

**ADDRESSING THE FACTORS INFLUENCING EMPLOYEE RETENTION BASED ON A
CAUSAL MODEL**

BY

YVONNE SISHUWA

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requirements for the award of Master of Business Administration in Management
Strategy**

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DECLARATION

I, the undersigned declare that this dissertation is a preparation of my original research work and it has not been submitted for any degree or concurrently submitted in candidature for any degree. Wherever contribution of others is involved, efforts have been made to indicate this clearly with due reference to the literature and acknowledgement of collaborative research and discussions.

Name. Yvonne Sishuwa

Signature.....

Date.....

Name. Dr. Jackson Phiri

Signature.....

Date.....

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APPROVAL

This document by Yvonne Sishuwa is approved as fulfilling the requirements for the award of Master of Business Administration in Management Strategy at the Graduate School of Business of the University of Zambia.

Examiner 1:

Name..... Signature: Date.....

Examiner 2:

Name..... Signature: Date.....

Examiner 3:

Name..... Signature: Date.....

Chairperson Board of Examiners:

Name..... Signature: Date.....

Supervisor:

Name..... Signature: Date.....

ABSTRACT

Employee Retention is a process in which employees are encouraged to remain with an organisation for the maximum period of time or until the completion of a project. Successful organisations need to do more than just hire the right people but retain the right people for the jobs. Failure to retain employees results in the loss of knowledge, experience, customer relations and technical skills which are taken to another organisation. The main aim of this study was to identify some of the major factors that influence employee retention in the transport and logistics industry of Solwezi, in order to address the poor retention rates experienced by the industry. The Causal Model was adapted to this study with a focus on workplace structures, individual characteristics, job satisfaction, organisational commitment and intent to stay. The computed sample from the population was 171 but only 144 responded to the semi-structured questionnaires and semi-structured interviews for key respondents from the selected organisations. Descriptive Statistics and Chi-Square tests of independence were used to analyse the collected quantitative while Coding and Categorisation analysis was also used to analyse the qualitative data collected. The findings established that retention was influenced by job satisfaction, job commitment and workplace structures. However, individual characteristics such as education level, contract type and marital status did not have significant influence on employee retention. The qualitative data findings indicated that the poor retention rates were because of the workplace structures. From the findings, it was recommended that employers in the transport and logistics industry should devise employee retention strategies that are focused on enhancing job satisfaction, promoting organisational commitment and create policies that improve workplace structures such as the working environment, communication, work life balance, policies to promote job security and career development.

Keywords: Employee Retention, Intent to stay, Job Satisfaction, Organisational Commitment, Individual Characteristics and Workplace structures, Employee Turnover

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DEDICATION

I dedicate this work to my parents, Maureen Mumba Sishuwa and Samuel Sishuwa, and my sister Precious Sishuwa. I thank you for the sacrifices you made and the seeds you sowed in my mind each day leading me to all my academic accomplishments.

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LIST OF ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
BPO	Business Process Outsourcing
HIV	Human Immunodeficiency Virus
IT	Information Technology
SPSS	Statistical Package for Social Sciences
KCH	kitwe Central Hospital
POS	Perceived Organisational Support
WHO	World Health Organisation
SADC	Southern African Development Community
ZHWRS	Zambia Health Workers Retention Scheme
USD	Dollar Sign
UTAT	Unified Theory of Acceptance and Technology

DEFINITION OF TERMS

Employee Retention - has been defined as a process in which employees are encouraged to remain in an organization for the maximum period of time.

Employee Turnover - is defined as the rate at which employees leave the organisation on an annual basis.

Factors - one of the elements contributing to a particular result or situation.

Job Satisfaction - is an affectionate response by people towards their jobs and is basically the degree that people like their jobs.

Intent to Stay - is a tendency by employees to retain their membership with the current organizations.

Individual characteristics - characteristics identified as having originated with a particular source or person.

Influence - the capacity to affect or have an effect on the character, behaviour of someone or something.

Organisational Commitment - is a measure of the employee's attachment to their organisations.

CHAPTER ONE: INTRODUCTION TO RESEARCH

1.1 Introduction and Background

This chapter is an introduction of a study focused on addressing the factors influencing employee retention based on the Causal Model. Employees are the backbone of any organisation; they are at the most important resource in the attainment of organisational goals. There can be no success without human resource to utilise other resources to produce goods and services (Matindo et al, 2015). With the advent of globalisation and competition in the global economy, organisations in Zambia need to anticipate technological innovations and compete at an international level. This evolution takes place only through the employees, securing and retaining skilled employees is critical to the process of continuous development (Dochy et al., 2009). The competitiveness of the global market has made employee retention increasingly difficult for management, there is need to not only study why employees leave but to also understand what makes them stay in an organisation if competitive advantage is to be gained by the Zambian employer.

Employee retention will be studied in connection to several factors identified in the Causal Model to establish causality. The Causal Model will be used as a basis to develop a framework for understanding employee retention in the Zambian context with a focus on the transport and logistics industry in Solwezi. The Causal model advances the concept of job satisfaction and organisational commitment as a major factor in the retention of employees, it will be adapted to the transport and logistics industry and its adaptation studied to illuminate the understanding of the factors that have an effect on employee retention.

However, the toughest challenge that organisations often encounter these days, is how to keep employees on the job for as long as possible indicative of this, are the vacancies on the job market which are not all representative of newly created positions, but old positions rendered vacant owing to voluntary and involuntary turnover (Kossivi et al.,2016). In either case, it is important to assess the factors that may be affecting employee retention. Using this information organisations can devise suitable retention strategies to ensure they attain the desirable levels of employee retention. Today's employees pose a new set of challenges especially when employers are forced to operate in one of the most competitive labour markets in decades.

According to a staff retention and consulting services firm, namely Life Work solutions, it is estimated that over 50% of the people recruited in an organisation quit their job within the first 2 years of employment. Also, of every four new hires in an organisation, one leaves employment within 6 months and 70% of organisations have reported facing difficulties in replacing staff. It has been estimated that 50% of organisations have reported facing challenges related to employee retention (Yazinksi, 2009). Employee retention is said to be one of the biggest challenges affecting organisations (Das, Nandialath and Mohan, 2013).

Despite the focus by many employers on recruitment of new employees, there is need to pay attention to the level of retention in their companies. Competition is becoming stiffer in most industries and this has affected the job market, there are at least 10 new jobs advertised every day on job websites or in the local newspaper¹. This has been necessitated by several factors, key among them are social developments such as continuing globalisation, technological innovation, and growing global competition which not only place pressure on companies but emphasise the need for them to stay ahead of their competition (Burke and Ng, 2006). Having and retaining skilled employees plays an important role in maintaining a competitive edge because employees bear the knowledge and skills which have become the key for companies to be economically competitive (Hiltrop,1999).

Failure to retain employees leads to turnover, a problem which continues to be underappreciated and undervalued by business leaders and this stems from several factors. Key among these factors is that the process to measure success of retention solutions and place a monetary value on managing retention does not exist in most organisations. The solutions to reduce turnover are sometimes mismatched with the causes of turnover and do not generate the desired results. All the stakeholders involved in employee retention, including Human Resource managers underestimate the true cost of employee turnover (Lewis and Sequeira, 2012).

Solwezi district is home to one of the biggest mines in Zambia, First Quantum Minerals owns Kansanshi Mine, which produces an estimated 260 000 tonnes of copper a year, nearly 40% of Zambia's total output. This mine has made significant impact on the local Solwezi business who pick up mine business worth over \$100 million dollars every year from Kansanshi. Kansanshi is not the only mine influencing the economy of Solwezi, 65km from Solwezi is

¹ <https://gozambiajobs.com/>

Lumwana open-pit copper mine and a further 100km away is Sentinel, a sister mine of Kansanshi which is a USD 2.1 billion project which also started production (The Solwezi Effect, 2016). This has attracted several Companies whose core business is providing transportation and logistical services to the mining industry within Solwezi and the surrounding areas.

Having established how lucrative the industry is, the industry is becoming very competitive. In addition, due to the similar nature of skills and experience required across all the companies, employees can easily change jobs from one company to another, taking with them the business knowledge and strategies which gives one business competitive advantage over the other. It has become critical to the success of one company over the other to ensure that once successful attraction and recruitment of talent is done, active retention should form a key aspect of the company's overall talent management strategy. The motive behind this should be the understanding of how human resource is a critical source of competitive advantage especially in service oriented sectors such as transport and logistics. Despite large investments in physical assets and information technology, it is ultimately the employees' actions that empower the effective and efficient execution of the company's or the clients supply chain ecosystem (Millar, 2015).

The Solwezi transport and logistics industry offers services to Zambia's economic engine, statistics from the work done by the International Council on Metals and Mining(ICMM), verified data from 2012 statistics that, in that year 86% of the foreign direct investment that came into Zambia was due to the mining industry, 80% of the country's export earnings came from the mining industry as well as over 25 % of all revenues collected (Sikamo et.al, 2016). The paragraph above highlights the importance of the transport and logistics industry in Solwezi because of the role it plays in the mining supply chain, mining products rely heavily on the transportation and logistics industry in Solwezi for the movement of its products, to and from the mining sites as well as for the transportation of its other supplies.

A key component of this is the human resource tasked with the coordination of the entire process to ensure it is done efficiently and effectively. Therefore ,it should interest not only the economy as a whole but the transport and logistics industry of Solwezi, to understand the best strategies to retain its talented employees because there is a ripple effect on the productivity of the mining industry when there are inefficiencies in the transport and logistics industry, on which the mines are heavily reliant. To do so, an understanding of the factors that influence

employee retention from both the employee and employer perspective are essential to the development of human resource strategy.

1.2 Problem Statement

The transport and logistics industry in Solwezi is one of the biggest employers, second only to the mining industry, the industry provides employment to a considerable number of the locals, despite these efforts, the organisations in the industry continue to experience poor employee retention rates evidenced by high turnover rates. On average, the organisations will lose employees through voluntary and involuntary attrition on a monthly basis. This negatively affects the employers in the industry, while some of the organisations in the industry may have retention policies and practices, there is need to establish how effective these are in the retention of employees considering the relatively huge workforce they tend to take on.

In the research cited in the review of literature later, there have been no studies of employee retention in the Zambian transport and logistics industry. This is problematic because the organisations might be implementing ineffective retention strategies which result in poor retention rates. This in turn would imply a continuation of the crippling of the transport and logistics industries sustainability and productivity which ultimately affects the economic development of the country as this industry is a critical component of the mining industry, the backbone of the Zambia's economic development.

1.3 Research Objectives

- i. To identify the major factors influencing employee retention in the transport and logistics industry.
- ii. To develop a framework based on the Causal Model for assessing the major factors influencing employee retention in the transport and logistics industry.
- iii. Based on the framework developed in (ii), recommend possible solutions that will improve employee retention of the transport and logistics industry in Solwezi.

1.4 Research Questions

- i. What are some of the major factors influencing employee retention based on the Causal Model
- ii. How can a framework based on the Causal Model be developed to assess the factors identified in (i) for the transport and logistics industry

- iii. How can the major factors influencing employee retention in (i) be addressed based on the model developed in (ii)

1.5 Aim of Study

The aim of this study is to identify the factors that influence employee retention so that they can be improved. The Causal Model will be used as a basis to prove whether the factors identified as presumed influences on retention are applicable to the transport and logistics industry in Solwezi and recommendations for improvement made based on the findings.

1.6 Scope of Study

This study is within human resource management discipline with a focus on employee retention in the transport and logistics industry in Solwezi, a district in the North-Western region of Zambia.

1.7 Organisation of Dissertation

This dissertation is divided into five chapters. Chapter one is the introductory chapter which gives a detailed account of the background of this study, including the objectives and aim of the study. Chapter two contains the literature reviewed from other scholarly works, chapter three gives an account of the research methodology used in this study and this is followed by Chapter four where the results of the study are presented. Chapter five is the concluding chapter in which the findings are discussed, and conclusions drawn based on the findings.

1.8 Chapter Summary

This chapter is composed of the introduction to a study seeking to address the factors affecting employee retention in the transport and logistics industry. The background to the study has been provided based on literary works by other scholars and the researchers own background research into the topic of interest. The problem was stated, the aim of the study and the objectives of the study stated. Based on each objective, a research question was devised and the scope within which these research questions will be addressed. To aid other readers, the organisation of the dissertation was also stated.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will review literature that has been written by several authors to aid in the understanding of the study under discussion. Journals, reports, articles and other relevant material will be the source of the review.

2.2 Employee Retention

According to Mita (2014), employee retention as a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements. According to workforce planning by Wisconsin state government (2005) employee retention is a “systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs”.

According to McKeon (as cited by Lewis and Sequeira, 2012) the term employee retention first appeared on the business scene in the 1970s and early 1980s. Prior to this, many who entered the job market would remain with one employer for a very long time, at times, even for the duration of their entire life. A status-quo model prevailed in the job market forming the basis of the employer and employee relationship, the employee would work for the employer for as long as one did a good job and the economic conditions allowed. In the 1970s and beyond, a wave of job mobility and voluntary job changes began to increase considerably, and the status-quo model was finally challenged significantly. Organisations began to experience the impact of employee turnover, this led to the development of a matching management tool-employee retention.

The status-quo model highlights the relevance of this study, recent trends show that employees no longer stay with one employer simply because they do a good job or simply because the economic conditions allow, employees now require more than these two conditions to stay or be retained by an employer. As the world evolves, so does the job market and the human resource element, consequently the transport and logistics industry employers need to stay abreast of changes in the job market influencing an employee’s intent to stay with an organisation.

Failure to retain employees results in employee turnover. Employee turnover is defined as the rate at which employees leave the organisation on an annual basis, and this can be expressed as a percentage, by dividing the number of employees who have left over the year by the total number of employees who were with the organisation at the beginning of the year (Altarawmneh and Al-Kilani, 2010). Organisational turnover has been defined as the ratio of the number of organisational members who have already left during the period being considered divided by the number of people in that organisation during the period (Price, 1977). According to Adams and Beehr (as cited by Iqbal, 2010), turnover involves leaving any job of any duration and is thought of, as being followed by regular employment. There are two types of turnover, voluntary which is initiated by the employee and involuntary which is initiated by the employer (Heneman and Judge, 2009).

Employee turnover is a challenge for many organisations because of its negative impact on productivity and sustainability of the organisation. Employees are one of the most valuable assets an organisation has, this necessitates the development of effective retention strategies to ensure organisations continue benefiting from the employees' skills and knowledge. Several reasons can be cited for failure to achieve desirable levels of employee retention such as personal dissatisfaction, compensation, job security, job autonomy, relationship with the supervisor and other colleagues. Organisational factors such as the organisational culture, in terms of the communication systems it fosters, have also at times, been found to fall short of the standard required to motivate employees to continue working for an organisation (Mathew and James, 2012).

It has been observed that employee retention is not determined by one factor but a cluster of issues (Fitz-enz,1990). Other studies identified similar factors affecting employee retention, key among those that are commonly cited are developmental opportunities and quality supervision, job stress and colleague stress, compensation and appreciation of work done, provision of challenging work, promotion and development chances, attractive atmosphere within the organisation, relationships with colleagues, work life balance, communication and supervision (Brown et al.,2002; Walker,2001;Naqvi and Bashir, 2015).

To determine who an organisation needs to retain, talented employees or key contributors must be identified prior to their retention. According to Dibble (1999), these employees display the

characteristics such as flexibility, self-direction, continuous learning, creativity, commitment to the organisation's success, customer service, breadth along with depth of technical or functional knowledge. While it is important to retain employees and keep the turnover rate at a minimum, it is important to appreciate the fact that not all employees must be retained.

2.3 The Causal Model

In assessing the causes of employee turnover, which is the opposite of retention, the Causal Model assumed the dominant view that job satisfaction was the cause of greater organisational commitment. Workplace structures and individual characteristics were presumed to influence job satisfaction and organisational commitment, which in turn affected employees' intent to stay in the organisation, the presence of which, translates into employee retention. Currivan (1999) proposed in his research, four Models; (1) satisfaction precedes commitment (2) Commitment precedes satisfaction (3) satisfaction and commitment have a reciprocal relationship and (4) satisfaction and commitment have no significant relationship. However, the results could not determine this causality significantly hence the continuing view that both job satisfaction and commitment work together since the more positive emotions an employee feels such as job satisfaction, the more likely they are to be committed to an organisation and ultimately stay in the organisation. The Causal Model is shown in Figure 2.1.

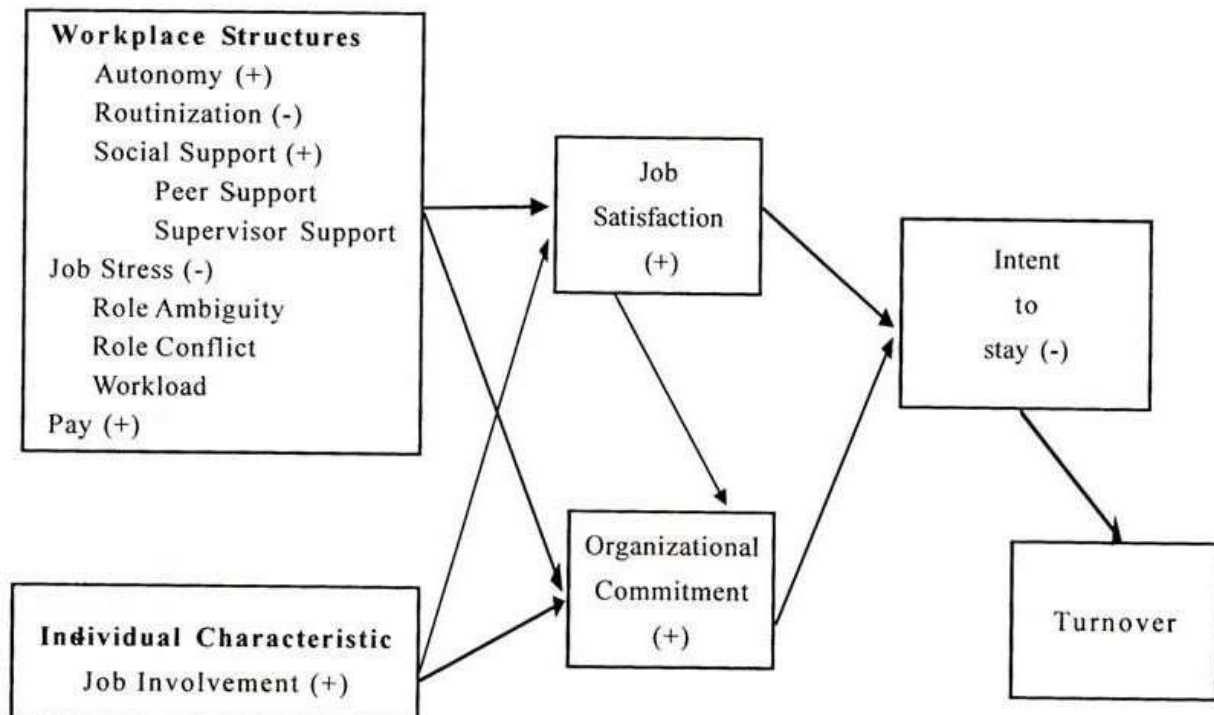


Figure 2. 1 The Causal Model (Currivan, 1991)

The Causal Model is one of the many models used in studies of retention, one such study is the study on employee retention studies in the IT industry by Mathew and James (2012) .The Model provides for the use of generic terms which cover several factors that have been identified as influencing the intent to stay, the Model does this in a manner that would allow the researcher to consider several other factors aligned to the categories in the Model. The researcher need not list all the factors by name because several factors exist that affect employee retention and they cannot all be studied sufficiently in any one study at a given point in time; for example individual characteristics refers to a number of different characteristics such as age, sex, levels of job involvement, type of contract one is on, marital status and many more.

