.
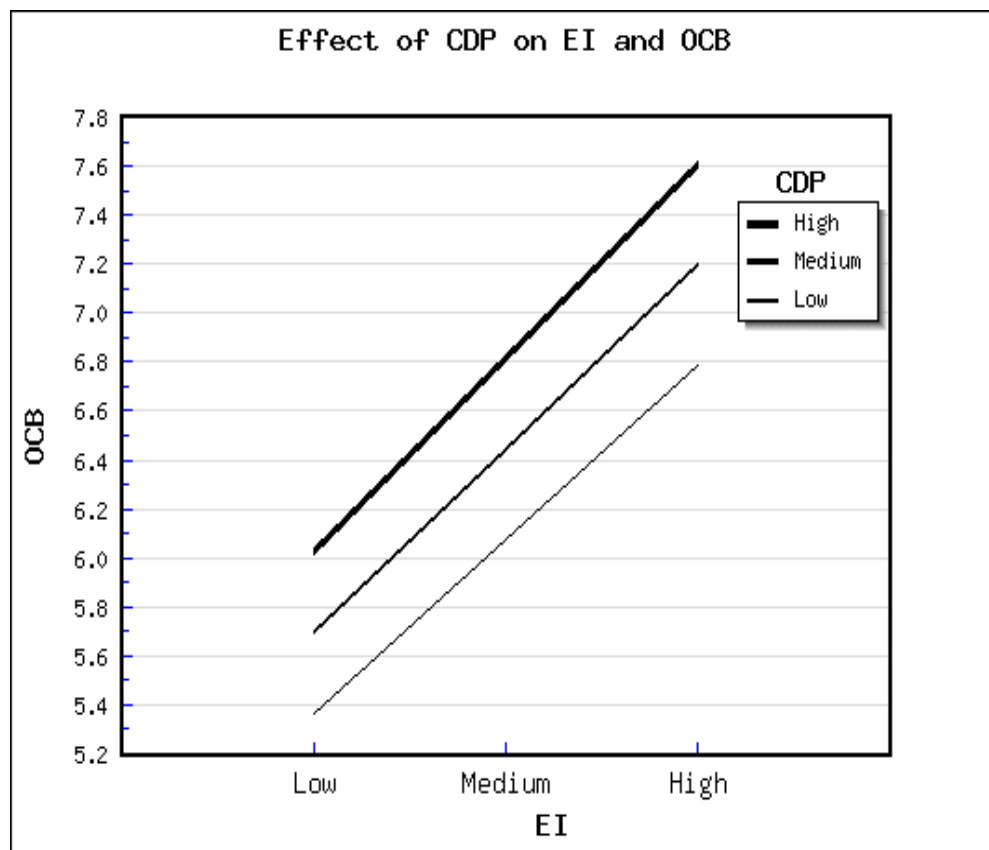
Figure 4.2 Moderated effect of career development practice on the relationship between employee involvement and organizational citizenship behaviour

The interaction plot in Figure 4.3 displays an enhancing effect that as career development practice increases, the effect of leadership on organizational citizenship behaviour increases as well, as depicted by the steepness of the slope. Hypothesis 5c was therefore rejected. Thus, career development practice positively and significantly moderates the relationship between leadership and organization citizenship behaviour.
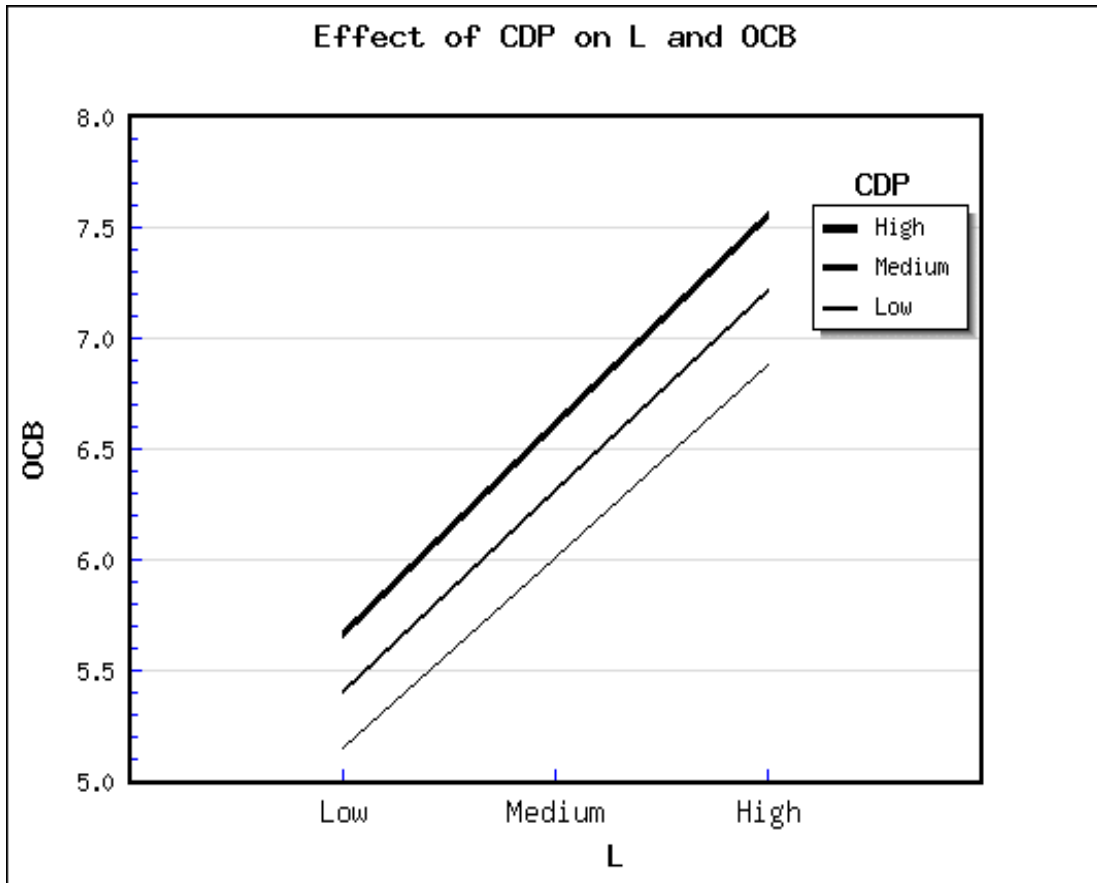
Figure 4.3 Moderated effect of career development practice on the relationship between leadership and organizational citizenship behaviour