The above consideration is necessitated by the findings of other studies such as that of Matindo et al. (2015) who went on to list over fifteen factors that influenced employee retention, all of which were related to at least one of the categories mentioned in the Causal Model; individual characteristics, workplace structures, job satisfaction and organizational commitment.

The following are the factors that were adapted to this study from the Causal Model:

2.3.1 Job Satisfaction

Job satisfaction is an affectionate response by people towards their jobs and is basically the degree that people like their jobs (Locke,1976). People that like their jobs are more likely to stay. Job satisfaction has a positive effect on employees' intent to stay and it is one of the variables in the Causal Model that will be used in this study to measure employee retention. Job Satisfaction has been linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical, and general life satisfaction (Bernstein and Nash,2008). When investigating job satisfaction, there are two facets to be considered; the overall feelings of an employee regarding their job and the feelings about specific parts of their job such as compensation and benefits, relationships with co-workers and supervisors (Mueller and Kim, 2008).

The level of job satisfaction is affected by intrinsic and extrinsic motivational factors. Intrinsic factors include nature of the job, learning opportunities, recognition, promotion and status. Extrinsic factors include the physical working environment, pay and benefits and job security. Dissatisfaction arises when job responsibilities do not meet expectations, these unrealistic

expectations may even cause an employee to resign shortly after taking up a new job when they find that their expectations of the job do not meet the reality on the job (Matindo et al., 2015).

2.3.2 Organisational Commitment

Organisational commitment will measure the employees' attachment to their organisations, it has been suggested that employees who exhibit high organisational commitment are less likely to leave the organisation voluntarily (Shankar et al., 2015). Empirical results have suggested that organisational commitment is negatively related to turnover intent and positively related to intent to stay (Jaramillo et al., 2005). It is perceived organisational support that seemed to have the most impact on employees' organisational commitment (Perryer et al., 2010). Eisenberger et al. (2012) states that "perceived organisational support (POS) is defined as the overall extent to which employees believe that an organisation values their contribution and cares about their wellbeing". The study went on to state that commitment is considered a multi-dimensional construct comprised of affective commitment, normative commitment and continuance commitment. Affective commitment refers to the employee's emotional attachment to the organisation, normative commitment refers to the sense of obligation to remain with the organisation and continuance commitment is the cost of leaving the company. When employees feel supported by the organisation, they reciprocate by being more committed to the organization and changing their intentions to leave. Also, affective and normative commitment was seen to be negatively related to an employee's intentions to leave.

2.3.3 Workplace Structures

Workplace structures refers to the way the different parts of an organisation collaborate with one another to achieve organisational objectives; this includes elements such as working environment, relationships with superiors, workload, social support, compensation and company rules and regulations among others (James and Mathew, 2012).

2.3.4 Intent to Stay

The intention to stay is a tendency by employees to retain their membership with the current organisations (Currivan, 1999). Intent to stay is an indicator of near and distant turnover action and it negatively affects turnover (Ghiselli et al., 2001). As earlier stated, employee retention is an act by the employer to retain an employee while intent to stay is a behaviour by the employee, the two can be viewed as two sides of the same coin.

2.3.5 Individual Characteristics

The demographic profile of the employees will also be studied and its impact on retention determined. For example, literature reviews have revealed that both length of service and age of employees are associated with voluntary leaving. It is difficult to retain employees who are younger and those who have been on the job for a short period of time compared to those who are older and have served for longer periods (James and Mathew, 2012).

An analysis of the explanations of job satisfaction, organisational commitment, individual characteristics and workplace structures still doesn't answer the question of whether they influence employee retention in the transport and logistics industry in Solwezi, this being the focus of this study.

2.4 Factors Influencing Employee Retention

Several studies have been conducted by other researchers on the factors affecting employee retention and the following paragraphs will endeavour to present an overview of these works and how they related to this study.

In a study conducted by Daud (2015) on the level of job satisfaction and the factors leading to job satisfaction among the new generation; generation Y, it was discovered that the new generation had moderate levels of job satisfaction. One of the best defining characters of generation Y is that they have grown up with internet and technology; they have also been raised by baby boomers to feel they are wanted, necessary and valued. In the case of generation Y, job satisfaction was influenced by factors such as maturity level, organisation size; opportunities for growth and salary (Daud, 2015). Worth noting was also the observation that as people grow older, they understand the organisation and their needs better, consequently they tend to look for jobs that they can perform and ones that help them fulfil their needs (Wee, 2014).

Opportunities for growth and promotions were also found to have a positive impact on job satisfaction. Working with large organisations due to the perks and more acceptable working arrangements that come along with large organisations was also positively related to job satisfaction for generation Y. It was concluded that more than 50% of the new generation were satisfied with their jobs but it was important for employers to proactively search for ways in which the level of job satisfaction can be increased to ensure these employees were retained. Employers cannot stop employees from leaving but if they can offer better packages to new

employees, they can retain them longer in their workforce (Daud, 2015). Though the factors influencing job satisfaction are similar to previous generations, employers need to prepare for the entrance of generation Y. Being techno-savvy, generation Y expects the organisations to not only be equipped with technology but keep up with the latest technological developments. However the study focuses on generation Y, but the composition of the workers in the transport and logistics industry of Solwezi may be made up of a different demographic profile and different factors in addition to the use of the latest technology might influence their intent to stay or leave the organisation. Hence this study addressing the factors that influence employee retention based on the Causal Model is still relevant in the context of the Solwezi transport and logistics industry.

In a study by Mathew and James (2012), which focused employee retention strategies in the IT industry and the impact this had on employee turnover, several variables were investigated such as welfare benefits, personal satisfaction and organisational culture with intention to stay as the proxy variable which explained the results of the study. The premise was that employees' intention to stay or leave determined actual turnover. The intention to leave was identified as the most immediate psychological determinant of quitting a job. Behavioural intention was viewed as one of the best ways of predicting turnover rates which have an influence on retention rates.

Some of the following were identified as potential factors that contribute to employees leaving: compensation in terms of salary, the lack of challenge and opportunities in one's position, and the inability to advance in one's career, lack of recognition, ineffective leadership and the type of work environment. Satisfaction with rewards and recognition, task identity, feedback, number of positions held at the company, age and satisfaction with position were among the identified retention strategic points. The factors that were identified as contributing to employee retention are similar to those that lead to the employee turnover. One of the conclusions drawn was that the best way to enhance employee retention is to understand what the employee requires from the organisation and provide it to them. Each employee has different needs, but the organisation should strive to reach its limits and while it is not feasible to satisfy all employee demands, organisations should still make employees feel valuable to the organisation by enforcing appropriate HR practices and policies (Mathew and James, 2012).

However, the study focused on the IT industry in India, thus the results may not be entirely applicable to all the other industries, particularly those in Zambia but this can only be ascertained through similar research. While the approach to understand retention strategies was to focus on employee turnover which is the opposite of retention, the same approach can be used to assess employee retention, and determine whether the factors that cause an employee to leave also affect the employee's intent to stay in an organisation.

A survey of correctional staff at a maximum-security private prison was conducted to examine impact of work environment, individual characteristics, external employment opportunities, job satisfaction and organisational commitment on turnover intent (Hogan and Lambert, 2009). The study tested the Causal Model shown below; Figure 2.2 which was based on theory and results from past correctional facilities staff studies.

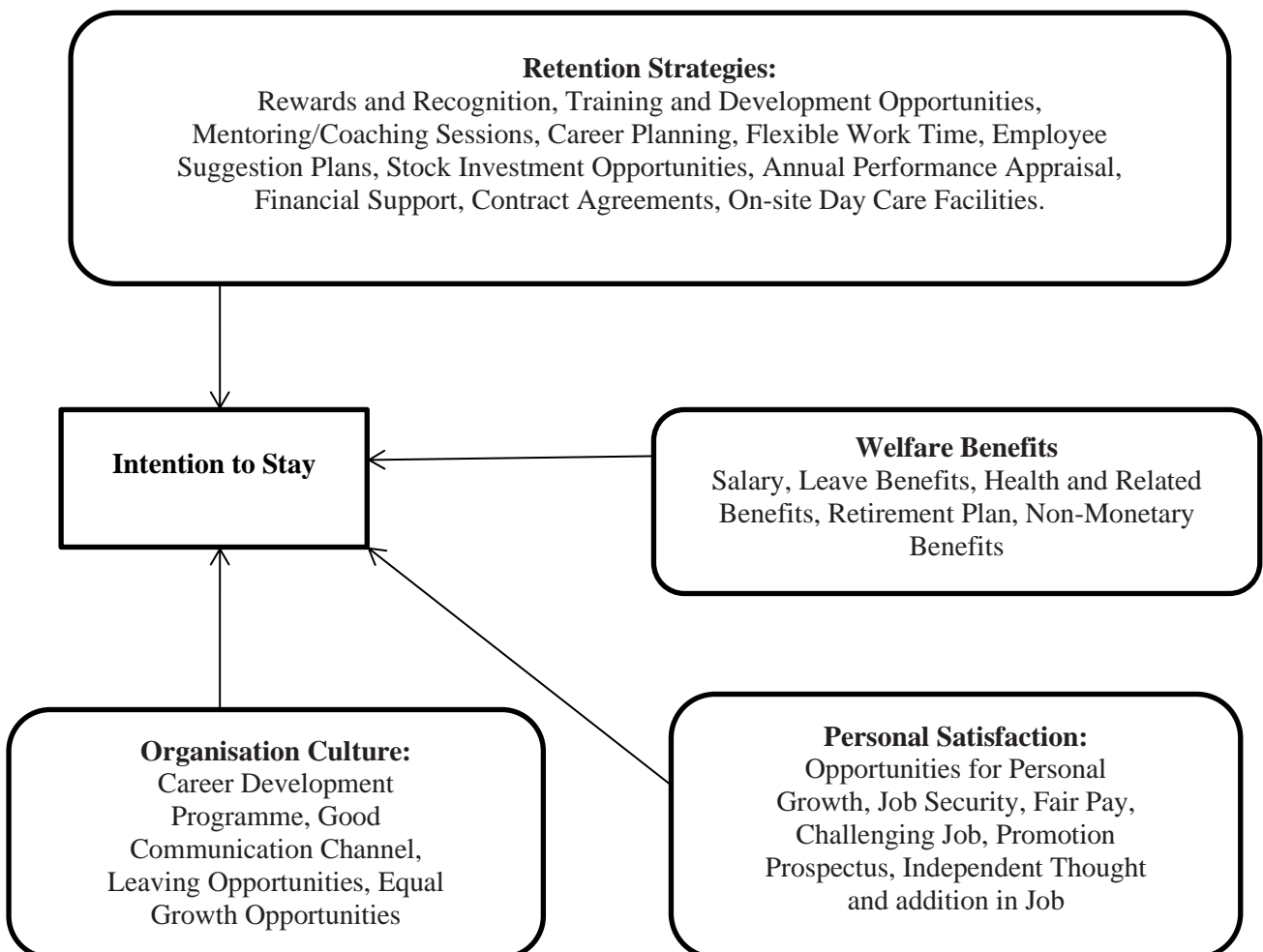


Figure 2. 2 Conceptual Model of Variables Investigated in the Study (Mathew and James, 2012)

It was established that staff turnover can be voluntary or involuntary but which ever case of the two an organisation experiences, an organisation suffers direct and indirect costs. Direct financial costs include loss of performance expertise, recruitment costs and training of new hires. Indirect costs include loss of social networks, increased use of inexperienced and/ tired staff, insufficient staffing and decreased morale. The survey revealed that the work attitudes of job satisfaction and organisational commitment are both critical to employee retention or turnover intent.

In the model used, it was predicted that work environment would have an indirect effect on the turnover intent through job satisfaction and organisational commitment. The study used the model to add clarification to the anecdotes of turn over intent by not examining the direct and indirect effects of work environment and personal characteristics but their interaction with job satisfaction, organisational commitment and external employment opportunities. It was concluded that as job satisfaction and organisational commitment increased, turnover intent decreased. The other factors such as personal characteristics either had no significant impact, or very little, if any (Mathew and James, 2012).

In a study on the effectiveness of human resource management practices on employee retention in institutes of higher learning, researchers sought to establish how employee empowerment, training, job appraisal and compensation affect academicians in their retention with University of Y. The study provided useful information on the relationship between employee retention and employee compensation, appraisal system, employee empowerment and employee training. The findings revealed a significant relationship between factors of training, compensation and appraisal on the retention of academicians. Employee empowerment was found to be a less fundamental factor in retention, and this was attributed to the Asian culture of higher authority conformity (Hong et al.,2012).

In the above study, focus was given to both organisational and personal factors influencing employee retention but special interest was paid to employees' learning as a retention supporting activity in this continuously changing contemporary economy where companies have to be able to anticipate technological innovations and compete with other organisations at a global level. Data was collected with the use of questionnaires and interviews, with the analysis of the collected data the researchers established that both organisational and personal factors were important in the retention on employees. The investigation showed that the

perception of learning to employees and the quality of work climate is a strong predictor of an employees' intent to remain with their current employer. Appreciation and stimulation for personal development have a strong influence on employee retention. Pressure of work showed a significant negative relationship with employee retention. In terms of personal factors, individual differences were seen to enhance or reduce employee retention. The interplay between both the personal (level of education, seniority, self-perceived leadership skills, and learning attitude) and organisational factors (appreciation and stimulation, and pressure of work) is crucial when determining and meeting the needs of skilled employees (Dochy et al, 2012).

Ramlall (2003) conducted a study to determine the factors that most significantly influence employees' decision to either remain in or leave an organisation, he went on to describe the importance of retaining critical employees and developing strategies to enhance employee retention practices. In the findings, it was observed that factors that contributed significantly to an employee satisfaction were similar to those that contributed to the likelihood of an employee leaving. The common factors affecting satisfaction and likelihood of seeking a position elsewhere were satisfaction with rewards and recognition, task identity, feedback, number of positions held at the company, age and satisfaction with position. Another conclusion was that employees expressed a desire for more flexible working schedules and that the benefits of retaining critical employees far outweigh the costs of doing so.

In another study by Goswami and Jha (2012) titled 'Attrition Issues and Retention Challenges for Employees', it was observed that companies were previously quick to fill a vacancy with the next eager candidate whenever an employee left but nowadays it has become apparent that the cost of replacing leavers is significant. There is time, effort and money spent training the new employees to develop them into valuable employees who then leave the company for greener pastures. Employers need to devise more effective retention strategies while securing employees' trust and loyalty to ensure a reduced need by the employees to leave in search of greener pastures. When an employee leaves, they take away all the company information acquired such as ongoing projects, networks developed while on the job etc. In addition to understanding why employees stay, knowing the reasons employees leave will help employers develop the right strategies to promote retention. Some of the factors affecting turnover were compensation, lack of career mobility and challenges, working environment, high levels of stress and lack of work life balance, lack of confidence in supervision, lack of employee job-

fit, lack of role clarity, lack of proper feedback, lack of employee integration and unclear goal setting.

When devising retention strategies, organisations in the transport and logistics industry should pay attention to the reasons why employee turnover occurred in the past, to ignore why people leave an organisation is to ignore the organizations greatest asset- its people. People are needed to drive the organisation's vision but there is need to understand that people have dreams, hopes and ambitions. An organization must recognise and cultivate these interests if it is to gain standing as a leader in the global labour market. Organisations need to create a working environment that fosters growth, appreciation and makes employees feel respected. Retention strategies are an effective and inexpensive way of enhancing productivity and enhancing employee engagement (Goswami and Jha, 2012).

The study above highlights the importance of having workplace structures that create a conducive working environment, policies that foster growth and enhance employee engagement, work life balance and build employee confidence in supervision. This raises the question of whether these factors would play a role in improving employee retention in the transport and logistics industry of Solwezi.

In another study by Ramlall (2003), on managing employee retention as a strategy for increasing organisational competitiveness, focus was given to determining the factors with the most significant influence on an employees' decision to stay with an organisation and possible reasons for leaving. Several factors were cited by respondents as factors influencing their decision to leave the organisation but the most significant were compensation, lack of challenges and opportunities for growth. Other factors identified were recognition, ineffective leadership and a work environment lacking in teamwork. Recognition and reward had to be shown through verbal praise from supervisors and other leaders, gift certificates and salary increases.

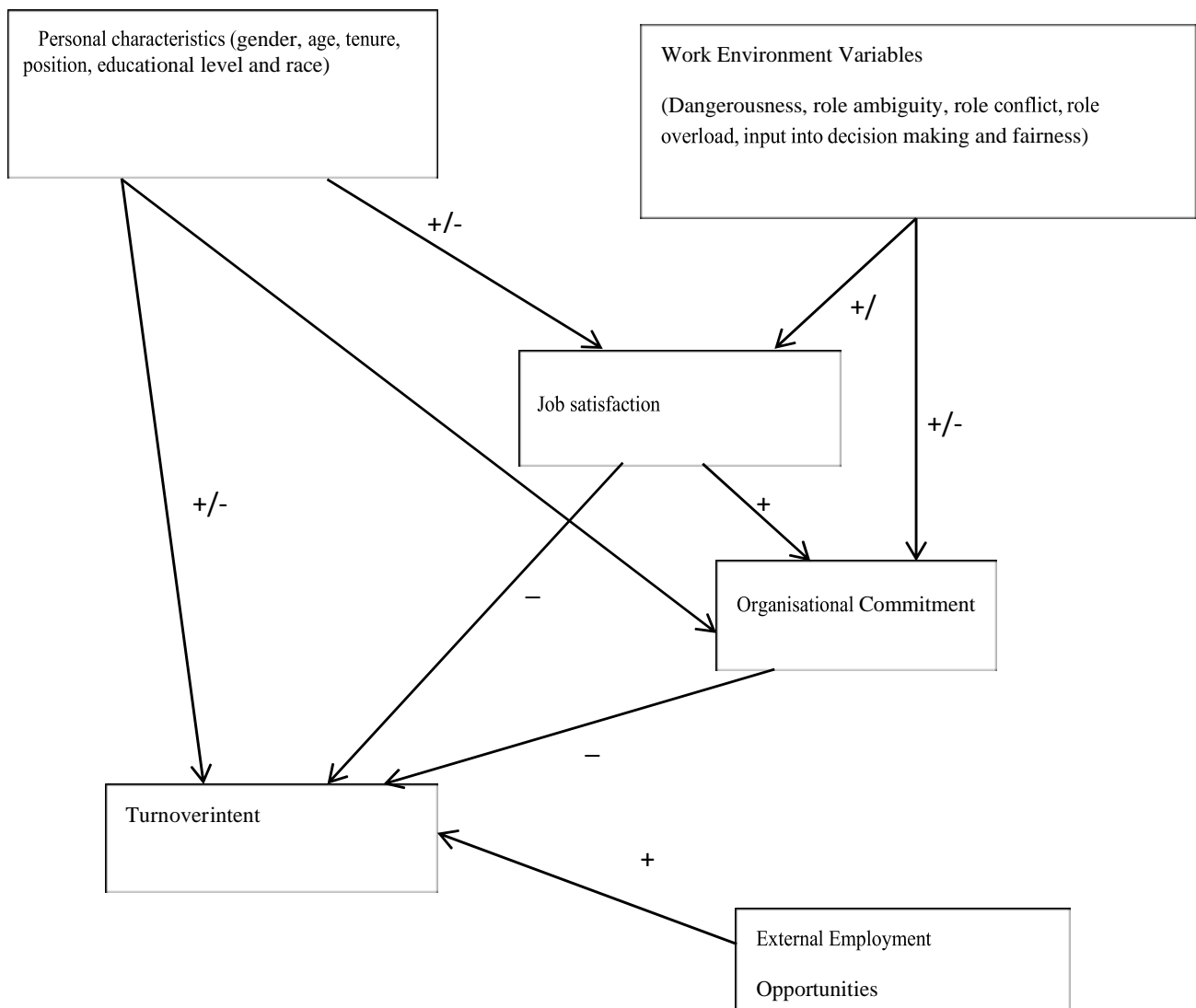


Figure 2. 3 Casual Model of Turnover Intent (Hogan and Lambert,2009)

Other factors were seen to influence job satisfaction which was an indicator of whether an employee will stay with an organisation. The more satisfied an employee was with their position, the less likely they were to leave. Rewards and recognition, task identity, feedback and age of respondent were the most significant factors affecting retention. The conclusions of the research were that the factors that led to an employee seeking employment elsewhere were similar to those contributing to employee satisfaction. Employees were increasingly seeking flexible work schedules. The human resource function was viewed as a partner in the quest to find the best ways to retain the best employees. The study revealed that the attainment of an organisations strategic objectives and gaining competitive advantage was dependant on retaining critical employees. Employers should therefore identify critical employees, identify

their needs and continuously devise proactive measures to meet identified needs and expectations (Ramlall, 2003).

A few key points are highlighted in the studies above; for employers to truly reap the benefits of employee retention, their strategies must pay attention to the reasons for employee turnover. It is by finding solutions to the factors that make employees leave an organisation, that an employer will see an increase in its retention rates. The study also highlights the relevance of identifying critical employees prior to devising means to retain them, while the transport and logistics industry may have retention policies and practices in place, there is need to examine the existing policies to ensure they have the right aim, employee retention.

In a study to determine factors of employee retention (Kossivi et al.,2016), the researchers focused on findings of previous studies conducted by various researchers with the aim of identifying determinant factors of employee retention. The research closely studied the following factors: development opportunities, work-life balance, management/leadership, work environment, social support, autonomy, training and development. Although the study attempted to study all the factors related to employee retention, employee retention was too complex an area and they concluded that there was need for further investigations to truly ascertain the determinant factors of employee retention.

2.5 Related works

In a study by Samuel and Chipunza (2009), on employee retention and turnover using motivational variables as a panacea in 4 South African companies from the private and public sectors, intrinsic and extrinsic motivational variables were studied to determine the extent to which they influenced employee retention and led to a reduction in turnover.

Skilled employees in South Africa are migrating to other countries for better job conditions. A survey revealed that South African employees were among the top performing employees in the United States of America, Italy, German, Brazil and Britain. This explains why South African employees are constantly poached by Multinational companies (Gillingham, 2008). It is against such a background that employers need to develop and apply the right retention strategies or continue losing valuable employees. The researchers formulated the fundamental question as follows; “To what extent are intrinsic and extrinsic motivational variables being

used in influencing retention and reduction of turnover of employees in both public and private sector organisations”. The variables identified as the most influential were training and development, job security, challenging or interesting work and freedom for innovative thinking (Samuel and Chipunza, 2009).

According to Hay (Samuel and Chipunza,2009), training and development was determined as one of the most critical elements of any retention strategy used by managers to retain the best employees. It was also the largest determinant of employee turnover. Other researchers such as Bussin (2002) argued against the benefits of training and employee development because providing employees with the latest training and development opportunities raises their market value thus increasing their ability to join other employers. The strong evidence of association between job security and retention was attributed to the socio-economic stability and psychological wellbeing of individuals in stable employment. Challenging and interesting work motivated employees based on the different aspects of their work which resulted in opportunities to have the freedom for innovative thinking. It was thus concluded that employers had a growing need to retain employees in the face of competition both locally and globally. In order to do so, the variables stated above are crucial in influencing employees’ decision to either leave or remain in an organisation (Samuel and Chipunza,2009).

In 2015 a study was done at Kitwe Central Hospital to investigate the factors affecting the retention of employees. The retention of employees has been a challenge in the Zambian health sector in the dynamic era of globalisation and competition. In the study, the country was found to be facing a significant shortage in skilled health workers which also affects the few available health workers in the country because they are overworked and have consequently become demotivated (Matindo et al., 2015).

The Zambian government in partnership with the Netherlands in 2003 devised the Zambia Health Workers Retention Scheme (ZHWRS) which is an incentive strategy aimed at the attraction, retention and increasing availability of workers in the rural areas (Makasa, 2008). Other efforts in the health sector have been made to retain employees leaving the country, such as agreements between SADC countries not to hire health professionals from other member states and the WHO intervention in Africa to help governments boost salaries and improve recruitment and training. In the findings, out of the 97 % of respondents, at least 53 % of the

employees were happy with their jobs describing their roles as challenging. It was discovered that 79 % of the employees would have loved to work elsewhere and some of the reasons that influenced employees to leave were tabulated as shown in Table 2.1.

Table 2. 1 Factors Influencing Employees Leaving (Matindo et al., 2015)

Reasons	Yes	No	Percentage Yes	Percentage No
Poor Working Conditions	90	12	88	12
Lack of Career Growth	87	15	85	15
Poor Salaries and Incentives	84	18	82	18
Poor Management Styles	78	24	76	24
Inadequate skills and abilities	33	69	32	68
In-conducive work environment	72	30	71	29
Job insecurity	60	42	59	41
Global and National economy	66	36	65	35
Lack of equipment and drugs	75	27	74	26
Lack of motivation	90	12	88	12
Physical and psychological	27	75	26	74
Work overload	78	24	76	24
HIV/AIDS	9	23	9	91
Poor Organisational Structure	33	69	32	68
Job and Personal Mismatch	36	66	35	65

The findings revealed that poor working conditions, poor salaries and incentives, lack of career growth, poor management styles, in-conducive work environments, job insecurity, global and national economy, lack of motivation, lack of equipment and drugs and work overload recorded higher percentage rate (Matindo et al., 2015). Though this study was done in the Zambian context, it was limited to Kitwe Central Hospital and, the findings and recommendations cannot be generalized to all the other organisations in the country unless a study is done to establish the applicability of the factors identified in the KCH retention study.

Other studies have been conducted with an approach similar to the one applied in this study, for example; a study by Mweetwa (2019) titled ‘An Explanation of the Levels of Compliance in Filing Company Annual Returns’, is a case study of Zambia and it adopted the theory of planned behaviour as a basis for the study. The use of a theory as a basis of the study was driven by the understanding that compliance was not just influenced by economic variables of enforcement and penalties but should be understood in the context of behaviour as influenced by demographic, socio-economic and institutional factors.

The aim of the study was to identify and explain the factors influencing compliance behaviour in filing company annual returns based on the theory of planned behaviour in Zambia. Similarly, this study aims to identify the extent to which the factors identified in the Causal Model are applicable to employee retention in the transport and logistics industry of Solwezi.

Another study that used a similar approach is the study by Chikondi (2019) titled ‘Factors Affecting the Adoption of e-banking in Zambia: Empirical evidence from the Unified Theory of Acceptance and use of Technology (UTAT) Model. The study also sought to determine the underlying factors that influence and affect the adoption of e-banking services based on the UTAT Model. The related works have been summarised in the Table 2.2.

2.6 Gap Analysis of Previous Studies

This study seeks to address the factors affecting employee retention based on the Causal Model, following a review of literature the following were identified:

Considerable research on employee retention has been done over the years, but the passage of time leads to changes in the labour market, these are brought about by factors such as globalisation and changing economic conditions. These changes have affected the transport and logistics industry in Solwezi, this creates an opportunity for research into the industry to examine if the factors that have previously been seen to influence retention remain relevant.

The study by Hong et al. (2012) gives attention to the Asian culture having an impact on employee retention, this implies that different study findings are influenced by culture. Hence the findings of a study on employee retention conducted in Asia might not apply in the transport and logistics industry in Zambia or vice versa. Much of the studies were not done locally, the focus has been on specific industries or regions such as India’s IT industry, Asian Industries or

European Universities. This study would therefore make a significant contribution to the pool of employee retention studies in Zambia and the African region where economic conditions are different from those of the developed nations where several studies have been conducted and published.

The study conducted at Zambia's Kitwe Central Hospital provides very useful points of reference for this research on employee retention, but it is still difficult to apply the findings to the transport and logistics industry without further research. In addition, the study focused on reasons why employees leave but not enough attention was paid to the actions that must be taken to resolve the identified reasons. While it is impossible to study employee retention without considering employee turnover, emphasis in reviewed literature was placed on identification of factors affecting retention. There was need for additional research on the improvements required, not just from an employer's perspective but that of the employee's too. These recommendations vary not only as factors applicable to certain organisations but also in the degree that they affect employee retention in different organisations.

It was observed that the majority of the studies seem to focus on employee turnover as opposed to employee retention, this could be because of the assumption that once employees stop leaving the retention rate automatically improves, however, this study will go a long way in determining whether the best way to improve retention rates is by focusing on reasons why employees leave (turnover) or by focusing on the factors that could make them stay(employee retention). Also, the use of the Causal Model will allow for the determination of whether the two are influenced by the same factors as it has been used previously in studies on turnover (Currihan, 1999).

2.7 Employee Retention Strategies

According to Lewis and Sequeira (2012) retention strategies help organisations see the underlying contributors and make the necessary changes to build lasting, sustainable and retention rich cultures. Most organisations have surrendered the responsibility of employee retention to the human resource function but with this set up, organisations have failed to resolve the problem of employee turnover. This led to the rise of the 'Rethinking Retention Model by Richard P. Finnegan and its core ingredient is shared responsibility of operations

management and staff support to increase employee retention. The Model is premised on the following principles:

1. Employees quit jobs because they can – while several factors have been put forward as the reasons for employees quitting, the main reason is that our economy and society make it easy for employees to quit. workplace demographics leave employees with too many job choices.
2. Employees stay for things that they get uniquely from their employer – retention happens when employees receive things they value and believe they cannot get anywhere else. These things could be tangible such as being able to walk to work or reduced prices on company products or intangible such as working with a trusted supervisor.
3. Supervisors build unique relationships that drive employee retention or turnover – how long an employee stays with an organisation is determined by the employees’ relationship with their supervisor, a reason that maybe very much different from the reasons that prompted the employee to join the organisation. Supervisory relationships have been credited as unique levers that deeply impact employees’ intent to stay or leave.

The literature that was reviewed relating to this study has been summarised in Table 2.2 below.

Table 2. 2 Table of Related Works

Title	Year	Authors	Findings	Gaps
1.Employee Retention: Organisational and Personal Perspectives	2009	Dochy Filip, Eva Kyndt,Maya Michielsen and Bastiaan Moeyaert	Besides organisational factors, personal factors also play a role in the retention of employees. The interplay between organisation and person is crucial when determining and meeting needs of skilled employees.	The study was explorative in nature, seeking to discover what factors, both personal and organisational have an influence on employee retention. The researchers could Have done more than just explain the factors but also made recommendation s on how to practically deal with the factors identified to

				negatively affect retention.
2.An Effectiveness of Human Resource Management Practices on Employee Retention in higher Learning : A Regression Analysis	2012	Eric Ng Chee Hong, Lam Zheng Hao, Ramesh Kumar,Charles Ramendran and Vimala Kadiresan	There is a significant relationship between employee compensation, employee training, appraisal system and employee retention. Higher retention rates are based on fulfilling employee satisfaction in the identified aspects.	Respondents were all selected from one university which makes it difficult to generalise the findings. The researchers could have considered including respondents from other universities.
3.An Investigation on Factors Affecting the Retention of Employees at Kitwe Central Hospital (KCH)-Zambia	2015	Jane Matindo, Shaun Pekeur and Anis Mahomed Karodia	The factors affecting retention were found to be: poor working conditions,lack of career growth, poor salary incentives, poor management styles, inconducive work environment, job insecurity, global and national economy, lack of equipment and drugs, lack of motivation and work over load. And the following factors were found to not influence retention: inadequate skills and abilities, physical and psychological violence, HIV/AIDS; poor organisation structure, and job and personal traits mismatch.	As a government institution, the factors affecting KCH as well as the recommendations may not be applicable to the private sector despite the study being one of the Zambian contexts.
4.Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness	2003	Sunil Ramlall	Through a series of surveys, observations and interviews, it was determined that location of the company and compensation package were the most common factors in remaining with the company while compensation and lack of challenge were the most common factors for contemplating leaving	The study focused not only on employee retention, but it also focused on the opposite of employee retention, employee turnover. Employee turnover was not assessed in the current study hence the findings are not entirely applicable.

5. Employee Retention Strategies: IT Industry	2012	Leena James and Lissy Mathew	The findings proved that retention strategies have an impact on intention to stay. Retention strategies were reduced into four major factors namely: career development, financial strategies, flexible working and appraisal by performing factor analysis	The four retention strategies were applicable to the IT industry in India making other industry generalization impossible unless the study is extended to them.
6. The Importance of Job Satisfaction and Organisational Commitment in Shaping Turnover Intent	2009	Nancy Hogan and Eric Lambert	The results indicated age, job satisfaction, role conflict, role ambiguity, role overload, input into decision making and organisational fairness indirectly affected employees' decisions to leave the job. As job satisfaction and organisational commitment increased, turnover intent decreased. Gender, tenure, position, educational level and race all had insignificant effects.	The findings cannot be generalised to the Zambian transport and logistics sector
7. Employee Retention and Turnover: Using Motivational Variables as a Panacea	2009	Michael O. Samuel and Crispin Chipunza	The findings were that employees in both the private and public sector were influenced to stay in their current organisations to a large extent, by a combination of intrinsic and extrinsic factors. The following factors were found to have influenced retention significantly: training and development, challenging/interesting work, freedom for innovative thinking, and job security.	The focus on both private and public sector served more as a comparison which may not be applicable to this study which is focused solely on the private sector
8. Retention Studies with Reference to BPO sector	2017	Kavita, D. Chordiya	The findings were that employee retention strategies can be classified into two types: monetary and non-monetary strategies. Retention in BPO sector is due to the following: compensation, encouragement and recognition, infrastructure, safety environment, potential talent and job involvement. If an organisation practices these factors, retention is possible.	The study focused only on the BPO sector

The 3 levels are low level, medium level and high level. The retention strategies can be broadly classified into compensation, environment, growth, relationship and support (Goswami and Jha,2012).