The graph in Figure 4.4 revealed that when Environmental Agencies have high levels of career development practice, work life balance contributes more to organizational citizenship behaviour compared to when there are low levels of career development practice, as shown by the steepness of the slope. So, the null hypothesis 5d was

rejected. Thus, career development practice positively and significantly moderates the

relationship between work life balance and organizational citizenship behaviour.
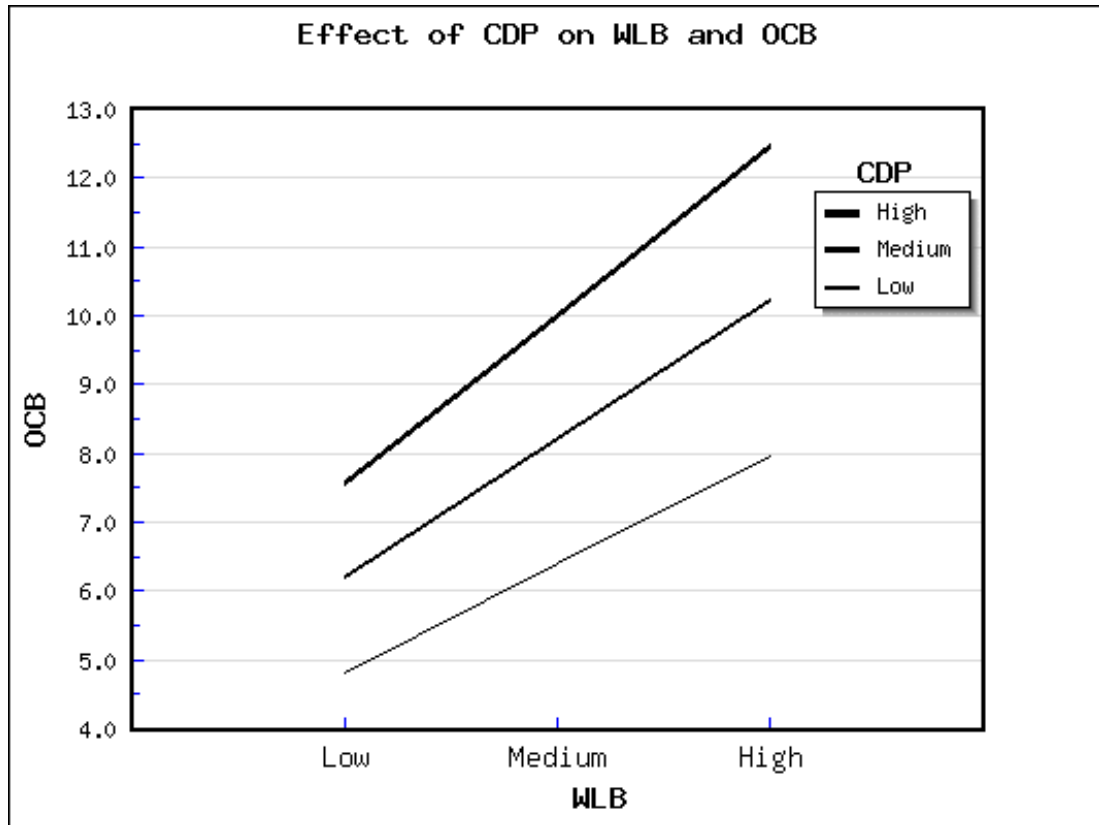
**Figure 4.4 Moderated effect of career development practice on the relationship
between work life balance and organizational citizenship behaviour**

4.15 Summary of Hypotheses Testing Results

The results presented in Table below 4.26 indicated the summary of both multiple and

hierarchical regression models. Thus, the table shows (R^2) and Δ in (R^2) for both main

and interaction effects as well as the decision on the formulated hypothesis.

Table 4.25: Summary of Hypotheses Testing Results

Hypothesis Formulated	Beta (β)	ρ – values	R²	Decision
Main Effects				
H₀₁: There is no significant effect of open communication on organizational citizenship behavior.	0.374	0.000		Rejected
H₀₂: There is no significant effect of employee involvement on organizational citizenship behaviour.	0.236	0.000		Rejected
H₀₃: There is no significant effect of leadership style on organizational citizenship behaviour.	0.234	0.000		Rejected
H₀₄: There is no significant effect of work life balance on organizational citizenship behaviour	0.129	0.034	0.698	Rejected
Moderation – career development practices	Beta (β)	ρ – values	R²Δ	
H₀₅ₐ: Career development practices does not moderate the effect of open communication on organizational citizenship behaviour	0.59	0.000	0.04	Moderated
H₀₅ᵦ: Career development practices do not moderate the effect of employee involvement on organizational citizenship behaviour.	0.60	0.000	0.01	Moderated
H₀₅c: Career development practices do not moderate the effect of leadership style on organizational citizenship behaviour.	0.86	0.000	0.03	Moderated
H₀₅d: Career development practices does not moderate the effect of work life balance on organizational citizenship behaviour	0.50	0.000	0.02	Moderated

Source. Research Data,(2020)

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS ,CONCLUSIONS AND

RECOMMENDATIONS

5.1 Overview

This chapter presents the summary of the study, which sought to explore the moderating role of career development practices on the relationship between retention strategies and organizational citizenship behaviour in Environmental Agencies within North Rift Region. The study was guided by specific objectives and hypotheses. This chapter therefore presents the summary of the research work, discussions and conclusions drawn from the study, recommendations and areas for further research in relation to data analysis.

5.2 Summary

The main objective of this study was to explore the moderating role of career development practices on the relationship between retention strategies and organizational citizenship behaviour in Environmental Agencies within North Rift Region. The study investigated the effects of open communication, employee involvement, leadership and work life balance on organizational citizenship behaviour as moderated by career development practices. From the findings of this study, it was established that career development practices significantly moderate the relationship between retention strategies and organizational citizenship behaviour in Environmental Agencies within North Rift Region.

5.2.1 Open communication and Organizational Citizenship Behaviour

Regarding open communication, the study confirmed that employees' performance standards/feedback are communicated effectively. Consequently, employees are

familiar of what is expected of them. In fact, the managers keep employees informed about the organizational goals and objectives. Besides, there are laid out channels for communicating the grievances of employees. Particularly, communication from other departments is detailed and accurate. As well, the communication policy at the organization provides for confidentiality. Further, the staff receives information from sources that they prefer. These sources comprise of supervisors, department meetings, co-workers and newsletters. Overall, the employees were in agreement that there is open communication in their respective organizations.

The results of multiple regressions indicate that open communication had a positive and significant relationship with organizational citizenship behaviour. Therefore, the null hypothesis was rejected. The implication was that the staff of Environmental Agencies feels themselves in high-quality open communication with the management hence they reciprocate by engaging in organizational citizenship behaviour.

5.2.2 Employee Involvement and Organizational Citizenship behavior

On employee involvement, the study indicated that the employees are allowed freedom, autonomy and flexibility to exercise control over their work. Also, seminars, conferences and workshop are often conducted as a way of employees learning new knowledge. Besides, juniors at the organization are consulted by the management before making decisions that will affect them. Further, employees participate in setting the goals and objectives concerning their roles and are given the opportunity to suggest on improvements. Moreover, the management encourages sharing of information ideas and knowledge between managerial and non-managerial employees.

In addition, the multiple regression findings indicated that employee involvement had a positive and significant effect on organizational citizenship behavior. Consequently, the null hypothesis was rejected and the alternative accepted which was that there is a significant relationship between employee involvement and organizational citizenship behavior. These shows that involving employees in making decisions that affect their work and in setting the goals and objectives concerning their roles and are given the opportunity to suggest on improvements improved OCB.

5.2.3 Leadership and Organizational Citizenship Behaviour

On leadership, the findings indicated that leaders avoid making judgments or premature evaluation of ideas or suggestions. Also, the organizations have a vision to help the employees achieve their objectives. Besides, the leadership has a vision to help the employees achieve their objectives and is emotionally attached to the organization. Also, the leadership motivates employees and emphasizes on the importance of quality but allows staff to establish the control standards. In addition, the leadership of the organization has integrity and rotates the role of team briefers among the staff.

The regression results revealed that leadership had a positive and significant relationship with organizational citizenship behaviour. Therefore, the null hypothesis was rejected. Hence, increase in leadership improves OCB.

5.2.4 Work life balance and Organizational Citizenship Behaviour

On work life balance, the findings established that the organizations encourage their employees to go on annual leave/time off. Besides, managers/supervisors are concerned about the welfare of those under them. Consequently, employees' privilege leave is never denied by the manager. Also, employees are able to achieve time

balance and are allowed to work from home when required. In addition, the management believes in having happy people at work. Moreover, there is a sense of good continuous life process in the organization. As well, colleagues/team members do embrace work life balance initiatives. Also, employees do achieve equity across multiple roles.