Retention strategies can be categorised in 3 levels as shown in the Figure 2.4 below:

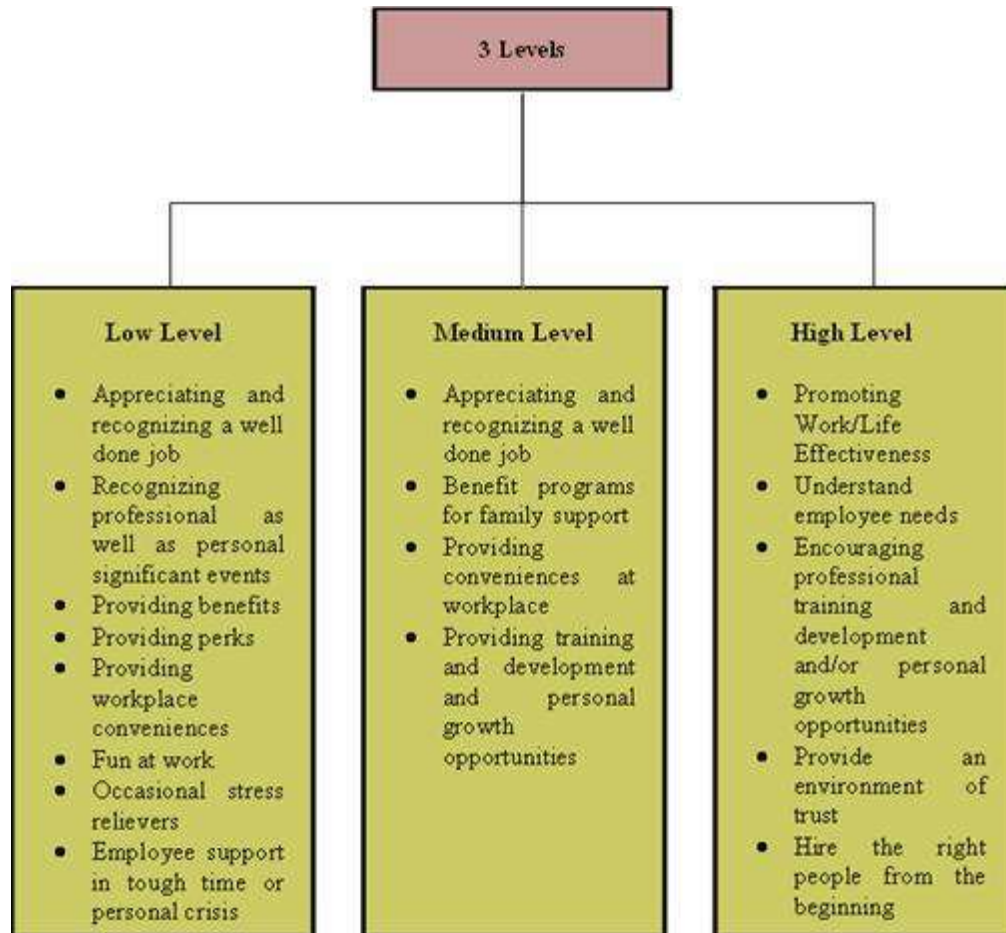


Figure 2. 4 Levels of Employee Retention Strategies (Goswami and Jha,2012)

In a study by Chordiya (2017) which sought understand why Information technology enabled service professionals switch their jobs and to know why retention is needed and to understand the various retention strategies adopted by BPO sector for employee retention. The study mentions that employee retention strategies can be classified into two, monetary and non-monetary strategies, like performance linked incentives, job rotation and increase in salary, job enrichment, exit interviews, participation in management, recognition of achievements etc. most of the employees in the BPO sectors are retained due to the following strategies; competitive compensation, well equipped and safe environment, infrastructure and job involvement. The attainment of employee retention in this sector relies on the implementation of the above practices.

2.8 Theoretical Framework

2.8.1 Employee Motivation Theories

When considering employee retention, attention must be paid to motivational theories. Motivation is a mechanism which ultimately influences people to act in a desired way. Competent employees need to be motivated because they can propel an average business to greater heights. And the retention of such employees is vital because it is difficult to acquire the right talent for the job. Maslow's hierarchy of needs; as shown in Figure 2.5 below, is one of the most common theories of motivation, he asserts that people have five different levels of needs to seek satisfaction for, the first level is that of physiological needs; these include clothing, food and shelter. The second level of needs is safety and security; the need for safety is manifested by the need to have savings in forms such as general and life insurance, and job security. Love and belonging needs are the third level of Maslow's hierarchy; people need to feel loved and appreciated by those around them. The fourth level is esteem needs; it refers to the need for self-respect and being treated with esteem by others. The highest level in the hierarchy is the need for self-actualization; the development of this need only occurs when all other levels are satisfied. The basis of this theory is that people always want something and what they want depends on what they already have (Ramlall, 2004).

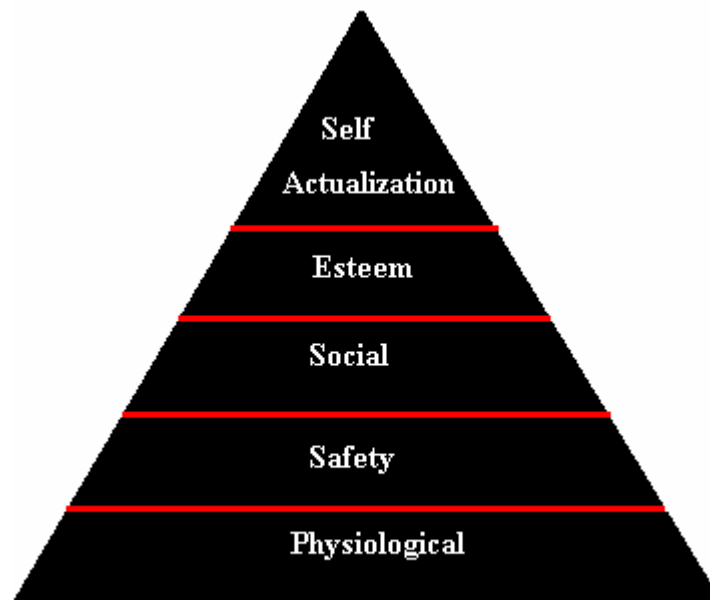


Figure 2 .5 Maslows Hierarchy of Needs (Ramlall, 2003)

In the context of this study which adapts the Causal Model, this theory of motivation will guide the research by equipping the employers in the transport and logistics industry with the knowledge to understand what motivates people to behave the way they do and what factors can be manipulated to ensure these different needs are met and employees can be retained. Human beings will always want to stay in an organisation where their needs are met. At any point in an employee's life, they are seeking to satisfy at least one level of needs in the hierarchy, this affects their demands even in the workplace. These levels are not stagnant hence the ever-changing needs of employees as they move from one level to another and the need for the employer to be proactive.

Need theories attempt to pinpoint internal factors that energize behaviour. Human needs are both physiological and psychologically and they are influenced by environmental factors, consequently, they will vary overtime. McClelland's need theory focuses on achievement, power and affiliation. The need for achievement refers to an individual's drive to succeed or to achieve in relation to set standards. The need for power refers to the need to make others behave in a way that they would not have behaved otherwise. The need for affiliation refers to the desire for friendly and close interpersonal relationship. According to McClelland (as cited by Mathew and James, 2012) his research revealed an analogous relationship for societies implying that the country's economic development was positively related to the achievement motivation.

Both Maslow's hierarchy and McClelland's theory are need theories which can be used to develop suitable retention practices based on employee needs. If the right needs are met through the application of retention practices such as training and development, career advancement, compensation and benefits the employees will be motivated and are likely going to stay committed to the organisation, at least until their needs change. A need met results in satisfaction on the job and a possible reduction in turnover. The need theories further raise the question of what needs do employees in the transport and logistics industry have that must be met to improve the poor retention rates and if yes, can the causal model be adapted in the formulation of a conceptual framework that takes into account the major factors seen to influence retention in the industry.

The equity theory highlights an individual's concern not only with the rewards they receive for their efforts but also the relationship of what they receive in connection with what others receive. Based on individual input such as experience, efforts, education and

competence, comparison of salary levels, recognition, increases and other factors is done to assess equity. Equity theory rests on 3 tenets which are as follows:

- People develop beliefs about what constitutes a fair and equitable return for their jobs
- People tend to compare what they perceive to be the exchange they have with their employers
- And when people believe that their own treatment is not equitable, relative to the exchange they perceive others to be making, they will be motivated to take actions they deem appropriate

Feelings of inequitable treatment tend to occur when people believe they are not receiving fair returns for their efforts and contributions, organisations therefore need to develop reward systems that are perceived to be fair and equitable. They also need to distribute the rewards in accordance with employee beliefs about their own value to the organisation (Mathew and James, 2004).

Expectancy theory is a theory of the process of motivation, it is a process theory because it not only explains what will motivate an employee, it goes on to define how motivation comes about. According to one study (Chunfang and Soocheong, 2008) the expectancy theory provides a framework for assessing, interpreting and evaluating employee behaviour in learning, decision making, attitude formation and motivation.

The Expectancy theory formulated by Vroom stands for the probability that action or effort will lead to an outcome. Vroom defined this concept as one where an individual chooses between alternatives which involve uncertain outcomes, it seems clear that the individual's behaviour is affected not only by preferences among these outcomes but also by the degree of belief in the possibility of these outcomes (Chunfang and Soocheong, 2008). There are 3 mental components that are seen as directing and instigating behaviour; Valence, Instrumentality and Expectancy. Valence is the affective or emotional orientation people hold with regard to an outcome. Instrumentality is the probability belief linking one outcome (performance level) to another outcome. According to Vroom (Chunfang and Soocheong, 2008) an outcome is positively valent if the person believes that it holds high instrumentality for the acquisition of positively valent consequences and avoidance of negatively valent outcomes. Thus, in an organisation, employee motivation is a combined function of an individual's perception that effort will lead to performance and of the

perceived desirability outcomes that may result from the performance.

Employee levels of performance are affected by the strength of their expectations, the stronger the expectations, the more they display the desired behaviours or the more motivated they are, which could result in them staying for a longer period within the organisation. The choice to pursue a certain course of action such as staying with the organisation or leaving may be affected by their expectations.

Both the equity and expectancy theories raise important questions that will be considered in this research such as, what are the employee's expectations in terms of workplace structures, what expectations need to be met to encourage organisational commitment and promote job satisfaction. Furthermore, the equity theory raises the question of what structures an organisation has in place to ensure equity among its employees and do individual characteristics play a role in an employee's intent to stay

The degree to which the job provides substantial freedom, independence and discretion to the individual to schedule work and determine the procedures used in carrying it out is known as job characteristics. It assumes that people are not merely motivated by money, they also seek purpose and satisfaction in their life (Aguenza and Som, 2012). Repetitive based work that does not allow employees to take on difficult challenges that are relevant to the organisation, the probability of demotivation and turn over are high and the probability of retention is low.

The Job Characteristics Model proposes a set of features that must be built into a job in order that it be satisfying and motivating. Jobs should therefore be designed to generate experiences of meaningfulness, responsibility and knowledge of the result of ones' effort, for the employee. Skill variety, task identity and task significance were identified as the three core factors to generate experienced meaningfulness on the job. Skill variety is the degree to which a job requires different skills and talents to be employed by the individual carrying out the task. Task identity focuses on the aspect of an individual's work fitting in with that of other employees, it must be part of the completion of an integral unit of a product or service. The third factor is task significance which refers to the degree to which a job has substantial impact on the lives of others whether internal or external to the organisation (Mathew and James, 2004).

According to Aguenza and Som (2012) research has shown that the design of high skilled work content influences the stability of the technical work force. Additionally, when employees view their tasks as challenging with opportunities for learning and information exchange, they are less likely to leave. Therefore, motivation theories are useful in identifying factors and areas that when left unattended by the employer, could lead to demotivated employees and demotivated employees are less likely to stay in the organisation. This could result in low retention levels and high turnover.

2.9 Chapter Summary

In this chapter literature was reviewed from several scholars. Employee retention, job satisfaction, organisational commitment and other key concepts have been defined. The review of literature has revealed that several studies on employee retention have been conducted in the IT industry, universities, hospitals and private companies leading to the identification of a cluster of factors that affect employee retention and turnover. However, no studies have been published with a focus on employee retention in transport and logistics industry in Zambia, despite the changes in economic conditions and the wave of globalisation which have been seen to affect employee retention outcomes.

Motivation theories were reviewed, they highlighted the need for employers to identify employee needs and expectations while devising strategies to achieve the desired behaviour; employee retention. The information will be used in the development of the variables in the data collection instrument and used in the assessment of the findings, development of recommendations and drawing up of the research conclusion.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents and describes methods used in the study. It explains in detail why the research methods used in this study were chosen and employed. The research design, research population, sample size, sampling methods, sources of data, methods of data collection and analysis are presented and explained.

3.2 Justification for Chosen Research Methodology

Research methods can be classified into quantitative, qualitative or mixed methods. In this study, the researcher chose the mixed methods research. One of the proposed advantages of the mixed methods research is that it can overcome the disadvantages that are inherent when adopting monomethod research (e.g Onwuegbuzie and Johnson, 2006; Johnson and Turner, 2003; Teddlie and Tashakkori,2009). By carrying out quantitative research along with qualitative research, mixed methods may overcome some of the drawbacks with qualitative research, including the influence of the researcher's personal biases when interpreting research results and the problem of generalising results to other subjects.

Likewise, by conducting qualitative research with quantitative research, mixed methods research may overcome some of the drawbacks with quantitative research such as: reductionist research models that may omit important constructs that could be identified by using qualitative methods to generate theory, quantitative research models developed from prior quantitative results may not reflect the understandings of potential research subjects and generalised quantitative research results may not be in the form that can be applied usefully to individual subjects. By utilising the mixed methods approach, the researcher can use quantitative data to confirm and test results of qualitative data, and qualitative data to confirm and add meaning to quantitative data (Brierley, 2017).

3.3 Mixed Methods Research Paradigm

In social research the term paradigm is used to refer to philosophical assumptions or to the set of beliefs that guide the actions and define the worldview of the researcher (Lincoln et al.,2011).

There are several paradigms or world views that structure and organise modern social work research, for example; positivism/post positivism, constructivism or pragmatism, they are all essentially philosophical in nature and encompass the following common elements: axiology-beliefs about the role of values and morals in research; ontology-assumptions about the nature of reality in research; epistemology-assumptions about how we know the world, how we gain knowledge, the relationship between the knower and the known; methodology-shared understanding of best means for gaining knowledge of the about the world (Creswell,2009;Lincoln et al.,2011). Each paradigm has a different perspective on axiology, ontology, epistemology and methodology.

According to Teddie and Tashakkori (2009), literature has proposed pragmatism as the best paradigm for mixed methods research. Pragmatism finds its philosophical foundation in the historical contributions of the philosophy of pragmatism (Maxcy,2003) and as such, it embraces plurality of methods and it is associated with mixed methods or multiple methods. Researchers are less restricted in terms of how they carry out research because pragmatism considers “what works” to answer research questions rather than making a choice between positivist/postpositivist or constructive paradigms. Furthermore, when paradigms are defined as shared beliefs among members of a specialty area, this means there is less emphasis on the ontological and epistemological perspective adopted for the research and more on developing a consensus as to which methods work. Pragmatism offers an alternative that embraces both the positivist/postpositivist and constructive paradigms, it provides a mix of qualitative and quantitative methods to answer questions. Pragmatists believe that from an epistemological perspective, at some stage the research will take an objective approach by not interacting with research subjects, while at other stages it will be necessary to take a more subjective approach by interacting with research subjects to construct realities (Teddie and Tashakkori,2009) .

In this study, mixed method research is employed because employee retention can be measured from both the employer and employee perspective, this ensures that any gaps between the two are bridged for more effective retention strategies. In order to establish from the employers perspective what the factors influencing employee retention are, the qualitative approach was selected for the 3 key respondents to gain a deeper understanding employee retention in their organisations because only they are privy to the records detailing the reasons why employees have left their organisations, records from which factors influencing employee retention could

be established. The quantitative approach is used to explain the factors that influence employee retention by adapting categories of interest from the Causal Model.

3.4 Research Strategy

Research strategies refers to the logic of inquiry selected by researcher which provides information on a set of decisions about the beliefs that are held in making decisions on how the social world (reality) can be studied and how the trustworthiness (epistemology) of social knowledge could be established by such research (Mwanza, 2017). Some research strategies tend to be associated with a specific type of research which may be quantitative or qualitative or mixed method. Below is Table 3.1 which shows the five strategies:

Table 3. 1 The Logical Set of Aims for the Five Strategies

	Inductive	Deductive	Retroductive	Abductive	Pragmatic
AIM	To establish universal generalisations that could be used as a pattern for explanations	Tests theories with a view to eliminate false ones and to corroborate the surviving ones	To discover mechanisms in order to explain the observed regularities	To understand through verbal accounts social life from the point of view of the social actors in terms of their motives of the elicited behaviour.	To solve a practical problem looking at what works in the research process and results.

Source: Mwanza, 2017

From the above Table 3.1, the pragmatic strategy will be the most suitable strategy in answering the research questions in this study because this study seeks to address the factors influencing employee retention to resolve the problem of low employee retention. The strategy will give attention to what works in the research process.

3.5 Research Design

The Causal Model depicted in Figure 2.1, will be used in the study. The Causal Model shows the factors influencing employee turnover and retention. In this study the model was selected because it was best suited to assist the researcher due to its use of generic terms in the Model, for example the term individual characteristics refers to a wide range of characteristics unique to an individual and workplace structures also encompasses a wide range of elements in an organisation that collaborate with one another. By using this model, the researcher was able to account for a wide range of factors that might arise in the study of employee retention.

Below is Table 3.2 which shows the research design matrix used in this study:

Table 3. 2 Research Design Matrix

Research Question	Research Objectives	Population and Sampling	Data Collection Methods	Data Analysis
i. What are some of the major factors affecting employee retention in the transport and logistics industry	To identify the major factors influencing employee retention in the transport and logistics industry	Random Sampling of employees in the transport and logistics industry of Solwezi and purposive sampling of key respondents	Interviews and structured questionnaires	Descriptive analysis, coding and categorical analysis, Chi square test for independence
ii. How can a model based on the Causal Model be developed in order to address the factors identified in (i) for the transport and logistics industry	To develop a framework based on the Causal Model for assessing employee retention in the transport and logistics industry	Random Sampling of employees in the transport and logistics industry of Solwezi and purposive sampling of key respondents	Interviews and structured questionnaires	Coding and Categorising, Descriptive Analysis and Chi-Square of test of independence
iii. Based on the model in (ii), recommend possible solutions that will improve employee retention in the transport and logistics industry	Based on the Causal Model, recommend possible solutions that will improve employee retention	Random Sampling of employees in the transport and logistics industry of Solwezi and purposive sampling of key respondents	Interviews, structured questionnaires and documentary reviews	Coding and Categorising, Descriptive Analysis and Chi-Square of test of independence

Source: Author's Compilation, 2019

3.5.1 Conceptual Model of Variables Investigated in the Study

A conceptual framework is a structure which the researcher believes can explain the natural phenomenon to be studied (camp, 2001). It describes from the researcher's perspective, how the research problem will be explored. The relationship of the main concepts of this study will thus be described with the aid of a conceptual framework (Adom et.al, 2018).