The results of multiple regressions indicated that work life balance had a significant relationship with organizational citizenship behaviour. Therefore, the null hypothesis was rejected and the alternate accepted which was that there is a significant relationship between work life balance and organizational citizenship behaviour.

5.2.5 Moderating role of Career Development Practices on the relationship between Retention Strategies and Organizational Citizenship Behaviour in Environmental Agencies within North Rift Region

The results of the moderated hierachical regressions indicated that open communication had a significant relationship with organizational citizenship behavior when moderated with career development practices. Therefore, the null hypothesis was rejected and the alternate hypothesis accepted which was that Career development practices do moderate the relationship between open communication and organizational citizenship behavior.

The results of the moderated hierachical regressions indicated that employee involvement had a significant relationship with organizational citizenship behavior when moderated with career development practices. Therefore, the null hypothesis was rejected and the alternate hypothesis accepted which was that Career development practices does moderate the relationship between employee involvement and organizational citizenship behavior

The results of the moderated hierachical regressions, as presented indicated that leadership had a significant relationship with organizational citizenship behavior when moderated with career development practices. Therefore, the null hypothesis was rejected and the alternate hypothesis accepted which was that Career development practices do moderate the relationship between leadership and organizational citizenship behaviour.

The findings of the moderated hierarchical regression indicated that career development practices positively moderated the relationship between the leadership and organizational citizenship behaviour. Therefore, the null hypothesis was rejected and the alternate hypothesis accepted which was that Career development practices do moderate the relationship between leadership style and organizational citizenship behaviour.

The results of the moderated hierarchical regressions indicated that work life balance had a significant relationship with organizational citizenship behavior when moderated with career development practices. Therefore, the null hypothesis was rejected and the alternate hypothesis accepted which was that Career development practices do moderate the relationship between work life balance and organizational citizenship behavior.

5.3 Discussion of Results

5.3.1 Effect of Open Communication on OCB

On the first objective, the study findings indicated that management was being open to communication by employees. This was the most common form of open communication perceived by the employees that could influence their organizational citizenship behavior. These study findings are supported by Eisenberger, Karagonlar,

Stinglhamber, Neves, Becker, Gonzalez-Morales and Steiger-Mueller (2010) who noted that the positive effects of high-quality involved supervisor–subordinate relationships on subordinate behavioural and performance outcomes lead to more commitments by employees.

Kandlousi, Ali and Abdollahi (2010) concurred with these findings when he revealed positive association between management's direct communication with employees and the various forms of OCB. Hence, stressing this conceptualization he noted that if employees feel themselves in high-quality open communication relationship with management, then they are likely to reciprocate the organization by engaging in OCB.

Other Studies on managers and employees communication suggested that the supervisors play a notable role, in influencing employees' work behaviour and performance. Employees feel respected and mutual influence in high-quality exchange relationships between subordinates and supervisors while low-quality exchange relationships experience strict predetermined exchanges and one-way downward impact. The supervisor acts as the utmost direct and prominent representative of their subordinates. A positive relationship between high-quality open communication relationship and performance of subordinates has been revealed by number of research works (Burton et al., 2011).

The study hypothesis findings that there is a relationship between open communication and organizational citizenship behavior are supported by (Erogluer, 2011). He noted that communication between the management and employees plays a key role in hiring and retention of employees in an organization. This justifies that communication can be used as a means of ensuring OCB through building of interpersonal relationships, transparency and effective commitment. Amini, Nouri,

Samavatyan and Soltanolkottabi (2013) also supported this findings by noting that the communication skills training increased nurses' organizational citizenship behaviour in the experiment group and the effect sustained a month after the intervention.

5.3.2 Effect of Employee Involvement on OCB

The study findings that employees are involved in policy formulation and implementation to enhance OCB are supported by (Han, Chiang & Chang, 2011; Zainnudin & Isa 2011; Batthi & Qureshi 2007) who abounds that organizational success in the face of these turbulent economic environment depends more on involving the workforce's entire capacity to generate new ideas and ways of working to overcome the competitors. As a matter of necessity, employees must be involved in decisions if organizations are to take advantage in the abundant capability of human creativity and ingenuity to sail across turbulent tides in the organizations. In order to harvest this human potential, there is need that employees must be involved if they are to be committed to changing their behaviours in work, in new and improved ways to increase efficiency and effectiveness. Employee participation is one important aspect of organizational life used to achieve increased organizational effectiveness and positive employee perceptions towards job derivatives and outcomes.

The study findings are also supported by Singh (2014), who noted that employee participation in decision making is one of the many current forms of employee involvement in the workplace decision making. Managers are encouraged to allow a high degree of employee participation and autonomy, which are intended to increase workforce commitment and to humanize the workplace with the intention of improving work performance and organizational good citizenship behaviour.

Finally, according to Shina, (2016) with regard to opportunity, it provides the platform for workers to utilize their ideas and energy to achieve their goals and organizational mandate. With idea generation and creativity, workers bring on board new methods to task execution, mandate delivery and flexibility to organizational bureaucracy to increase efficiency and effectiveness by maximizing productivity with minimized organizational inputs. In the context of responsibility, the mandate of achieving organizational goals is internalized with each employee taking responsibility for certain outcomes and filling gaps which could lead to task execution failure, delivery delays and increased cost to the organization.

The study hypothesis findings that there is a relationship between employee involvement and organizational citizenship behavior are supported by Suazo and Stone- Romero (2011) who found a significant positive relationship between employee involvement and OCB, which included both OCB-I referring to behaviours that immediately benefit specific individuals and OCB-O referring to behaviours that benefit the organization in general. Ueda (2011) also investigated the effects of job involvement, affective organizational commitment, and collectivism on organizational citizenship behavior (OCB) and showed that job involvement had a significantly positive relationship on civic virtue and helping behavior, and affective organizational commitment had a significantly positive effect on helping behavior and sportsmanship. Collectivism also positively influenced civic virtue and helping behavior. In addition, the effect of affective organizational commitment on civic virtue was moderated by collectivism so that affective organizational commitment had a stronger effect when collectivism was weak than when collectivism was strong.

5.3.3 Effect of Leadership on OCB

The study findings that leaders need to do ethical decisions that are not rush and that are well thought through. The study findings are supported by Yidong & Xinxin, (2013) who noted that ethical leadership in decision making is expected to create positive influence on employee performance, job responses and intrinsic motivation. In addition, leaders ethical attitudes can have positive impact on task and autonomy in their work. Ethical leadership is taken as an important factor in an organization, and this can be translated into a good management by organization staff.

Shapiro & Stefkovich, (2016) noted that the ethical leadership in decision making need to demonstrate and promote the appropriateness of ethical behaviors through making just decision. He noted that this positively affects employee's organizations citizenship behaviour. This is because ethical leadership is likely to lead to employee prosaically behavior because of social learning and the social exchange relationship (Bailley, 2006). Leaders are considered people with power and status, and therefore can become models of interest to employees. Employees know which behavior is right under different circumstances and they will copy such (ethical) behavior. This means that where there is ethical leadership, employees consider that to be a good relationship with their ethical leaders and that their leader can be trusted and care for the employees.

Chitiga, (2018) also supports this findings by noting that, leaders can demonstrate ethical behavior in decision making to their employees to generate OCB (Brown, 2005) and this include acting as a role model, supporting career opportunities and providing psychological support to employees. These actions overlap with the definition of ethical leadership of Brown (2005), in which ethical leaders are expected

to be actively involved with their employees, listen to them, and show their norms and values in their actions, communication and behavior.

Brown et al., (2015) states that when a leader acts, and behaves ethically in making decision, employees will be inclined to show more OCB directed to the organizations and colleagues. Further, employees will be motivated to put more effort to their job and will be more willing to solve problems that arise to the management. Hopkins, (2002) researched on ethical leadership among school administrators and the organizational citizenship behaviors of the staff and concluded that ethical leadership of had a significant effect on the employees' organizational citizenship behavior. This indicates that organizational citizenship behavior is correlated to both, informal and formal leadership in an organization.

The study hypothesis findings that there is a relationship between leadership and organizational citizenship behavior are supported by Rizwan, Nauman, Ahmad & Umair (2014) who studied the impact of transformational leadership and employee commitment on organizational citizenship behaviour in different sectors in Pakistan. These study findings insinuated to enhance managers and employees understanding on transformational leadership and employee commitment and their effect on organizational citizenship behaviour. Tresna (2016) studied the influence of transformational leadership on organizational citizenship behaviour and job satisfaction as mediator variable with a sample of 59 respondents drawn from lecturers of three universities in Tasikmalaya. The results showed that transformational leadership variables are in good categories, job satisfaction variable are in the high category, and OCB variables are in the high category. The statistical analysis shows that leadership directly and significantly influenced OCB by 30.2%.

Meanwhile, transformational leadership significantly influenced OCB by 10.8% with job satisfaction as mediator variable.

5.3.4 Effect of Work Life Balance on OCB

The study findings that organizations encourage their employees to take time off as supported by Geurts (2014) who noted that time off is crucial for workers to recover from load effects built up at work. A core assumption of Effort-Recovery Theory and Allostatic Load Theory is that initial normal load reactions (e.g. accelerated heart rate and fatigue) can develop into more chronic load reactions (e.g. prolonged fatigue, sleep complaints, high blood pressure) in cases of continued exposure to workload and incomplete recovery during time after work. The essence of recovery is a process of psycho-physiological unwinding after working, opposite to the activation of the sympathetic-adrenal-medullary system and the hypothalamic-pituitary-adrenal system during effort expenditure (work), particularly under demanding or stressful conditions. Furthermore, over the years labour unions have emphasized the importance of sufficient recovery time in their endeavours for a shorter working week, rest breaks and vacation rights, and both national and international working time legislations have been enacted to enable recovery possibilities for employees.

Recent studies have revealed that workers often recover insufficiently during time off work due to, for instance, working overtime. This day-to-day incomplete recovery may have serious adverse health consequences in the long run (Geurts & Sonnentag, 2016). Sluiter, Frings-Dresen and Meijman (2017) distinguished 4 different types of recovery based on duration and time span after work: microrecovery (first minutes after task performance), mesorecovery (10 minutes to 1 hour after task performance), metarecovery (1 hour to 2 days after work)

and macrorecovery (more than 2 days after work). Vacation as a form of macrorecovery is a prime candidate for helping workers to recover more completely from work.

The study hypothesis findings that there is a relationship between work life balance and organizational citizenship behavior are supported by Prasetio, Yuniarsih and Ahman (2017) who did a study on the direct and indirect effect of work-life interface on organizational citizenship behavior. The study found out that Organizational work-life policies enabled employees to manage their work-life. Such policies will increase job satisfaction that then promotes the development of ACO and OCB. The findings are also supported by Prasetio, et al. (2017) who carried out a study on the mediating role of job satisfaction and organizational commitment on the relationship between work-life interface and organizational citizenship behaviour. The result showed both positive and negative aspect of work-life interface (conflict and balance) have direct effect on OCB. Only job satisfaction had mediation effect on the relations. Kumar, et al. (2016) also supported these findings through his study on the role of organizational commitment on work life balance and organizational citizenship behaviour. The study findings indicated a positive link between work–life balance and OCB.

5.4 Conclusion

From the findings, open communication has a positive and significant influence on organizational citizenship behavior. The implication is that open communication is not only necessary to build up proper channels between the management and employees but is also considered as a key dimension to foster employees' organizational citizenship behavior. The relationship between open communication and organizational citizenship behavior is further enhanced when moderated with

career development practices. This suggests that efforts by the organizations towards ensuring that employees attain career growth leads to an improvement in open communication which in turn fosters organizational citizenship behavior.

Also, employee involvement positively influences organizational citizenship behaviour. The findings indicates that whenever employees are more involved, the organization benefits from increased organizational citizenship behavior because of the paradigm shift employees incur when they have the opportunity to give their input. Consequently, employees are motivated to perform at a high standard to achieve goals that they took part in setting. There is also a feeling of ownership and responsibility towards the organization hence employees display increased levels of OCB.

In addition, the study has confirmed that leadership at the organization has enhanced organizational citizenship behaviour. The implication is that the leadership at the organization motivates employees to exhibit extra-role behaviors. Particularly, leaders who are inspirational, supportive and promote participation directly impact the status of citizenship behavior in the organization.

Finally, work life balance is instrumental in enhancing organizational citizenship behaviour. The implication is that work life balance has the ability to enhance and impact employee behavior and attitudes for the organization. Specifically, when employees have desired support from the organization, then spontaneously employees in the result of these favors such as privilege leave will respond by citizenship behavior to the organization. As such, work life balance is key in developing positive work-related attitudes of employees which fosters more OCBs.

Overall, the study concludes that retention strategies are key in enhancing the organizational citizenship behaviour in Environmental Agencies as moderated by career development practices. This is evidenced by the fact that these constructs jointly and independently affect to some magnitude OCB as per the study findings. It therefore calls for the formulation, promotion of these employee retention strategies-oriented policies and focusing on their implementation in consequence, it would become ingrained in the management and operations of Environmental Agencies within North Rift Region and not just an additional component of organizational policies thus high OCB.

The current study provides absolute support to the suggestion that employee retention strategies should be recognized as a significant precursor for the OCB. It can be noted that with career development practices as a moderator retention strategies such as employee involvement and leadership become the greatest contributor to OCB. This asserts that the effect of all the employee retention strategies have different strength of relationship with OCB as moderated by career development practices. However, this does not devalue the role of the other retention strategies under study. This implies that the organization should synergistically bundle the employee retention strategies in order to secure maximal OCB besides taking cognizance of career development practices.

The findings of this study further underscores the role of employee involvement in ensuring OCB. In fact, employee involvement improves OCB either by affecting factors such as knowledge, skill and abilities or by increasing motivation of employees, which translates to OCB. Therefore, these results are providing sufficient ground to affirm that employee involvement has a significant effect on organizational

citizenship behaviour in Environmental Agencies within North Rift Region. Therefore, instigating employee involvement remains a   critical factor in the success and prosperity of any organization because employees are the organization's greatest assets. In this regard, consultative meeting in which employees are involved in setting performance targets and making decisions on issues affecting them would hold supreme in engendering maximal organizational citizenship behaviour. The organization should implement transparent and credible decision-making processes and rules, which are beyond reproach to increase employees' perception organizational justice to strengthen OCB.

With inclusion of a moderator variable which as per this study was career development practices it remains apparent that there is a need to look into developmental aspects of individual employees to help shape their behaviours so they are able to work as per organizational prospects. It potentiated the influence of retention strategies on OCB in Environmental Agencies. In this regard, the study concludes that career development practices moderates the influence of retention strategies on OCB in Environmental Agencies. This implies that the organization should synergistically bundle the employee retention strategies in order to secure maximal OCB besides taking cognizance of career development practices.