Based on the Causal Model the four independent variables; job satisfaction, organizational commitment, workplace structures and individual characteristics and the dependent variable is employee retention. Low levels of retention have an impact on employee turnover whether voluntary or involuntary, high levels of turnover will in-turn reinforce low levels of employee

retention. To determine association between the variables, the variables in Figure 3.1 were tested for independence or association:

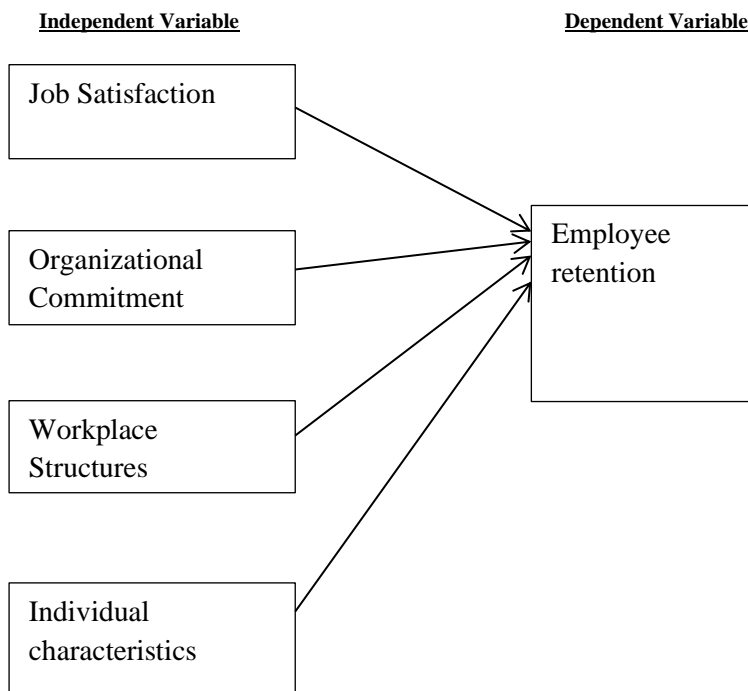


Figure 3.1 Conceptual Framework based on the Causal Model

Based on the Causal Model the four independent variables adapted from the model are job satisfaction, organizational commitment, workplace structures and individual characteristics, and the dependent variable is employee retention. To analyse the association of the independent variables in Figure 3.1, the following hypotheses will be used to test the relationship:

1. H_0 = there is no association between job satisfaction and employee retention
 H_1 = there is an association between job satisfaction and employee retention
2. H_0 = there is no association between organisational commitment and employee retention
 H_1 = there is an association between organisational commitment and employee retention
3. H_0 = there is no association between workplace structures and employee retention
 H_1 = there is an association between workplace structures and employee retention
4. H_0 = there is no association between individual characteristics and employee retention
 H_1 = there is an association between individual characteristics and employee retention

3.5.2 Research Population

North Western Province has nine districts namely; Chavuma, Ikelenge, Kabompo, Kasempa, Manyinga, Mufumbwe, Mwinulunga, Solwezi and Zambezi district. Solwezi will be the focus of this study, it is 38 % urban and 62 % rural. It has a population of 254, 470, of which 50.4 % are female and 49.6 % are male (Brinkhoff,2018). Solwezi district is home to the largest Copper Mine in Africa, this has attracted at least 4 companies which make up the transport and logistics industry of Solwezi.

3.5.3 Sample Size

The sample size of the study was determined using the Yamane formula (Israel, 2003): where $n = \text{sample size}$ $N = \text{the size of the population}$ $e = \text{the error of 5\% points}$. The respondents were randomly selected from a sample size with an error of 5 % and with confidence coefficient of 95 %. From an estimated population of 300, the sample size was determined as follows;

$$300 / 1 + 300(0.0025) = 171$$

168 of the intended sample size was for ordinary employees while the remainder of the respondents were key respondents representing the company's perspective.

3.5.4 Data Collection Procedures

168 semi structured questionnaires were distributed but only 144 could be retrieved given the available time and willingness of the participants. Three key respondents in management were purposefully sampled and interviewed. A total of 144 respondents participated successfully in the study. Upon establishing contact with the respondents who agreed to participate in the study, the nature of the study was explained. The ordinary employees were given between a few hours to 2 weeks to respond to the semi-structured questionnaire and the 3 key respondents were interviewed by the researcher at a time and place of their convenience for periods of at least 40 minutes each.

After the interview or collection of the completed semi-structured questionnaires, the respondents were thanked and reminded that the information gathered would remain strictly confidential and anonymity maintained.

3.5.5 Sources of Data

Both primary and secondary sources of information were used in this study of retention based on the Causal Model. A semi-structured questionnaire was developed consisting of five main variables, namely individual characteristics, work structures, job satisfaction, organizational commitment and intent to stay. The semi-structured questionnaire was distributed to employees in three companies and later, the results were tested using SPSS.

Semi-structured interviews were also another source of data, a set of pre-determined questions was used but additional probing and open questions were asked throughout the interviews. This approach prevented the interview from becoming too rigid and enabled the researcher to thoroughly explore the participants responses. The data collected from the semi-structured interview complemented the data from the semi-structured questionnaire.

The rationale for using semi-structured interviews and semi-structured questionnaires in the study was firstly, to have an opportunity to gather data on what was being done by the employer to retain employees and the challenges they were facing and secondly, to gather data from the employees' perspective, so the gaps between the two, if any could be bridged resulting in appropriate retention practices.

The secondary data was sourced mainly from online sources such as databases or internet findings. Journal articles of relevant studies were used and sourced from goggle scholar.

3.5.6 Sampling Methods

Purposive sampling was used as only companies in Solwezi whose core business is transport and logistics were selected. Four companies fit this criterion in Solwezi, all of which were approached and only three were willing to participate in the study hence the use of convenience Sampling. All the existing departments in all three organisations were included in the sample selection but the respondents who received the questionnaire were those available during the researchers visit to the companies because majority of employees in these organisations are shift workers. Sampling from all the departments in each of the companies was done to ensure the participants represented all sections in each of the three companies. Due to the relatively bigger size of Company A and Company B, the sample sizes were split as shown below in Table 3.3:

Table 3. 3 Breakdown of respondents

Company	Sample Size
Company A	69 Respondents
Company B	51 Respondents
Company C	51 Respondents
Total Number of Respondents	171

Source: Author's Compilation, 2019

One key informant from each of the three companies was interviewed using an interview guide and they were purposively selected.

3.5.7 Data Analysis

In the early stages of quantitative analysis, researchers run descriptive analysis with a view to analyse single variables (univariate analysis) or two variables (bivariate analysis). The aim of this analysis is usually to describe the characteristics of each variable such as, the distribution of responses and the number of non-responses. The purpose of descriptive analysis is to show basic characteristics of the entire population or sample and these are shown as single variable descriptions (Mwanza, 2017). Descriptive analysis was used to analyse the quantitative data from the questionnaires with the aid of Statistical Package for Social Sciences (SPSS). Additionally, statistical tests were carried out to test the association between the independent and dependent variables using Chi-Square tests of independence.

Qualitative data analysis was used to analyse the interviews and open-ended question responses. There are many approaches to qualitative data analysis, one of the most common methods is coding and categorisation, the first step is to divide the data into abstract bits called codes, this requires close interrogation of the data, if using written scripts; this would require reading and re-reading them to identify recurring words, themes and concepts. The process of coding is then followed by categorisation; this is a process where abstracted codes are grouped logically (like and like) and then an appropriate label is allocated. In this study, the recommendations from open ended questions and handwritten notes were read repeatedly, and key ideas or statements highlighted. Once the themes were determined, content analysis was used to classify the information into categories responding to the research questions and recommendations for resolving these challenges.

3.6 Measurement of Validity and Reliability

Validity is defined as the extent to which a concept is accurately measured in a quantitative study. Reliability as a second measure is used to assesses the extent to which the research instrument consistently has the same results if it is used in the same situation or on repeated occasions (Heale and Twycross, 2015). Measures to ensure validity and reliability were put up as follows:

Questionnaires were developed according to the 5 themes based on the Causal Model namely work place structures, individual characteristics, job satisfaction, organizational commitment, intent to stay. Guidance was sought from the supervisor on the development of the questionnaire. The questionnaire was also reviewed by the researcher's supervisor for content validity, this involves an expert checking the instrument to ensure it measures the intended concept (Heale and Twycross, 2015).

Before distribution was done, a pilot test of the questionnaire was distributed leading to a revision of the questionnaire to ensure it was clearer to the participants. The questionnaire was also reviewed by the companies that participated before final distribution to their employees to ensure it was not in breach of the company policies on confidentiality. Finally, the results were analysed using SPSS Statistics 20.

3.7 Credibility, Dependability and Confirmability

According to Lincoln and Guba (1985), credibility is the confidence that can be placed in the truth of research findings, it establishes weather the findings represent plausible information drawn from participants original data and is a correct interpretation of the participants original view. Dependability refers to the stability of findings over time, it involves participants' evaluation of the findings, interpretation and recommendation such that all are supported by the data as received from the participants. Confirmability is the degree to which the findings of the research can be confirmed by other researchers.

To ensure confirmability, dependability and credibility the following methods were employed in the study:

Audit Trail - this involves the keeping of the records of the research path taken throughout the study (Korstjens and Albine, 2018). The interviews were recorded, and notes taken during the interviews with the key respondents. The interview guide has been included in the appendix of the final dissertation for ease of access by future researchers.

Member Checks – this involves making “on the spot” checks relating to the accuracy of the data during the data collection dialogue and at the end of the dialogue (Shenton,2004). This method was also employed during this study, the final notes were shared with the respondents to ensure that the data collected matched what the respondents wished to convey during the dialogue. In addition, verification of emerging theories and inferences was done were appropriate, participants were asked follow-up questions to some of their responses. The approach of developing formative understanding is, according to Maanen (as cited by Shenton, 2004), something that cannot be attended to after data is collected but must be brought forth from the field.

3.8 Ethical Issues

All procedures for data collection that involves human subjects were carefully adhered to and overseen by the University of Zambia ethical clearance committee.

3.8.1 Access to Participants

A letter of introduction was presented to all the four companies, and the three willing to participate gave approval in writing to the researcher allowing access to their employees. Prior to distribution of questionnaires and interviews, participants were provided with information sheets and consent forms. Any concerns and questions were addressed at this point.

3.8.2 Confidentiality and Anonymity

Confidentiality and anonymity were maintained to the highest standard. The identities of the organisations and participants are not revealed in this report and the findings of this study even if published, will not share any identifying information.

3.9 Chapter Summary

This chapter explained the research design and techniques used to gather and analyse data in the study of retention in the Solwezi transport and logistics industry. Finally, the means by which potential ethical concerns were addressed, are also stated.

CHAPTER FOUR: RESULTS

4.1 Introduction

In this chapter, the data collected was analysed using data analysis tools described in the methodology based on the existing knowledge reviewed under literature. This chapter is divided into 4 categories aimed at answering the research questions.

To make the analysis of results easier to understand, each objective is presented with specific data analyses and results showing the extent to which the objectives and questions were addressed. Statement of hypothesis are also presented before each respective statistical test.

4.2 Individual Characteristics

Below is Figure 4.1 which shows the graphical representation of the percentage distribution of respondents by gender.

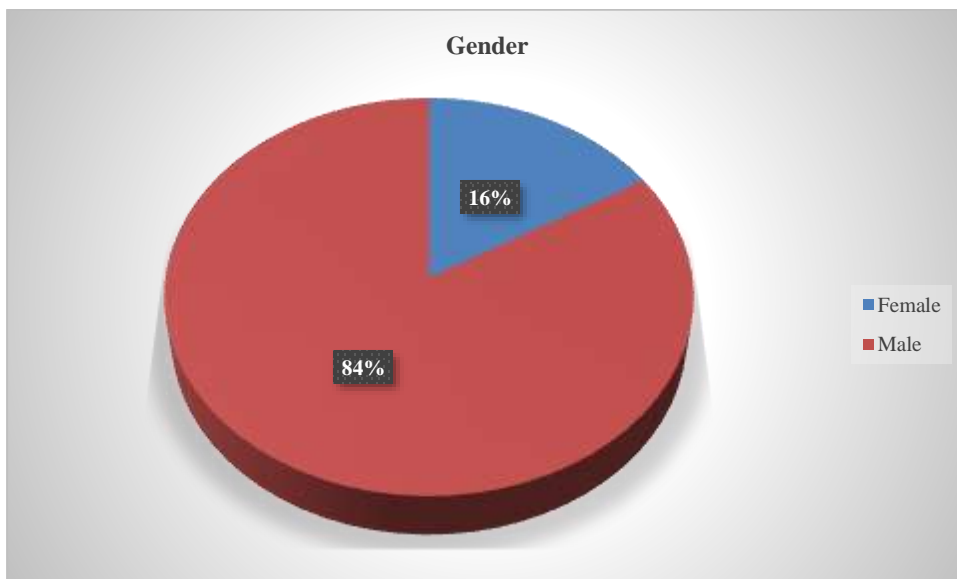


Figure 4. 1 Percentage Distribution of Respondents by Gender

(Source: Author's Compilation, 2019)

The percentage distribution of the respondents is summarised in Table 4.1.

Table 4. 1 Percentage Distribution of Respondents by Gender

		Frequency	Percent
Gender	Female	23	16.3
	Male	118	83.7

Source: Author's Compilation, 2019

Table 4.1 shows that the gender distribution of the sample was 83.7 % males and 18.3 % females, it can be concluded from the results that the transport and logistics industry in Solwezi is male dominated.

The percentage distribution of respondents by age group is graphically represented in Figure 4.2.

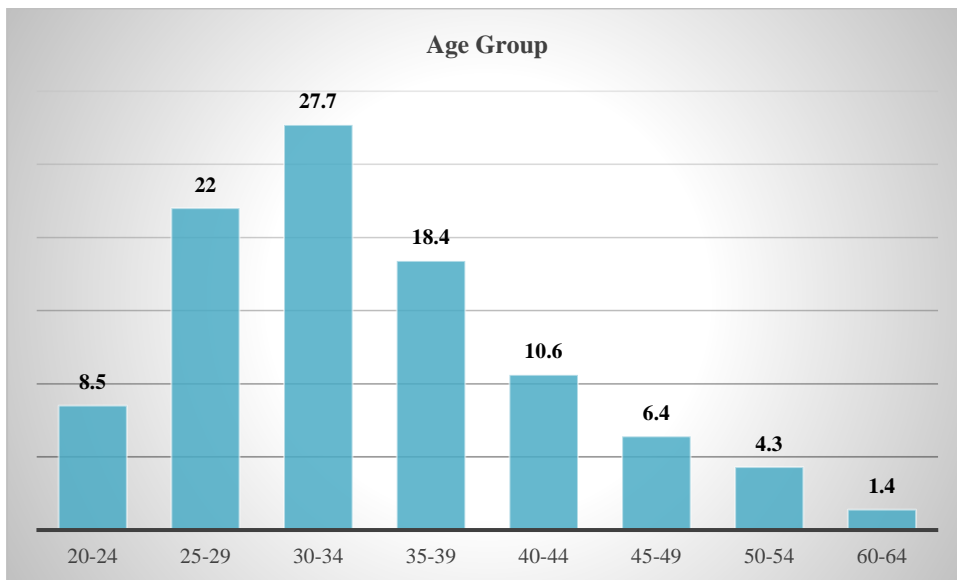


Figure 4. 2 Percentage Distribution of Respondents by Age Group

(Source: Author's Compilation, 2019)

The tabulated distribution of the respondent's age group is summarised in Table 4.2 which shows that 27.7 % of the age group were between 30-34 years, 22 % were in the age group between 25-29 years, 18.4% were between 35-39 years, 10.6 % were between 40-44 years, 8.5% were between 20-24%, 6.4 % were between 45-49 years, 4.3 % were between 50-54 years and 1.4 % were between 55-59 years of age.

Table 4. 2 Frequency and Percentage Distribution of Respondents by Age Group

Age Group	Frequency	Percent
20-24	12	8.5
25-29	31	22
30-34	39	27.7
35-39	26	18.4
40-44	15	10.6
45-49	9	6.4
50-54	7	4.3
55-59	2	1.4

Source: Author's Compilation, 2019

The education level of respondents is graphically represented in Figure 4.3.

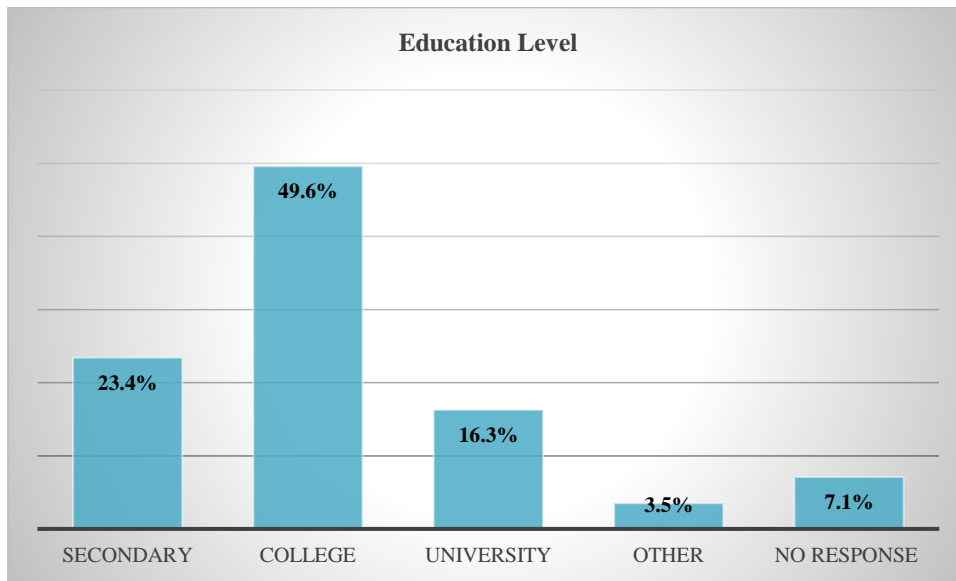


Figure 4. 3 Education Level of Respondents

(Source: Author's compilation, 2019)

The education level of respondents is summarised in Table 4.3. Majority of the respondents attended tertiary education (college/university) represented by 65.9 % of the sample, 23.4% had been to secondary school, 3.5% had some other form of education and 7.1% did not respond to the question.

Table 4. 3 Education level of Respondents

Education Level	Frequency	Percent
Secondary	33	23.4
College	70	49.6
University	23	16.3
Other	5	3.5
No response	10	7.1

Source: Author's Compilation, 2019

To assess the longest service periods of the respondents, they were asked to select the duration of their length of service. Figure 4.4 is a graphical representation of the respondent's length of service.

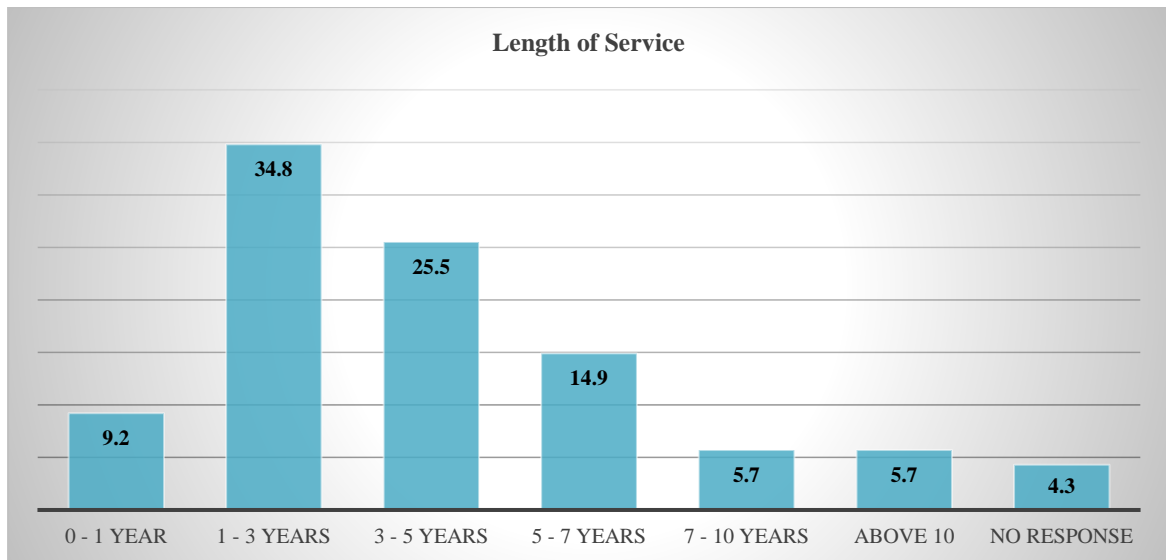


Figure 4. 4 Length of Service

(Source: Author's Compilation,2019)

The respondents length of service is summarised in Table 4.4; results indicated that majority of respondents represented by 34.8 % had only served with their current employers for a period ranging from 1-3 years, 25.5 % between the period range of 3-5 years, 14.9 % had served between 5-7 years, 9.2 % had served be 0-1 years, 5.7 % had served for a period range between 7-10 years, another 5.7 above 10 years and 4.3 % did not give a response.

Table 4. 4 Length of Service

Length of Service	Frequency	Percent
0 - 1 year	13	9.2
1 - 3 years	49	34.8
3 - 5 years	36	25.5
5 - 7 years	21	14.9
7 - 10 years	8	5.7
Above 10	8	5.7
No response	6	4.3

Source: Author's Compilation, 2019

Figure 4.5 shows the graphical representation of the respondent's marital status.

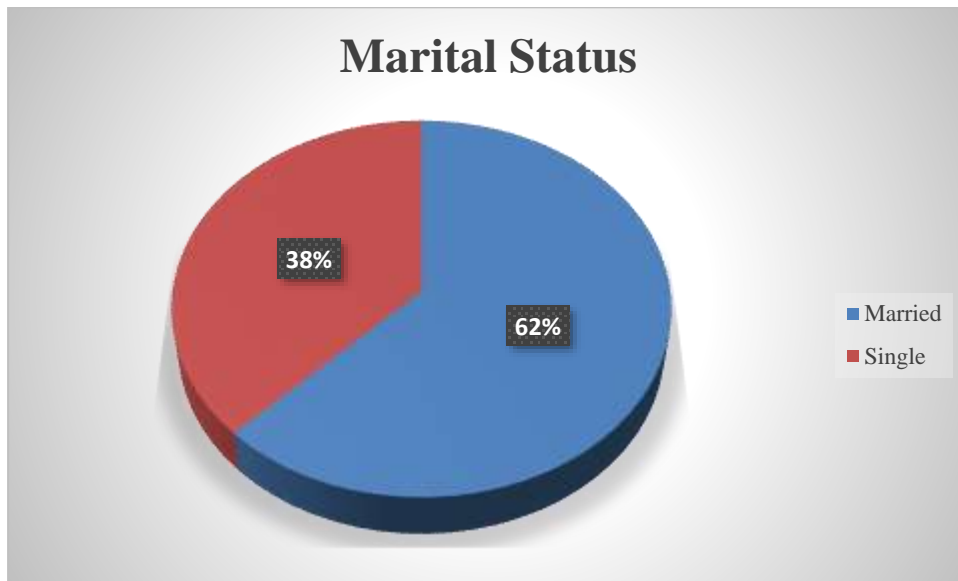


Figure 4. 5 Marital Status

(Source: Author's Compilation,2019)

The findings on marital status are tabulated in Table 4.5 which shows majority of 62.4 % were married and 37.6 % were single at the time of the study.

Table 4. 5 Marital Status

Marital Status	Frequency	Percent
Married	88	62.4
Single	53	37.6

Source: Author's Compilation, 2019

4.3 Work-Place Structures

In assessing workplace structures as a factor associated with employee retention, respondents were asked to self-assess by indicating how they felt about various workplace structures using a likert scale of strongly agree to strongly disagree and highly satisfied to highly dissatisfied. Responses of strongly agree, agree or highly satisfied or satisfied gave an indication of positive views while responses of strongly disagree, disagree or highly dissatisfied and dissatisfied indicate negative views of the variable under consideration.

Table 4.6 depicts the summarised findings in response to the question of whether the work structures enhanced interpersonal relationships between the employees, it was observed that the majority agreed with the statement that the organisations they worked for did support

interpersonal relationships, this is represented by 42.96 %. A further 16.2 % also strongly agreed with the question. On the opposite spectrum of the scale is 2.82% who strongly disagree, 6.34% who disagree while 16.2% strongly disagree. There was no response from 6.3% of the respondents.

Table 4.6 Interpersonal Relationships

Interpersonal Relationships?	Frequency	Percentage
Strongly Disagree	4	2.82
Disagree	9	6.34
Neutral	36	25.35
Agree	61	42.96
Strongly Agree	23	16.2
No Response	9	6.3

Source: Author's Compilation, 2019

Table 4.7 depicts the summarised responses to the question of whether the respondent's organisations support work and personal life balance. On the agreement side of the scale was 50.7 % who agree and 8.45 % who strongly agree with the existence of organisational structures that support work life balance. On the negative end of the spectrum were 1.41% of respondents who strongly disagree and 10.56% disagree with the claim that there existed structures that support work and personal life balance in their organisations. Worth noting was the 26.76 % who remained neutral in their view and an additional 2.1 % who did not respond to the question.

Table 4. 7 Work and Personal Life Balance

Work and Personal Life Balance	Frequency	Percentage
Strongly Disagree	2	1.41
Disagree	15	10.56
Neutral	38	26.76
Agree	72	50.7
Strongly Agree	12	8.45
No Response	3	2.1

Source: Author's Compilation, 2019

Table 4.8 summarised the findings from respondents when asked if their organisations did not have barriers to communication, 42.25% and 21.83% agree and strongly agree respectively. On the other side of the scale were 5.6% who strongly disagree and 11.27 % who disagree with

there being no barriers to communication in their organisations. Of the responses, 16.2 % held a neutral view of the barriers to communication. And the final 2.8% did not to the question.

Table 4. 8 No Barriers to Communication

No Barriers to Communication?	Frequency	Percentage
Strongly Disagree	8	5.63
Disagree	16	11.27
Neutral	23	16.2
Agree	60	42.25
Strongly Agree	31	21.83
No Response	4	2.8

Source: Author’s Compilation, 2019

To assess role ambiguity in the workplace structures, the respondents were asked if they had a job description that was useful to their role, the majority either agree or strongly agree with the question, this was represented by 54.23% and 19.01% respectively, as shown in table 4.9 of the responses, 7.75% hold a neutral view,4.93% disagree and 2.82% strongly disagree. 11.3% did not give any response to the question. The summarised responses are tabulated in Table 4.9.

Table 4. 9 Useful Job Description

Job Description Useful to Employee's Role?	Frequency	Percentage
Strongly Disagree	4	2.82
Disagree	7	4.93
Neutral	11	7.75
Agree	77	54.23
Strongly Agree	27	19.01
No Response	16	11.3

Source: Author’s Compilation, 2019

In Table 4.10 respondents were asked how they viewed their relationship with their supervisor, majority stated that they were satisfied, represented by 48.6% and another highly satisfied set of respondents represented by 19.7%. Contrary to this, 1.4% are highly dissatisfied and 4.2 % are dissatisfied with the relationship with their supervisor, 23.9 % hold a neutral view and 2.1 % did not respond to the question.

Table 4. 10 Relationship with Supervisor

Relationship with Supervisor	Frequency	Percentage
Highly dissatisfied	2	1.4
Dissatisfied	6	4.2
Neutral	34	23.9
Satisfied	69	48.6
Highly Satisfied	28	19.7
No Response	3	2.1

Source: Author’s Compilation, 2019

Table 4.11 depicts the findings on working environment, majority of the respondents; 40.14% hold a neutral view of their working environment meaning they are less likely to act on the conditions whether good or bad. Respondents satisfied with their working environment are represented by 38.73% and those highly satisfied are represented by 12.68%. Highly dissatisfied respondents are represented by 2.11% and 4.23% were dissatisfied.

Table 4. 11 Working Environment

Working Environment	Frequency	Percentage
Highly dissatisfied	3	2.11
Dissatisfied	6	4.23
Neutral	57	40.14
Satisfied	55	38.73
Highly Satisfied	18	12.68
No Response	3	2.1

Source: Author’s Compilation, 2019

Table 4.12 depicts the findings to the question of the respondents view of company rules and regulations, majority of the respondents are satisfied as represented by 42.25% and an additional 21.83% are highly satisfied. Highly dissatisfied are 5.63% and 11.27% are dissatisfied with the company rules and regulations. There was a neutral response by 16.2% of the respondents and no response from 2.8 % of the respondents.

Table 4. 12 View of Company Rules and Regulations

View of Company Rules and Regulations	Frequency	Percentage
Highly dissatisfied	8	5.63
Dissatisfied	16	11.27
Neutral	23	16.2
Satisfied	60	42.25
Highly Satisfied	31	21.83
No Response	4	2.8

Source: Author’s Compilation, 2019

4.4 Job Satisfaction and Organisational Commitment

Table 4.13 depicts the findings were respondents were asked whether they would recommend their current employer to another, 41.55% agreed while 23.94 % strongly agreed. However, 4.23% strongly disagreed and 5.63% disagreed while 22.54 % were neutral about recommending their current employer. There was no response given by at least 2.1 % of the respondents.

Table 4. 13 Recommendation of Current Employer

Would you recommend your current employer to another	Frequency	Percentage
Strongly Disagree	6	4.23
Disagree	8	5.63
Neutral	32	22.54
Agree	59	41.55
Strongly Agree	34	23.94
No Response	3	2.1

Source: Author’s Compilation, 2019

Table 4.14 shows findings on the respondent’s commitment to the organisation. When asked if they felt very committed to their current employer, 38.03% and 32.39 % agree and strongly agree respectively, 21.13% hold a neutral opinion while 2.11% and 4.93% strongly disagree and disagree respectively. There was no response from 1.4% of the respondents.

Table 4. 14 Commitment to Current Organisation

I feel very committed to my current organisation	Frequency	Percentage
Strongly Disagree	3	2.11
Disagree	7	4.93
Neutral	30	21.13
Agree	54	38.03
Strongly Agree	46	32.39
No Response	2	1.4

Source: Author's Compilation, 2019

Table 4.15 shows the findings of the level of job satisfaction, 34.51% and 16.20 % consists of respondents who were satisfied and highly satisfied, while 36.62 % were neutral while the final 11.27 % expressed dissatisfaction or high dissatisfaction.

Table 4. 15 Job Satisfaction

Job Satisfaction	Frequency	Percentage
Highly dissatisfied	4	2.82
Dissatisfied	12	8.45
Neutral	52	36.62
Satisfied	49	34.51
Highly Satisfied	23	16.20
No Response	2	1.4

Source: Author's Compilation, 2019

4.5 Intent to Stay with Current Employer

In assessing the employee's intent to stay, which was the proxy used to measure employee retention, Figure 4.6 shows the graphical representation of the findings when the respondents were asked if they intended to stay with their current employers in the transport and logistics industry of Solwezi.

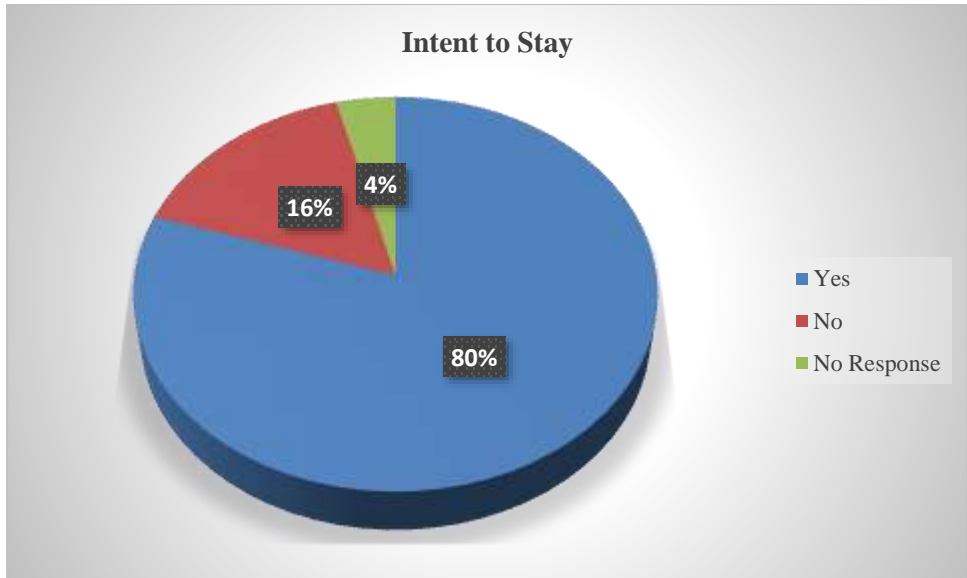


Figure 4. 6 Intent to Stay in Current Organisation

(Source: Author’s Compilation, 2019)

Table 4. 16 Intent to Stay with Current Employer

Intent to stay with current employer		
	Frequency	Percentage
Yes	112	80
No	23	16
No Response	6	4
Total	141	100.0

Source: Author’s Compilation, 2019

The responses on intent to stay were tabulated in Table 4.16. Responses showed 80 % of the respondents indicated yes, 16 % indicated no and 4 % did not respond. The findings are an indication that more employee’s intended to stay with their current employer which would be seen in high levels of retention however, 16% indicates potential turnover.

4.6 Searching for Another Job

To further assess employee retention, respondents were asked if they were actively searching for another job. Figure 4.7 is the graphical representation of the findings.

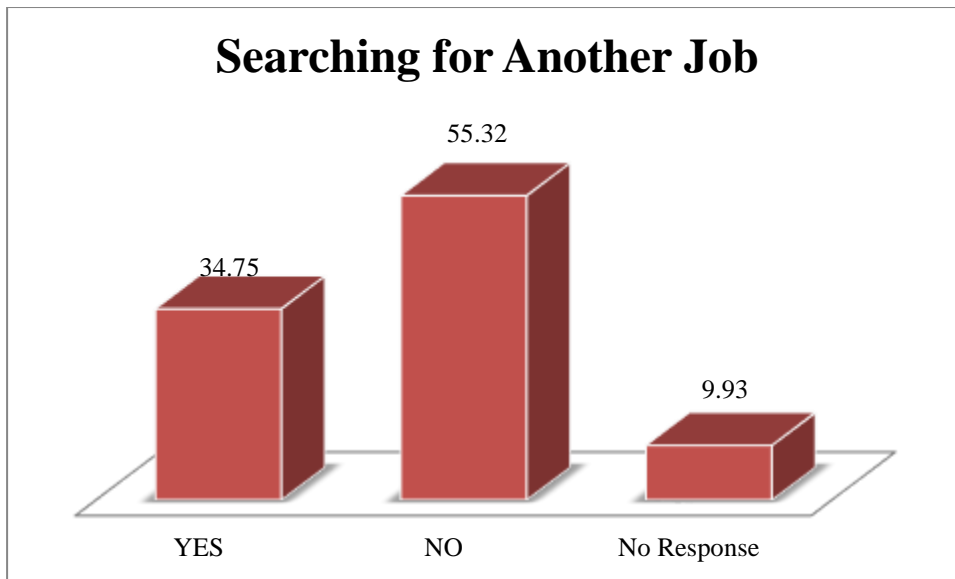


Figure 4. 7 Searching for Another Job

(Source: Author’s Compilation)

Table 4.17 is a summary of the data representing respondent’s responses to whether they were searching for another job, 55.3% responded with no, 34.8% responded with yes and 9.9 % did not give a response. Most respondents were not searching for another job and this can be an indicator of the intention to stay with their current employer.