5.5 Study Implications

5.5.1 Theoretical Implication

The theoretical implication of this study is that it supports and extends the Job Embeddedness, Social Cognitive and Social Exchange theory as they have casted more light on social retention strategies and career development   practices as a means through which an organization can enhance OCB. These findings supports the essence

of bundling of employee retention strategies through mutually consistent policies career development practices and other human resource practices for purposes of galvanizing OCB. The study has addressed the deficiencies in literature by extending studies on employee retention strategies, career development practices and OCB in the Kenyan context as a developing country and specifically in the public sector. Besides, the study has addressed different outcomes of employee retention strategies and career development practices which is OCB, other than employee satisfaction and performance as highlighted in majority of studies.

In general, by using empirical findings the study has been able to validate the theoretical argument of effect of retention strategies on OCB and moderating effect of career development practices on the relationship between retention strategies and organizational citizenship behavior.

5.5.2 Managerial and Leadership Implication

The implications of this research findings is that the Environmental Agencies' management have been enlightened on the need of strengthening the implementation of employee retention strategies in consort with career development practices as a means of enhancing OCB. In fine, the findings have contributed to human resource management in terms of providing valuable input to and awareness of the employee retention strategies to consider with regard to enhancing OCB. This has been illustrated empirically that the management should strive to synergize their retention strategies with career development practices in order to achieve maximal OCB.

5.5.3 Policy implication

In terms of policy, the research findings have given eminence to embedding and strengthening of employee retention strategies to organization policies in order to

achieve maximal OCB. These findings remain vital to policy makers and practitioners in embracing employee retention strategies, career development practices in their policy formulation. However, it problematizes the need to identify other employee retention strategies that can be effectively bundled to synergistically secure and sustain high organizational citizenship behaviour.

5.5.4 Implication to New Knowledge

This study disseminates essential knowledge to enhance our understanding of the relationship between employee retention strategies, career development practices and organizational citizenship behavior in an emerging economies context, specifically in Environmental Agencies. The study provided unique findings which shows that all retention strategies under this study have positive and significant effect on organizational citizenship behaviour

Although the findings are limited to the context of Environmental Agencies in Kenya, they can be a reference for other organizational types and assist them to maximize the outcomes from the investment they make in their employees. Moreover, this study provides the moderating relationship between the significant constructs. The career development practices have been examined as the moderating relationship between employee retention strategies and organizational citizenship behavior. This study focuses on a moderator and does not consolidate any mediating variables in testing the relationship between career development practices, organization citizenship behavior and employee retention strategies.

5.6 Limitation of the Study

During data collection the researcher was faced with some difficulties. Respondents' busy schedule resulting in delayed responses was the first limitation, as there was

extreme sluggishness in filling the circulated questionnaires. The explanation from the assigned internal data collection coordinators was that the employees were very busy and therefore, needed more time. In response, the researcher resorted to constantly remind them. The researcher administered the questionnaire to the respondents directly at their work stations; where questions were ready to each respondent and responses filled accordingly. The agency's rules and regulations restricted most of the respondents from answering some questions. To handle this, the researcher presented an introductory letter from the university to avoid suspicion and enable the respondents disclose the needed information for the study. The other limitation which the study faced was that some relevant information looked sensitive for the respondents to divulge. To counter this, the respondents were assured of confidentiality to avoid victimization.

5.7 Recommendations

In view of the findings of the study and the guidance from the literature review, it is apparent that strengthening employee retention strategies and career development practices improves OCB. OCB, considered as extra role behaviour occasioned by strategically orientated human resource practices. From the results, it remains necessary for Environmental Agencies to analyze its employee retention strategies and pay more attention in addressing amongst them open communication, employee involvement, leadership and work life balance for purposes of increasing OCB. In this regard, the current study makes the following recommendations:

The most important concern of senior management is to develop and effectively exploit employee retention strategies to engender organizational citizenship behaviour. The study suggests that organization should understand and develop a

holistic approach of implementing overall employee retention strategies in consort with career development practices, which include open communication, employee involvement, leadership and work life balance, which focus on changing demands of employees for sustained OCB.

Evidently, open communication is key in enhancing organizational citizenship behavior. It is therefore recommended for organizations to ensure there is effective communication of employees' standards/feedback. Other than that, it is utmost necessary for the communication from other departments to be detailed and accurate. Also, the management should keep employees informed about the organizational goals and objectives. In addition, the organization needs to have in place laid out channels for communicating the grievances of employees and ensure that the communication at the organization provides for confidentiality. In so doing, organizational citizenship behavior will be enhanced among the employees.

Since employee involvement enhances organizational citizenship, it is recommended for organizations to allow their employees freedom, autonomy and flexibility at the workplace so that they can develop a feeling of ownership and responsibility towards the organization. Also, it is important to expose employees to learning opportunities in order to foster loyalty and commitment towards the organization. Besides, employees' involvement in goal setting needs to be increased since it has been linked to increased levels of OCB (Stone- Romero, 2011). Moreover, information sharing needs to be encouraged between the managerial and non-managerial employees.

Furthermore, leadership positively impacted on the organizational citizenship behavior. Therefore, it is imperative for leaders to engage employees in such a manner that it increases their citizenship behaviour. Also, the leadership at the

organization needs to demonstrate a style of motivation as opposed to making judgements so as to encourage employees to come up with new creative ways of doing work. Moreover, the leadership of the organization should emphasize on the importance of quality but allows staff to establish the control standards.

Finally, work life balance had a positive influence on organizational citizenship behaviour. The study recommended that the managers should be concerned about the welfare of employees. Particularly, employees need to be encouraged to go on annual leave/time off. There is also need for time balance and employee privilege leave. If need be, employees should be allowed to work from home when required. In addition, employees should be able to achieve equity across multiple roles.

5.8 Areas for Further Research

Arising from some of the implications and limitations of the study, recommendations for further research are made. While this study successfully examined the conceptualized framework of retention strategies, career development practices and OCB. It has also presented a rich prospect for other areas to be researched in future. In terms of industry, the study was only confined to the public sector. It would however be useful to carry out similar study across heterogeneous industries. Future research should therefore expand to other industries and contexts because human resource practices and organizational culture vary according to sector and country. Future research may re-examine the conceptual model used in this research with a larger sample size so that the outcome can be generalized to a larger population. Besides, future studies may focus on the moderating effect of organizational culture on the relationship between employee retention strategies and OCB. However, it

problematizes the other employee retention strategies, which can be effectively bundled to synergistically secure and sustain organizational citizenship behaviour.

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APPENDICES

Appendix I: Request To Fill Questionnaire

Judith Chepkemoi
P.O. Box 41,
<u>ELDORET – KENYA</u>.
TEL NO. 0723602134
Email address; jchepkemoi26@gmail.com

Dear Sir/ Madam,

RE: REQUEST FOR RESPONDENTS

I am a postgraduate student of Moi University pursuing a Doctorate degree in Human Resource management. I am carrying out a research on ***"The role of Career Development Practices on the relationship between Employee Retention Strategies and Organizational Citizenship Behaviour in Environmental Agencies within North Rift Region***. The study is entirely academic and therefore the information provided will be treated with a lot of confidentiality. Your honest opinion and accurate responses to all questions is much appreciated.

Judith Chepkemoi

SHRD/PH.DH/04/16

Appendix II: Questionnaire

<u>**BACKGROUND INFORMATION**</u>

This questionnaire consists of three sections: **A** which contains demographic information while section **B** contains specific information about the study based on objectives, section **C** contains information on OCB and section **D** contains information on career development. Information collected will be treated as private and with confidentiality.