Table 4. 17 Searching for Another Job

Searching for another Job		
	Frequency	Percentage
Yes	49	34.8
No	78	55.3
No Response	14	9.9
Total	141	100.0

Source: Author’s Compilation, 2019

4.7 Period of Intended Stay

Respondents were asked how long they intended to stay with their employer’s, Figure 4.8 graphically depicts the results of the period of intended stay.

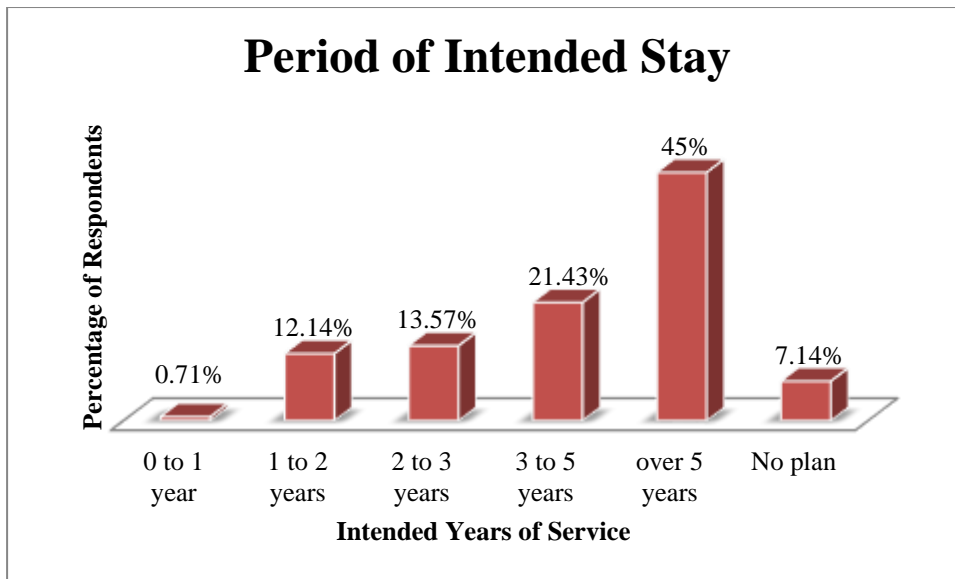


Figure 4. 8 Period of Intended Stay

(Source: Author's Compilation, 2019)

Table 4.18 depicts the respondent's responses when they were asked how long they intended to stay with their current employers. 45% of the respondents indicated over 5 years, 21.43% intended to stay for 3 to 5 years, 13.6%, indicated 2 to 3 years, 12.14% indicated 1 to 2 years and 0 to 1 year indicated 0.71%.

Table 4. 18 Period of Intended Stay

Period of Intended Stay	Frequency	Percentage (%)
0 to 1 year	1	0.7
1 to 2 years	17	12.1
2 to 3 years	19	13.6
3 to 5 years	30	21.4
over 5 years	63	45
No plan	10	7.1
Total	140	100

Source: Author's Compilation, 2019

4.8 Factors Influencing Employee Retention

Table 4.19 depicts the findings to the question of the factors that most influence the respondent's decision to stay with their current employer, most of the respondents chose career

development represented by 25.5% and job security represented by 24.8 %. The third factor to influence the respondent’s intention to stay is compensation represented by 13.5% and loyalty to company represented by 11.3 % of the respondents, 10.6 % of the respondents chose the working environment, 9.2 % chose supervision and the final 5% chose recognition and rewards as a major influence on their intent to stay. It is evident from the table above, that the major factors of influencing employee retention are career development and job security in the transport and logistics industry.

Table 4. 19 Factors Influencing employee retention

Factors Influencing Employee Retention	Frequency	Percent
Compensation	19	13.50%
Career Development	36	25.50%
Working Environment	15	10.60%
Recognition and Rewards	7	5.00%
Job Security	35	24.80%
Company Loyalty	16	11.30%
Supervision	13	9.20%

Source: Author’s Compilation, 2019

4.9 Individual Characteristics Influence on Employee Retention

The Chi-square test of independence is used to determine if there is a significant relationship between variables. The Chi-square test will be used to examine the relationship or association between the independent variables (individual characteristics, workplace structures, job satisfaction and organisational commitment) and the dependent variable employee retention.

4.9.1 Education vs Employee Retention

Table 4.20 is a cross tabulation of education level and intent to stay which is indicative of employee retention. A high proportion of intent to stay was observed for those who have attained secondary and college education represented by 54.5 and 19 respectively.

Table 4. 20 Education Level vs Employee Retention

			Intent to Stay	
			YES	NO
Education Level	Secondary	Count	28	4
		Expected Count	26.4	5.6
	College	Count	52	14
		Expected Count	54.5	11.5
	University	Count	19	4
		Expected Count	19.0	4.0
	Other	Count	5	0
		Expected Count	4.1	.9

Source: Author's Compilation, 2019

Statement of Hypothesis

H₀ = there is no association between education level and employee retention

H₁ = there is an association between education level and employee retention

Table 4.21 summarises the chi-square test findings to determine the association between education level and employee retention.

Table 4. 21 Chi-Square Test for Education Level vs. Employee Retention

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.249	2	.522

0 cells (0.0%) have expected count less than 5. The minimum expected count is .87.

Conclusion: according to the chi-square test above, the observed p-value (0.522) is greater than the significance level 0.05, we fail to reject the null hypothesis and conclude that there is evidence to suggest that **there is no association between education and employee retention.**

4.9.2 Contract Type vs Employee Retention

Table 4.22 is a cross tabulation of contract type and employee intent to stay in their current organisation. The highest proportion, 41 respondents that indicated intent to stay were those under fixed term contracts, but this followed by those on permanent contracts represented by 33 which was in close comparison to those on permanent contracts represented by 31. Only a total of 23 indicated that they had no intent to stay in the organisation.

Table 4. 22 Contract type vs. Employee Retention

Contract Type vs. Intent to stay		
	YES	NO
Permanent Contract	31	7
Short Term Contract	33	5
Fixed Term Contract	41	11
Total	105	23

Source: survey data

Statement of Hypothesis

H_0 = there is no association between contract type and employee retention

H_1 = there is an association between contract type and employee retention

Following a chi-square test performed on the above hypotheses, the findings observed are shown in Table 4.23.

Table 4. 23 Chi-Square test for contract type vs. employee retention

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.960	2	.619

0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.83.

Conclusion: according to the chi-square test above, the observed P-value (0.619) is greater than the significance level 0.05, hence the test is not significant, and we fail reject the null hypothesis and conclude that there is evidence to suggest that, **there is no association between contract type and employee retention.**

4.10 Work Structures Influence on Employee Retention

4.10.1 Working Environment vs. Employee Retention

Table 4.24 summarises the cross tabulation of working environment and employee intent to stay in their current organisation, the highest proportion was of employees who held a positive view of their working environment and also represented the majority of respondents who intended to stay in their current organisation, this is represented by a total of 110 respondents with the highest allocation being 46 respondents who answered satisfied with work

environment and a close comparison to 44 who answered neutral. A total of 23 gave no as a response to their intent to stay.

Table 4. 24 Working Environment vs. Employee Retention

Working Environment vs. intent to stay?	YES	NO
Highly Dissatisfied	1	2
Dissatisfied	3	3
Neutral	44	9
Satisfied	46	8
Highly Satisfied	16	1
Total	110	23

Source: Author's Compilation, 2019

Statement of Hypothesis

H_0 = there is no association between working environment and employee retention

H_1 = there is an association between working environment and employee retention

Following a chi-square test performed on the above hypotheses, the findings observed are shown in Table 4.23.

Table 4. 25 Chi-Square Test for Working Environment vs. Intent to Stay

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.384	4	.023

0 cells (0.0%) have expected count less than 5. The minimum expected count is .52.

Conclusion: According to the chi-square above, the observed P-value (0.023) is less than the significance level of 0.05, hence we reject null hypothesis and conclude that there is evidence to suggest, **there is an association between working environment and employee retention.**

4.10.2 Relationship with supervisor vs. Intent to Stay

Table 4.26 is a cross tabulation of relationship with their supervisor and intent to stay in an organisation

Table 4. 26 Relationship with Supervisor and Intent to Stay in Organisation Cross Tabulation

Relationship with Supervisor vs. Intent to Stay	YES	NO
Highly Dissatisfied	1	1
Dissatisfied	3	3
Neutral	25	7
Satisfied	57	10
Highly Satisfied	24	2
Total	110	23

As shown in the above table, it's not easy to draw conclusions by merely looking at the frequencies above. Hence a chi-square test of independence was performed and the results are shown in Table 4.27.

Statement of Hypothesis

H_0 = there is no association between relationship with supervisor and employee retention

H_1 = there is an association between relationship with supervisor and employee retention

Table 4. 27 Chi-square for relationship with Supervisor vs. Employee Retention

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.391	4	.078

0 cells (0.0%) have expected count less than 5. The minimum expected count is .35.

Conclusion: according to the Chi-square test above, the observed P-value (0.078) is greater than the significance level 0.05, hence the test is not significant, and we fail to reject the null hypothesis and conclude that there is evidence to suggest that, **there is no association between the relationship with the supervisor and employee retention.**

4.10.3 Work life balance Vs. Intent to Stay

Table 4.28 summarises the cross tabulated responses between work life balance and intent to stay in current organisation.

Table 4. 28 Cross Tabulation of Work and Personal Life Balance vs. Intent to Stay

Work life balance vs. Intent to Stay	YES	NO
Strongly disagree	1	1
Disagree	3	3
Neutral	25	7
Agree	57	10
Strongly Agree	24	2
TOTAL	110	23

Source: Author's Compilation, 2019

Majority of the respondents who agreed to employer support on work life balance represented by 57 also indicated yes to intent to stay in current organisation. A higher proportion of 110 indicated yes to employer support and intent to stay as opposed to 23 who indicated no to employer support and, work life balance. To make a reliable conclusion, the chi-square test of independence was performed, and the results observed are depicted in Table 4.29.

Statement of Hypothesis

H_0 = there is no association between work life balance and employee retention

H_1 = there is an association between work life balance and employee retention

Table 4. 29 Chi-Square test for Work and Personal Life Balance on Employee Retention

Chi-square test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.790	1	.029

1 cell (10.0%) have expected count less than 5. The minimum expected count is .35.

Conclusion: according to the chi-square test above, the observed P-value (0.029) is less than the significance level 0.05, hence the test is significant, and we reject the null hypothesis and conclude that there is evidence to suggest that **there is an association between work life balance and employee retention.**

4.10.4 Communication to barriers Vs. Intent to Stay

Table 4.30 shows the cross tabulation of no barriers to communication with superior and intent to stay in current organisation.

Table 4. 30 Cross Tabulation of no barriers to Communication and Intent to Stay

No Barriers to Communication with Supervisor vs. Intent to Stay	YES	NO
Strongly disagree	4	4
Disagree	10	5
Neutral	18	4
Agree	49	9
Strongly agree	28	1
Total	109	23

Source: Author’s Compilation, 2019

In addition to the cross tabulation, the chi-square test depicted in Table 4.31 is performed to confirm whether no barriers in communication as a deliberate workplace structure influences employee retention.

Statement of Hypothesis

H₀= there is no association between no barriers to communication and employee retention

H₁= there is an association between no barriers to communication and employee retention

Table 4. 31 Chi-square test for no barriers to communication and Intent to Stay

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.631	1	.013

2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.39

Conclusion: according to the chi-square test above, the observed P-value (0.013) is less than the significance level 0.05, hence the test is significant, and we reject the null hypothesis and conclude that there is evidence to suggest that **there is an association between no barriers to communication and employee retention.**

4.10.5 Useful Job description Vs. Intent to Stay

Figure 4.9 graphically represents the relationship between usefulness of having a job description and the intent to stay in the current place of work. The higher proportion was satisfied and responded affirmatively when asked if they intended to stay in the current organisation.

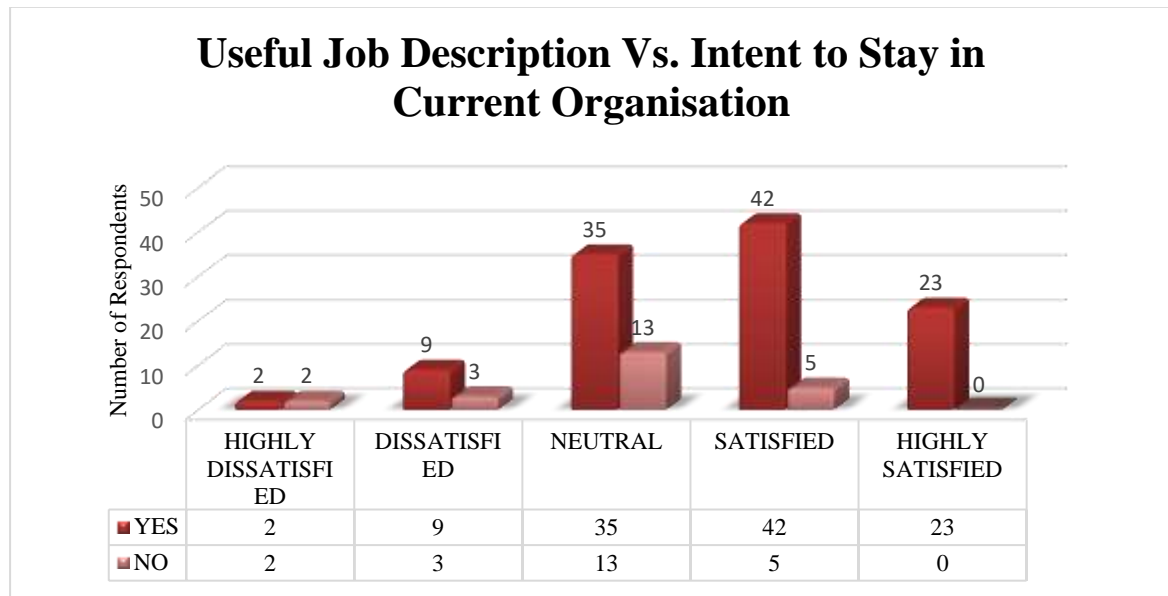


Figure 4. 9 Job Description Vs Intent to Stay

(Source: Author's Compilation, 2019)

However, to establish an association between the usefulness of a job description and intent to stay in an organisation, the chi-square test was performed, and the observed results are shown in Table 4.32

Statement of Hypothesis

H₀= there is no association between usefulness of job description and employee retention

H₁= there is an association between usefulness of job description and employee retention

Table 4. 32 Chi-Square Test for Job Description vs. Intent to Stay

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.638	1	.009

2 cells (20.0%) have expected count less than 5. The minimum expected count is .70.

Conclusion: according to the chi-square test above, the observed P-value (0.009) is less than the significance level 0.05, hence the test is significant, and we reject the null hypothesis and conclude that there is evidence to suggest that **there is an association between no barriers to and employee retention.**

4.11 Job Satisfaction and Organisational Commitment influence on Intent to Stay

4.11.1 Job Satisfaction Vs. Intent to stay

Figure 4.10 depicts the relationship between job satisfaction and intent to stay in the current place of work. The higher proportion was satisfied and responded affirmatively when asked if they intended to stay in the current organisation.

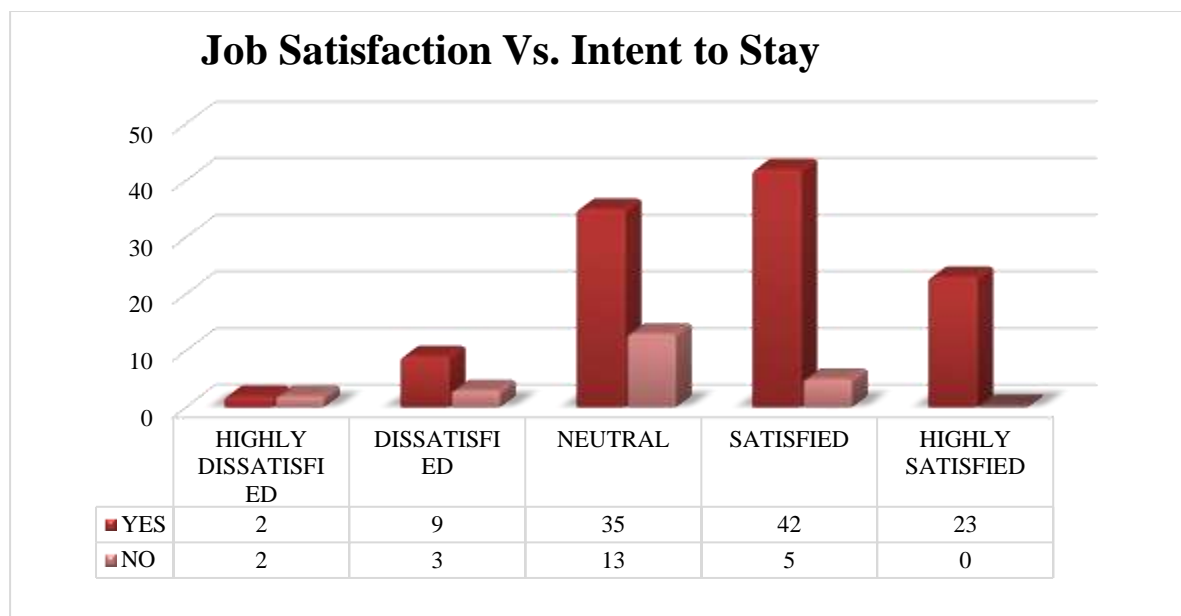


Figure 4. 10 Job Satisfaction vs Intent to Stay

(Source: Author’s Compilation,2019)

However, to establish the association between job satisfaction and intent to stay, the chi-square test was performed, and the observed results are depicted in Table 4.33.

Statement of Hypothesis

H₀= there is no association between job satisfaction and employee retention

H₁= there is an association between job satisfaction and employee retention

Table 4. 33 Job Satisfaction vs Employee Retention

Chi-square	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.047	1	0.011

1 cell (10.0%) have expected count less than 5. The minimum expected count is .69

Conclusion: according to the chi-square test above, the observed P-value (0.011) is less than the significance level 0.05, hence the test is significant, and we reject the null hypothesis and conclude that there is evidence to suggest that **there is an association between job satisfaction and employee retention.**

4.11.2 Organisational Commitment Vs. Intent to Stay

Table 4.34 summarises the cross tabulated findings of organisational commitment and intent to stay, the aim of this was to determine if there is a notable pattern between those committed to the organisations and those intending to stay.