SECTION A: DEMOGRAPHIC DETAILS

Kindly tick where necessary

1. What is your gender?

    Male   [ ]   Female   [ ]

2. What is your age bracket?

    21-30   [ ]   31-40   [ ] 40-50   [ ] 45 and above [ ]

3. What is your highest level of education?

    Primary   [ ]

    Secondary   [ ]

    College   [ ]

    University   [ ]

4. For how long have you worked in this organization?

    Less than 5 year   [ ]

    6-10 years   [ ]

    11-15 years   [ ]

    16-20 years   [ ]

    Above 20 years   [ ]

5. What is your position in the organization?

    Administrator   [ ]

    Technical staff   [ ]

SECTION B: INFORMATION ON OBJECTIVES.

The following are statements describing the open communication within the organization, indicate the extent to which you agree with the statement where: 1 = Strongly disagree, 2 Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly Agree

		Extent to which you agree with the statement				
No.	Statements on open communication	1	2	3	4	5
1	Communication policy provides for confidentiality					
2	Information regarding staff development is explained in the policy					
3	Employees performance standards/ feedback are communicated effectively					
4	There are clear channels for communicating employee grievances					
5	There is accurate communication of work procedures					
6	The managers are receptive to employee communication					
7	The top management say what they mean and mean what they say					
8	The managers keep employees informed about the organizational goals and objectives					
9	The top management provides the employees with the kinds of information they really want and need without discriminate					
10	Employees are free to exchange opinions and information within the organization					
11	Communication from other departments is detailed and accurate					
12	Staff receives information from sources that they prefer (e.g. from superiors, department meetings, co-workers, newsletters.					

The following are statements describing employee involvement within the organization, indicate the extent to which you agree with the statement where: 1 = Strongly disagree, 2 Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly Agree

No.	Statements on employee involvement	Extent to which you agree with the statement				
		1	2	3	4	5
1	Employees are involved in making decisions that affect their work					
2	Employees participate in setting the goals and objectives concerning their roles and are given the opportunity to suggest on improvements.					
3	Managers consult their juniors before making decisions that will affect them					
4	Performance results are communicated					
5	The organization has elected employee representatives					
6	Management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees					
7	Seminars, conferences and workshops are often conducted as a way of employees learning new knowledge					
8	Teams are allowed freedom, autonomy and flexibility to exercise control over their work					
9	Multi skilling is encouraged in the organization					
10	When employees work as a team they have the discretion to make decisions that affect their work as team					
11	Employees are allowed to implement policies or work practices					

The following are statements describing the leadership within the organization, indicate the extent to which you agree with the statement where: 1 = Strongly disagree, 2 Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly Agree

No.	Statements on leadership	Extent to which you agree with the statement				
		1	2	3	4	5
1	The leadership of the organization has integrity					
2	The leadership of the organization motivates employees					
3	The leadership emphasizes on the importance of quality but allows staff to establish the control standards					
4	The leadership of the organization has a vision to help the employees achieve their objectives					
5	The leadership of the organization holds periodic meetings to show support for organization's policy and mission.					
6	The leadership avoids making judgments or premature evaluation of ideas or suggestions					
7	The leadership of the organization has emotional attachment to the organization					
8	The leadership checks staff's work on a regular basis to assess their progress and learning.					
9	The leadership help the employees to develop interpersonal relations and holds regular meetings to discuss work status					
10	The leadership recognizes staff's achievements with encouragement and support.					
11	The leadership provides staff with time and resources to pursue their own developmental objectives					
12	The leadership rotates the role of team briefer among the staff.					

The following are statements describing work life balance within the organization, indicate the extent to which you agree with the statement where: 1 = Strongly disagree, 2 Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly Agree

No.	Statements on work life balance	Extent to which you agree with the statement				
		1	2	3	4	5
1	The organization has a healthy work life balance policy.					
2	The work environment is supportive of both family and personal commitments					
3	The organization encourages its employees to go on annual leave/time off					
4	Employees do achieve equity across multiple roles					
5	The management believes in having happy people at Work					
6	Managers/supervisors are concerned about the welfare of those under them					
7	Employees privilege leave is never denied by my manager					
8	The organization allows employees to work from home when required					
9	There is adequate technology support (laptops, internet access, etc) to be able to work away from office					
10	Colleagues/team members do embrace work life balance initiatives.					
11	There is a sense of good continuous life process in the organization					
12	Employees are able to achieve time balance.					

SECTION C: INFORMATION ON OCB.

The following are statements describing the Organizational citizenship behaviour within the organization, indicate the extent to which you agree with the statement where: 1 = Strongly disagree, 2 Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly Agree

No.	Statements on OCB	Extent to which you agree with the statement				
		1	2	3	4	5
1	My present job provides good opportunities for promotion					
2	I have been rewarded for my good performance					
3	My opportunity for promotion is unlimited in my present workplace					
4	My present organization has help me to pursue my professional goal					
5	Job promotion is based on job performance and achievement in my present organization					
6	My present organization has recognized my accomplishments					
7	My job encourages competitive spirit					
8	I am willing to stand up to protect the reputation of the organization					
9	I feel that my present organization has a high degree of loyalty to me					
10	I actively attend company meetings					
11	Changed vocational schedule, work days or shifts to accommodate co-workers needs.					
12	Went out of the way to give a co-worker encouragement or express appreciation					
13	I am one of the most conscientious employee					
14	Volunteered to work at after work hours					
15	Is willing to share knowledge and expertise to help others improve their work performance.					
16	Volunteered for extra work assignments.					
17	Helps others who have heavy work loads					
18	Help train employees even though it is not required					
19	Came in early or stayed late without pay to complete a project or task					
20	Lent a compassionate ear when someone had a work problem					
21	Takes steps to prevent problems with other workers.					
22	Lent a compassionate ear when someone had a personal problem					
23	I eager to tell the outsiders good news about the organization					
24	My present organization has recognized my accomplishments.					

SECTION D: INFORMATION ON CAREER DEVELOPMENT PRACTICES (MODERATOR).

The following are statements describing career development within the organization, indicate the extent to which you agree with the statement where: 1 = Strongly disagree, 2 Disagree, 3 = Not sure, 4 = Agree, 5 = Strongly Agree

		Extent to which you agree with the statement				
No.	Statements on career development practices	1	2	3	4	5
1	The organization has a clear career development policy					
2	I have control of my career and I have set my career goals					
3	I have an individual development plan					
4	The organization has a well designed training policy					
5	The training programs offered are relevant to my career growth					
6	Employee coaching and mentoring is a fundamental human resource policy in the company					
7	The coaches and mentors are always committed to helping employees achieve their career goals					
8	Career counseling is a fundamental human resource policy in the company					
9	The organization has an established functioning career counseling unit					
10	The organization has a well designed Talent management policy					
11	There are incentive schemes for retaining the existing employees with notable performance for purposes of successions in the organization.					
12	There is a deliberate effort to attract outside talent for key leadership positions.					

Appendix III: Interview Schedule For The Administrators

1. Comment on forms of communication that are used in the organization?

2. How are your employees involved in their work related activities?

3. What is the effect of leadership on employee behavior?

4. What strategies have been put in place to ensure adherence to work life balance?

5. Are there any career development practices in the organization and if any comment

on them?

Thank you

Appendix IV: SPSS Output

Correlation results

Correlations		OCB	OPECOM_	employee	LEADERSH	worklifeba	careerdev	GENDER	AGE	EDUCATIC	EXPERIEN(
OCB	Pearson C	1	.773**	.723**	.655**	.657**	.795**	0.05	0.074	.143*	-0.011
	Sig. (2-tailed)		0	0	0	0	0	0.484	0.304	0.046	0.877
	N	194	194	194	194	194	194	194	194	194	194
OPECOM_	Pearson C	.773**	1	.769**	.554**	.679**	.805**	-0.124	-0.008	0.068	-0.051
	Sig. (2-tail(	0		0	0	0	0	0.084	0.913	0.344	0.48
	N	194	194	194	194	194	194	194	194	194	194
employee	Pearson C	.723**	.769**	1	.557**	.531**	.738**	-0.003	-0.026	0.049	-0.096
	Sig. (2-tail(	0	0		0	0	0	0.966	0.715	0.498	0.184
	N	194	194	194	194	194	194	194	194	194	194
LEADERSH	Pearson C	.655**	.554**	.557**	1	.634**	.715**	0.057	0.093	0.102	-0.004
	Sig. (2-tail(	0	0	0		0	0	0.432	0.198	0.156	0.96
	N	194	194	194	194	194	194	194	194	194	194
worklifeba	Pearson C	.657**	.679**	.531**	.634**	1	.680**	0.012	-0.071	.143*	-.187**
	Sig. (2-tail(	0	0	0	0		0	0.868	0.324	0.047	0.009
	N	194	194	194	194	194	194	194	194	194	194
careerdev	Pearson C	.795**	.805**	.738**	.715**	.680**	1	-0.031	0.013	0.116	-0.071
	Sig. (2-tail(	0	0	0	0	0		0.671	0.852	0.107	0.323
	N	194	194	194	194	194	194	194	194	194	194
GENDER	Pearson C	0.05	-0.124	-0.003	0.057	0.012	-0.031	1	-0.098	0.037	0.113
	Sig. (2-tail(	0.484	0.084	0.966	0.432	0.868	0.671		0.175	0.605	0.118
	N	194	194	194	194	194	194	194	194	194	194
AGE	Pearson C	0.074	-0.008	-0.026	0.093	-0.071	0.013	-0.098	1	.164*	.583**
	Sig. (2-tail(	0.304	0.913	0.715	0.198	0.324	0.852	0.175		0.022	0
	N	194	194	194	194	194	194	194	194	194	194
EDUCATIC	Pearson C	.143*	0.068	0.049	0.102	.143*	0.116	0.037	.164*	1	-0.026
	Sig. (2-tail(	0.046	0.344	0.498	0.156	0.047	0.107	0.605	0.022		0.714
	N	194	194	194	194	194	194	194	194	194	194
EXPERIEN(	Pearson C	-0.011	-0.051	-0.096	-0.004	-.187**	-0.071	0.113	.583**	-0.026	1
	Sig. (2-tail(	0.877	0.48	0.184	0.96	0.009	0.323	0.118	0	0.714	
	N	194	194	194	194	194	194	194	194	194	194
** Correlation is significant at the 0.01 level (2-tailed).											
* Correlation is significant at the 0.05 level (2-tailed).											

Regression results

Control effect

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.171[a]	.029	.009	.53320

a. Predictors: (Constant), EXPERIENCE, EDUCATION, GENDER, AGE

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.624	4	.406	1.428	.226[b]
	Residual	53.733	189	.284		
	Total	55.357	193			

a. Dependent Variable: OCB

b. Predictors: (Constant), EXPERIENCE, EDUCATION, GENDER, AGE

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.555	.217		16.417	.000
	GENDER	.069	.079	.065	.878	.381
	AGE	.073	.065	.105	1.136	.257
	EDUCATION	.087	.053	.121	1.646	.102
	EXPERIENCE	-.039	.046	-.077	-.838	.403

a. Dependent Variable: OCB

Direct effect

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836[a]	.698	.692	.29728

a. Predictors: (Constant), worklifebalance, employeeinvolment, LEADERSHIP1, OPECOM_1

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.655	4	9.664	109.351	.000ᵇ
	Residual	16.703	189	.088		
	Total	55.357	193			

a. Dependent Variable: OCB

b. Predictors: (Constant), worklifebalance, employeeinvolment, LEADERSHIP1, OPECOM_1

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.696	.194		3.590	.000
	OPECOM_1	.265	.051	.374	5.191	.000
	employeeinvolment	.174	.048	.236	3.652	.000
	LEADERSHIP1	.250	.059	.234	4.267	.000
	worklifebalance	.135	.063	.129	2.140	.034

a. Dependent Variable: OCB

Hierarchical regression model results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.766ᵃ	.586	.575	.75189738	.586	53.304	5	188	.000
2	.844ᵇ	.712	.698	.63407441	.126	20.090	4	184	.000
3	.909ᶜ	.826	.816	.49474258	.114	119.231	1	183	.000
4	.930ᵈ	.864	.856	.43747212	.039	52.050	1	182	.000
5	.935ᵉ	.875	.867	.42134671	.010	15.197	1	181	.000
6	.951ᶠ	.905	.898	.36921818	.030	55.717	1	180	.000
7	.960ᵍ	.922	.916	.33376504	.018	41.271	1	179	.000

a. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE

b. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1)

c. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1), Zscore(careerdev)

d. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1), Zscore(careerdev), Zscore(OC_CDP)

e. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1), Zscore(careerdev), Zscore(OC_CDP), Zscore(EI_CDP)

f. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1), Zscore(careerdev), Zscore(OC_CDP), Zscore(EI_CDP), Zscore(L_CDP)

g. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1), Zscore(careerdev), Zscore(OC_CDP), Zscore(EI_CDP), Zscore(L_CDP), Zscore(WLB_CDP)

Model Summary[h]

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	150.676	5	30.135	53.304	.000[b]
	Residual	106.286	188	.565		
	Total	256.961	193			
2	Regression	182.984	9	20.332	50.570	.000[c]
	Residual	73.977	184	.402		
	Total	256.961	193			
3	Regression	212.168	10	21.217	86.681	.000[d]
	Residual	44.793	183	.245		
	Total	256.961	193			
4	Regression	222.130	11	20.194	105.515	.000[e]
	Residual	34.831	182	.191		
	Total	256.961	193			
5	Regression	224.828	12	18.736	105.533	.000[f]
	Residual	32.133	181	.178		
	Total	256.961	193			
6	Regression	232.423	13	17.879	131.151	.000[g]
	Residual	24.538	180	.136		
	Total	256.961	193			
7	Regression	237.021	14	16.930	151.977	.000[h]
	Residual	19.940	179	.111		
	Total	256.961	193			

a. Dependent Variable: Zscore(OCB)

b. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE

c. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1)

d. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1), Zscore(careerdev)

e. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1), Zscore(careerdev), Zscore(OC_CDP)

f. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1), Zscore(careerdev), Zscore(OC_CDP), Zscore(EI_CDP)

g. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1), Zscore(careerdev), Zscore(OC_CDP), Zscore(EI_CDP), Zscore(L_CDP)