Table 4. 34 Organisational Commitment vs. Intent to Stay

Organisational commitment vs. Intent to Stay	YES	NO
Strongly disagree	1	2
Disagree	3	4
Neutral	21	7
Agree	41	9
Strongly agree	45	1
Total	111	23

Source: Author's Compilation, 2019

To further test the association between the two variables, a chi-square test was performed, and the observed results were depicted in Table 4.35.

Statement of Hypothesis

H₀= there is no association between organisational commitment and employee retention

H₁= there is an association between organisational commitment and employee retention

Table 4. 35 Chi-Square Test for Organisational Commitment vs. Intent to Stay

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.543	2	.000

2 cells (20.0%) have expected count less than 5. The minimum expected count is .51.

Conclusion: according to the Chi-square test above, the observed P-value (0.000) is less than the significance level 0.05, hence the test is significant, and we reject the null hypothesis and conclude that there is evidence to suggest that **there is an association between organisational commitment and employee retention.**

4.12. Recommendations on Employee Retention

4.12.1 Key Respondents

Three key respondents were selected from the three companies and they all acknowledged that retention was a challenge because of involuntary attrition, that is, the majority of the employees left due to abrogation of company rules and regulations, and headhunting.

Company A estimated the number of voluntary leavers over a period of 10 months was seven while company B which was relatively smaller than Company A stated that at least five employees left in their last financial year. Company B was not able to provide such estimates as there was no tracking of attrition currently being done but on average, they let go of at least one employee on a monthly basis (Survey data).

According to the key respondents some of the factors influencing retention which resulted in both voluntary and involuntary attrition could be summarised as shown in Table 4.36.

Table 4. 36 Factors influencing Employee Retention

Factors	Company
Location of Company in rural area	Company A
Headhunting	Company C
Abrogation of Company rules	Company A and Company B

Source: Survey data

Having identified these factors, Table 4.37 shows some of the measure put up by the companies to improve employee retention:

Table 4. 37 Employee Retention strategies

Reason for Turnover	Company	Activity to enhance retention

Location of company in rural area	A and B	Flexible work arrangements, Free transportation, Free Lunch, Accommodation or Housing Allowance,
Headhunting	C	Training programs specific to industry operations, retention and education allowances
Abrogation of Company Rules	A and B	1 to 5 days induction on company rules and regulations, engagement of external stake holders to provide trainings on alcohol, financial Literacy and counselling services.

Source: Survey data

Given the identified factors the key respondents recommended the following for industries across the board:

1. Standardization of compensation and benefits across the industry set in accordance with the skills and specialization of all employees in each field across the different companies.
2. Regular training of all employees on grievance and disciplinary practices of the companies with emphasis on why these practices exist.

4.13 Chapter Summary

This chapter gave a detailed report of the results from the data collected and analysed. The results were depicted through tables, bar graphs and pie charts. The results were arranged under the following themes; individual characteristics, work structures, job satisfaction and organisational commitment and finally recommendations from key respondents.

CHAPTER FIVE: DISCUSSION OF RESEARCH FINDINGS

5.1 Introduction

This chapter discusses the findings of this research following the presentation of the data in chapter 4.

5.2 Major Factors Influencing Employee Retention

5.2.1 Individual Characteristics on Employee Retention

Based on the Casual Model, the variable individual characteristics was analysed to determine if it is a factor associated with employee retention. Age, gender, level of education, marital status and contract type were used to assess the factors.

According to the findings, it was established that age, gender, marital status, education level and contract type are no associated with employee retention. The test results provided considerable evidence to suggest that individual characteristics are not associated with employee retention or rather, that individual characteristics are independent from employee retention. In considering the major factors influencing employee retention, individual characteristics in the transport and logistics industry do not play a significantly observable role in employee retention.

5.2.2 Work Structures Influence on Employee Retention

According to the findings on work structure, work environment, work life balance, absence of barriers to communication with supervisor and a job description that accurately details one's job were used to test the significance of work structures on employee retention and it was established that there was an association between the above indicators of work place structures and employee retention, however, the relationship with the supervisor was observed as independent from employee retention. For the employer seeking to enhance employee retention, consideration should be given to strategies that promote a satisfying working environment, encourage work-life balance, removes communication barriers and provides employees with job descriptions that accurately detail what is expected of the employees.

Prior to the chi- square tests, the analysis of indicators of workplace structures showed a pattern in which majority of the respondents were on the positive spectrum of the satisfaction to dissatisfaction scale and the positive spectrum of the agree to disagree scale.

Cross tabulations under workplace structures showed that majority of the respondents who, in this study were highly satisfied or satisfied and strongly agreed or agreed with the state of their work place structures, were also intent on staying in the organisation as shown by Table 4.30 which is a cross tabulation of no barriers to communication vs. employees' intent to stay, the results indicated that majority of employees, 77 out of the 110 who stated yes to furthering their career in the organisation were the ones who agreed or strongly agreed to having work structures that had no barriers to communication with their superiors. Table 4.24 cross tabulated work environment vs. employee's intent to further their career in the organisation, majority of the 110 who said yes were the ones who were satisfied and highly satisfied with their working environment.

The above pattern was observed in Table 4.6, Tables 4.7 and Table 4.8 under workplace structures, it could thus be concluded that where employees are satisfied with their work structures, the likelihood that they will stay with an organisation is high. The findings on Figure 4.9 job description vs employee retention, which showed the likelihood of retention for employees who agreed with the usefulness of their job description is similar to the findings of Aguenza and Som (2012) in their research which showed that the design of high skilled work content influences the stability of technical workforce. Additionally, the tasks had to be challenging with opportunities for learning and information exchange. Therefore, employers need to not only design job descriptions for their employees but also ensure the job description contains challenging tasks and provides learning opportunities.

According to Mathew and James (2012) several factors may be advanced to explain the failure to retain employees, such as an employee's relationship with the supervisor or communication systems an organisation foster. Majority of the respondents who were satisfied in Table 4.30 which shows a cross tabulation of the no barriers in communication systems vs. intent to stay in the organisation, are the employees who intend to stay in the organisation.

Table 4.26 shows the cross tabulation of the view of the relationship with supervisor vs. employee retention in which the higher proportion of respondents, 110 as opposed to 23 were intended to stay in the organisation. Majority of these were also satisfied with their relationship with their supervisor but the chi-square test showed no significant relationship between a satisfying relationship with their supervisor and employee retention. This leads to the conclusion that workplace structures in their varying dimensions can influence employee

retention but it is up to the employer to narrow down its focus to identify which aspects unique to its organisation have an effect on employee retention.

5.2.3 Job Satisfaction influence on Employee Retention

In analysing job satisfaction's influence on employee retention, the higher proportion of respondents indicating job satisfaction, also indicated intent to stay current organisation. This was shown by 65 respondents on Table 4.33. The chi-square test for independence revealed that job satisfaction is associated with employee retention. This finding was consistent with other literature reviews which also established a negative relationship between job satisfaction and employee turnover, employees who were not satisfied with their jobs were more likely to leave the company resulting in high turnover which is the opposite of retention (kyndt et.al.,2009).

The key respondents stated that employees that left the organisation did so involuntarily, while this may be the case, it is important for the organisations to note that the cost implications of employee turnover are one of the largest widely unknown costs to an organisation, Ernst and Young estimate that the cost of replacing 10 professionals is approximately USD120,000 (Laddah et al. 2012). Having identified job satisfaction as a factor that affects employee retention, employers need to put up measures that improve job satisfaction.

5.2.4 Organisational Commitment influence on Employee Retention

Other studies found that behavioural intention is one of the most reliable means of predicting employee retention (Currivan,1999) hence, the researcher cross tabulated the responses on intent to stay and the responses on organisational commitment.

The findings revealed that organisational commitment is associated with employee retention. This was revealed by the higher proportion of employees who scored highly on organisational commitment and intent to stay, in Table 4.34; 86 respondents out of 111 who expressed intent to stay in the organisation also agreed to a feeling of commitment to their current organisation.

This finding is consistent with other studies which show that there is a positive relationship between employee commitment to an organisation and low turnover. Low turnover means higher retention and as such, it can be concluded that organisational commitment and employee retention are not independent of each. While the sort of association cannot be ascertained, other studies have shown that organisational commitment negatively affects an employee's decision to leave which increases the probability of retaining the employee (Perryer et al.,2010). Other

researchers also concluded that organisational commitment was the most influential factor affecting an employee's intention to stay; which is a good measure of employee retention (Nasyira et al ,2014)

5.2.5 Intent to Stay

Measuring retention from an employee's perspective is relatively harder than measuring it from the employer perspective because employers often keep records to show the length of service of each employee and this could be used to assess retention levels. An individual's intention to stay or leave, which is a behavioural act can be a critical determinant of action (Shahid, 2018). To assess employee intent to stay or intent to be retained by their current employer, respondents were asked if they intended to stay with their current employer, 80% indicated yes while 16 % indicated no. In Table 4.17, respondents were also asked if they were searching for another job, at least 55% indicated that they weren't searching for a job while 34.75% were searching for another job, while the majority weren't searching for a job, 34.75% is quite significant and implies the need for improved retention strategies by the employers.

And finally, respondents were asked how long they intended to stay with their current employer, 45% intended to stay longer than five years, this could point to promising levels of employee retention, however, as earlier stated, retention is a process where employees are encouraged to remain in an organisation for a maximum period of time, this maximum could be a few years for a project or much longer for some organisations.

In order to identify the major factors associated with employee retention, respondents were asked from a set of factors, which factors most influenced their decision to stay with an organisation, the major factors identified were career development indicated by 25.5 % and job security indicated by 24.8%, as shown in Table 4.19. This shows that in the transport and logistics sector, strategies aimed at career development and job security would be suitable for retention of employees. This could be translated into the workplace structures of an organisation, which as shown in this study, influence employee retention.

5.2.6 Key Respondents on Factors Affecting Employee Retention

In assessing the factors affecting retention, it was critical to include the employer perspective. The responses given by the key respondents were consistent with those given by the employees. Many of respondents expressed satisfaction with their jobs and intended to stay with their

current employers, the key respondents indicated that they had low levels of voluntary attrition but rather, involuntary attrition was more pronounced.

5.3 Framework Developed for Addressing the Factors Affecting Employee Retention

The findings on the factors influencing employee retention can be used to develop a framework that the transport and logistics industry can use to develop employee retention strategies for their employees; below is the framework:

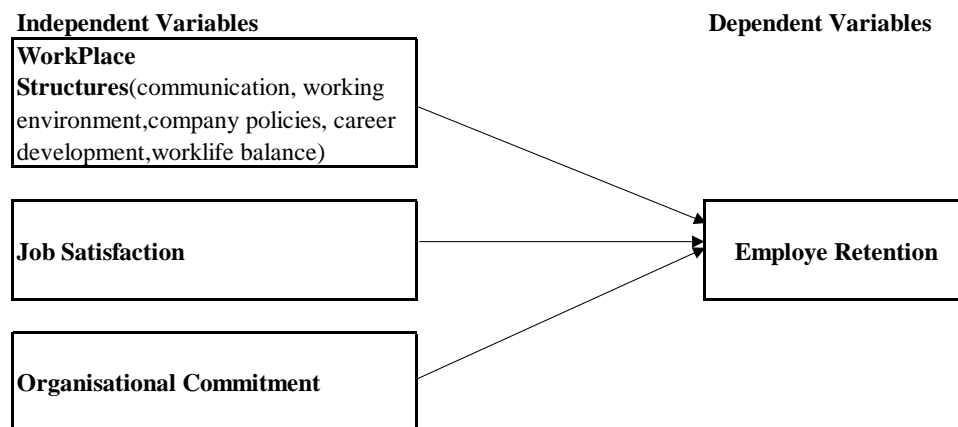


Figure 5. 1 Framework developed to Address Factors Identified as Affecting Employee Retention

The framework above indicates that the transport and logistics industry should devise retention strategies that focus on enhancing job satisfaction, inducing organisational commitment in its employees and improving workplace structures in order to raise its levels of employee retention and reduce turnover.

5.4 Conclusions and Recommendations

Based on the findings of this study, it can be concluded that the major factors affecting employee retention in the Solwezi and transport and logistics industry are: workplace structures which include the working environment, job descriptions to avoid role ambiguity, open communication, work life balance, and company policies on conduct, job security and career development. Job satisfaction and organisational commitment showed a relationship to employee retention. Individual characteristics did not provide enough evidence for a similar conclusion to be drawn. While majority of the employees intend to stay with the organisations that have currently employed them, 34.8% were actively searching for a job, this implies that the current employee retention policies in the transport and logistics industry still require improvements.

The respondents made recommendations that called for the implementation of strategies which fell under at least one or more of the following themes, job security, improved rules and regulations, career development opportunities, competitive compensation and benefits and improved conditions of service. The themes that occurred most often is job security implemented through longer contract terms. The results suggest that organisations in the transport and logistics sector in Solwezi seeking to improve employee retention and gain competitive advantage need to employ strategies with a focus on work place structures such as conducive working environment, clearly defined roles through job descriptions, working arrangements that support work-life balance and communication structures that allow for participation. This recommendation is similar to Walker (2001) who identified seven factors that enhance employee retention and these are; compensation and appreciation for work performed, provision of challenging work, chances to be promoted or to learn, invitational atmosphere within the organisation, positive relations with colleagues, a healthy balance between professional and personal life, and good communications.

In addition to improved workplace structures, job satisfaction and organisational commitment need to be improved in order to enjoy high levels of employee retention. According to Curtis and Wright (2001) an important indicator of employee retention is organisational commitment, employees who strongly identify with their organisation, value the sense of membership within it and agree with its objectives and value systems are not only likely to remain with an organisation but also work considerably hard on its behalf.

Regarding job satisfaction, it was observed that a significant number of respondents were neutral about job satisfaction which leads the researcher to draw the conclusion that strategies aimed at increasing job satisfaction levels which affect employee retention need to be improved. The level of job satisfaction is influenced by both intrinsic and extrinsic motivation factors. The extrinsic factors include job security, physical working conditions, pay and benefits; while intrinsic factors include recognition, promotion, freedom, learning opportunities, nature of the job and status (Armstrong,2010).

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Appendix

a) Research Questionnaire for Employees



The University of Zambia

Graduate School of Business

Addressing the Factors Influencing Employee Retention based on a Causal Model

Yvonne Sishuwa (Student ID: GSB151482)

MBA Management Strategy

For more information or any queries, kindly get in touch on 0977396766

Dear Respondent,

I am a student at the University of Zambia in my final stage pursuing an MBA in Management Strategy. As partial fulfilment for the award of a Master's degree, I am conducting a baseline study on: "***Addressing the factors influencing employee retention based on the Causal Model***"

You have been purposefully sampled to provide information for the topic indicated above. The information being collected is purely for academic purposes as such, it will be treated with maximum confidentiality. Subsequently, you are not supposed to indicate your name or any personal information that can lead to revealing of your identity.

Your co-operation will be greatly appreciated.

For more information or any queries, kindly get in touch with the following:

Project Supervisor: Dr. Jackson Phiri (0966 693 731) or

Coordinator: Jessica Nkowan (0211 293901)

QUESTIONNAIRE ON FACTORS INFLUENCING EMPLOYEE RETENTION BASED ON THE CAUSAL MODEL

Instructions: Circle your answers

Individual Characteristics

Age: Gender: a) Male b) Female

1. What is the highest level of education you attained?
a) Primary b) Secondary c) Tertiary d) None
2. How long have you been employed by your current employer?
a) 0 – 1year b) 1 – 3 years c) 3 – 5 years d) 5 – 7 years e) 7 – 10 years d)
over 10 years.
3. What is type of employment contract are you on?
a) Permanent Contract b) Short Term c) Long Term Contract

Work Place Structures

4. What do you think about your working environment?
a) Highly dissatisfied b) Dissatisfied c) Neutral d) Satisfied e) Highly Satisfied
5. How is your relationship between your superiors?
a) Highly dissatisfied b) dissatisfied c)Neutral d) Satisfied e) Highly Satisfied
6. Interpersonal relationships are encouraged in this company.
a) Highly dissatisfied b) dissatisfied c) Neutral d) Satisfied e) Highly satisfied
7. Is work life balance supported by this organisation?
a) Strongly Disagree b) Disagree c)Neutral d)Agree e) Strongly Agree
8. In comparison to reward or facilities, my work load is?
a) Very high b) high c)Average d)Low e)Very Low
9. There are no barriers of communication when you communicate with your superior

- a) Strongly disagree b) Disagree c) Neutral d) Agree e) Highly agree
10. What is your view of the company rules and regulations?
- a) Highly dissatisfied b) dissatisfied c) Neutral d) Satisfied e) Highly satisfied

Job Satisfaction and Organisational Commitment

11. Is your job satisfactory?
- a) Highly dissatisfied b) Dissatisfied c) Neutral d) Satisfied e) Highly Satisfied
12. Would you recommend your current employer to another?
- a) Yes b) No

Intent to Stay

13. Do you plan on furthering your career in this organisation?
- a) Yes b) No
14. Are you actively searching for a job?
- a) Yes b) No
15. Which of the following factors most influence your decision to stay in the organisation, if any? (tick were applicable)
- Compensation
- Career Development
- Working Environment
- Recognition and rewards
- Job Security
- Loyalty to organisation
- Supervision/Management
16. How long do you intend to stay with your current employer?
- a) Less than a year b) 1-2 years c) 2.3 years d) 3-5 years e) more than 5 years f) not sure

17. Recommendations on retention practices that should be implemented

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b) Interview Guide for Key Respondents from the Employers

1. Are there any policies and practices in your organisation aimed directly at employee retention
2. If the answer to Q1 is yes, please explain what these policies and practices are
3. What are some of the factors influencing employee retention according to the employer
4. What steps has the company taken, if any, to enhance job satisfaction and organisational commitment