h. Predictors: (Constant), Zscore: Whats your position in organization, Zscore: GENDER, Zscore: AGE, Zscore: EDUCATION, Zscore: EXPERIENCE, Zscore(employeeinvolment), Zscore(LEADERSHIP1), Zscore(worklifebalance), Zscore(OPECOM_1), Zscore(careerdev), Zscore(OC_CDP), Zscore(EI_CDP), Zscore(L_CDP), Zscore(WLB_CDP)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.070	.054		-1.296	.197
	Zscore: GENDER	.049	.056	.043	.882	.379
	Zscore: AGE	.063	.070	.054	.898	.370
	Zscore: EDUCATION	.023	.056	.020	.406	.685
	Zscore: EXPERIENCE	.005	.069	.005	.077	.939
	Zscore: Whats your position in organization	.878	.055	.761	15.968	.000
2	(Constant)	-.070	.046		-1.537	.126
	Zscore: GENDER	.086	.049	.075	1.768	.079
	Zscore: AGE	.048	.060	.042	.805	.422
	Zscore: EDUCATION	.029	.047	.025	.614	.540
	Zscore: EXPERIENCE	-.003	.060	-.003	-.050	.960
	Zscore: Whats your position in organization	.453	.077	.393	5.918	.000
	Zscore(OPECOM_1)	.324	.086	.281	3.761	.000
	Zscore(employeeinvolment)	.146	.076	.127	1.919	.056
	Zscore(LEADERSHIP1)	.178	.065	.155	2.753	.007
	Zscore(worklifebalance)	.027	.084	.023	.321	.748
3	(Constant)	-.030	.036		-.829	.408
	Zscore: GENDER	.087	.038	.075	2.280	.024
	Zscore: AGE	.078	.047	.067	1.666	.097
	Zscore: EDUCATION	.002	.037	.001	.043	.966
	Zscore: EXPERIENCE	-.028	.047	-.025	-.602	.548
	Zscore: Whats your position in organization	.321	.061	.278	5.271	.000
	Zscore(OPECOM_1)	.133	.070	.115	1.908	.058
	Zscore(employeeinvolment)	.039	.060	.034	.653	.514
	Zscore(LEADERSHIP1)	-.006	.053	-.005	-.111	.912
	Zscore(worklifebalance)	.008	.065	.007	.127	.899
	Zscore(careerdev)	.619	.057	.574	10.919	.000
4	(Constant)	-.003	.032		-.106	.916
	Zscore: GENDER	.060	.034	.052	1.752	.081
	Zscore: AGE	.101	.041	.087	2.432	.016
	Zscore: EDUCATION	-.035	.033	-.031	-1.064	.289
	Zscore: EXPERIENCE	-.010	.042	-.009	-.243	.808
	Zscore: Whats your position in organization	.355	.054	.308	6.567	.000
	Zscore(OPECOM_1)	-.102	.070	-.088	-1.460	.146
	Zscore(employeeinvolment)	.067	.053	.058	1.258	.210
	Zscore(LEADERSHIP1)	-.027	.047	-.023	-.567	.571
	Zscore(worklifebalance)	-.015	.058	-.013	-.251	.802
	Zscore(careerdev)	.202	.077	.187	2.636	.009
	Zscore(OC_CDP)	.586	.081	.579	7.215	.000
5	(Constant)	.021	.031		.677	.499
	Zscore: GENDER	.053	.033	.046	1.620	.107
	Zscore: AGE	.091	.040	.079	2.283	.024
	Zscore: EDUCATION	-.025	.032	-.022	-.783	.434
	Zscore: EXPERIENCE	-.008	.040	-.007	-.210	.834
	Zscore: Whats your position in organization	.355	.052	.308	6.826	.000
	Zscore(OPECOM_1)	.088	.083	.077	1.067	.287
	Zscore(employeeinvolment)	-.260	.099	-.226	-2.641	.009
	Zscore(LEADERSHIP1)	-.035	.046	-.030	-.761	.448

	Zscore(worklifebalance)	-.011	.056	-.009	-.196	.845
	Zscore(careerdev)	.079	.080	.073	.988	.325
	Zscore(OC_CDP)	.182	.130	.180	1.400	.163
	Zscore(EI_CDP)	.598	.153	.607	3.898	.000
6	(Constant)	.062	.028		2.237	.027
	Zscore: GENDER	.037	.029	.032	1.294	.197
	Zscore: AGE	.062	.035	.054	1.762	.080
	Zscore: EDUCATION	-.026	.028	-.023	-.929	.354
	Zscore: EXPERIENCE	.023	.035	.020	.637	.525
	Zscore: Whats your position in organization	.419	.046	.363	9.028	.000
	Zscore(OPECOM_1)	.167	.073	.145	2.283	.024
	Zscore(employeeinvolment)	-.149	.088	-.129	-1.705	.090
	Zscore(LEADERSHIP1)	-.403	.063	-.350	-6.353	.000
	Zscore(worklifebalance)	-.031	.049	-.027	-.629	.530
	Zscore(careerdev)	-.283	.085	-.263	-3.318	.001
	Zscore(OC_CDP)	-.021	.117	-.021	-.179	.858
	Zscore(EI_CDP)	.358	.138	.363	2.588	.010
	Zscore(L_CDP)	.861	.115	.879	7.464	.000
7	(Constant)	.073	.025		2.884	.004
	Zscore: GENDER	.016	.026	.014	.596	.552
	Zscore: AGE	.060	.032	.052	1.900	.059
	Zscore: EDUCATION	-.016	.025	-.014	-.636	.526
	Zscore: EXPERIENCE	-.002	.032	-.002	-.059	.953
	Zscore: Whats your position in organization	.382	.042	.331	9.023	.000
	Zscore(OPECOM_1)	.181	.066	.157	2.723	.007
	Zscore(employeeinvolment)	-.079	.080	-.068	-.987	.325
	Zscore(LEADERSHIP1)	-.274	.061	-.237	-4.504	.000
	Zscore(worklifebalance)	-.215	.053	-.186	-4.078	.000
	Zscore(careerdev)	-.274	.077	-.254	-3.546	.000
	Zscore(OC_CDP)	-.144	.108	-.142	-1.337	.183
	Zscore(EI_CDP)	.206	.127	.209	1.622	.107
	Zscore(L_CDP)	.628	.110	.641	5.685	.000
	Zscore(WLB_CDP)	.503	.078	.514	6.424	.000

a. Dependent Variable: Zscore(OCB)

Appendix V: NACOSTI Research Authorization Letter

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

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/19/5969/30338**

Date: **28th May, 2019**

Judith Chepkemoi
Moi University
P.O. Box 3900-30100
ELDORET.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Employee retention strategies, career development practices and organizational citizenship behaviour in Kenya Forest Service, North Rift Conservancy"* I am pleased to inform you that you have been authorized to undertake research in **selected Counties** for the period ending **10th May, 2020.**

You are advised to report to **the County Commissioners and the County Directors of Education of the selected Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

**DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioners
Selected Counties.

The County Directors of Education
Selected Counties.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

Appendix VI: NACOSTI Research Permit

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and innovation
P.O. Box 30623 - 00100, Nairobi, Kenya
TEL: 020 400 7000, 0713 788787, 0735 404245
Email: dg@nacosti.go.ke, registry@nacosti.go.ke
Website: www.nacosti.go.ke

REPUBLIC OF KENYA

National Commission for Science, Technology and Innovation

RESEARCH LICENSE

Serial No.A 24936

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MS. JUDITH CHEPKEMOI
of MOI UNIVERSITY, 6434-30100
Eldoret,has been permitted to conduct research in *Elgeyo-Marakwet , Nandi , Transnzoia , Turkana , Uasin-Gishu , Westpokot Counties*

on the topic: *EMPLOYEE RETENTION STRATEGIES, CAREER DEVELOPMENT PRACTICES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN KENYA FOREST SERVICE, NORTH RIFT CONSERVANCY*

for the period ending:
10th May,2020

Permit No : NACOSTI/P/19/5969/30338
Date Of Issue : 28th May,2019
Fee Recieved :Ksh 2000

....
Applicant's Signature

....
Director General
National Commission for Science,
Technology & Innovation

Appendix VII: Krejie And Morgan Sampling Table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	56	300	169	900	269	3500	246
25	24	130	97	320	175	**950**	**274**	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	356
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Appendix VIII: Map of Kenya Showing the Area of Study