

**EMPLOYEE RETENTION STRATEGIES AND PERFORMANCE:  
A STUDY OF NATIONAL ASSEMBLY, NIGERIA**

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**A Thesis Submitted to the School of Postgraduate Studies, Bayero University,  
Kano, in partial fulfillment of the requirements for the award of the degree of  
Master of Science (M.sc.) in Management**

**May, 2016**

## **DECLARATION**

I hereby declare that this thesis is a product of my own research efforts, undertaken under the supervision of Professor Garba Bala Bello. It is an original work and no part of it has ever been presented for the award of any degree anywhere. All sources of information used have been duly acknowledged through references.

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## CERTIFICATION

I certify that this thesis titled Employee Retention Strategies and Performance: A Study of National Assembly, Nigeria presented by Idris Dahiru (SPS/11/MMN/00004) has met partial requirement for the award of the degree of Master of Science (M.Sc.) in Management of Bayero University, Kano.

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## **DEDICATION**

This thesis is dedicated to my parents, teachers and my entire family.

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## ABSTRACT

*Parliamentary staff are one of the key resources needed to facilitate legislation in all parliamentary organizations especially in the Nigerian National Assembly. Employee Retention Strategies is very important concept that parliamentary organizations must understand in order to keep their critical employees so as to make good laws for peace, order and good governance of the people. Therefore, retention of valuable employees for better performance is one of the most important strategies needed by Human Resource Managers in the Nigeria National Assembly. This study investigates employee retention strategies and performance with emphasis on the National Assembly, Abuja with a view to determining the relationship. A survey of 380 employees of the National Assembly, Abuja was conducted and primary data was gathered through a close ended questionnaire designed on a five point liker scale. Four hypotheses were formulated, tested and analyzed using Pearson Correlation Coefficient and Multiple Regression Analysis. The findings of the study reveal a moderate positive relationship between employee retention strategies (job context, organizational culture, job holder's and economic climate) and employee performance in the Nigerian National Assembly. The study recommended among others a design of well articulated organizational culture that will integrate the mission and vision of employees and provide a work-life balance programme so as to encourage valuable employees to stay with the organization for better performance.*

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

Employee retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategies rather than the outcome.

Globally, managers and organisational leaders are faced with challenges of retaining employees. Some of these challenges are linked with infrastructural support, remuneration packages, leadership style and culture within the organisation (Pamela, 2003). Employee retention strategy is the ability of an organisation to retain its valuable employees for better performance. Zineldin (2000) viewed retention of employees as an obligation to continue to run business or exchange with a particular company.

Today, most organisations are found to be technologically driven and employees are required to run the technology. Therefore, survival and growth of organisations depend upon the retention of key employees. Das and Baruah (2013) made it clear that organisational performance dependent on its ability to retain the best employees. Very often, excessive employee turnover has far-reaching consequences on the organisation. It may jeopardise effort of the organisation to attain its objectives. Meaning that, organisations who failed to retain high performance employees will be left with an understaffed and less qualified workforce (Rappaport, Bancroft, and Okum, 2003).

Furthermore, Abbasi and Hollman (2000) indicated that when an organisation loses a very critical employee, there is a negative impact on innovation and consistency in providing services. In this regard, it becomes important to retain competent employees as the most critical asset in both public and private sectors in order to achieve organisational objectives.

In global management, many organisations depend on the expertise of their employees for increased productivity and performance (Reiche, 2007). In this connection, retention of valuable employee in Nigerian parliamentary organisations becomes an extremely important strategy for human resource managers in order to enhance legislation.

However, Nigerian public and private sectors are also faced with the challenges of employee retention (Gberebie, 2010). In parliamentary organisations, these challenges could be linked to job climate, organisational culture, job holder's motion and economic environment. In this regard, Kaliprasad (2006) confirmed that despite the fact that a company may try to bring all retention strategies into play to enhance employee retention and performance, employee can still choose to leave the workplace because of nature of the job, inconsistent organisational culture, bad management and economic climate.

Researchers have shown positive effects of employee retention strategies on productivity and performance. Researchers such as Singh and Dixit (2011) confirmed that retaining the best employees ensure customer satisfaction, increased sales and overall organisational performance. Also Whit (2004) showed that performance of organisation increases relatively with increase in the level of staff retention.

Consequently, in Nigerian, parliamentary organisations, National Assembly in particular should put in place a clear retention strategy for keeping its valuable staff in order to improve legislations. Therefore, this study investigates employee retention strategies (job, organisational culture, personal, external climate etc.) and employee performance in the Nigerian National Assembly, Abuja.

## **1.2 Statement of the Problem**

In a work place where employees are not able to use their full potential and not heard and valued, they are likely to leave the organisation (Singh, Dixit, 2011). In addition, critical analysis of workforce trend points to an impending shortage of highly-skilled employees who possess the requisite knowledge and ability to perform at high level (Rappaport et al, (2003). This is due mainly to failure of human resource manager to retain highly skilled employees.

Organizations lose approximately \$1 million with every 10 managerial and professional employees who leave the organisation (Fitz-enz, 1997). Successful retention strategies can also translate into dollars and cents on the balance sheet. It can cost as much as two times the annual salary to replace an employee. A small decrease in employee turnover often results in a dramatic increase to the company's bottom line. Moreover, Ramlall (2003) stated that the combine direct and indirect costs associated with one employee cover a year pay and benefit. Thus, there is a significant impact on performance of an organisation when it loses any of its critical employees. In this regard, Brannick (2001) indicated that retention-savvy companies use retention strategies to retain their top talents to improve their company's performance.

As part of process of developing and implementing retention strategies to enhance performance, organisations need to focus on factors that affect retention (Agrela, Veyra, Dunn, Eliss, Gandalfi, Gresham, King, Sims and Troutman, 2008). Furthermore, retention factors incorporating the needs and desires of employees at any age enhance level of individual loyalty and commitment (Boomer Authority, 2009).

Perceived employee performance was studied by Salim, (2014) in ascertaining the perceive effect of retention strategies on employees performance at Imperial Bank Limited in Kenya, similar study was conducted by Gbervbie (2010) to investigate effect of organizational retention strategies on employee performance at Zenith Bank in Nigeria. In addition, Gbervbie work on the effect of retention strategies on employee performance at Federal Civil Service in Nigeria. He was of the view that Federal Civil Service should put in place various retention strategies in form of incentives and reward to retain its critical employees. He suggested further studies into the area of employee retention strategies in other private and public organizations in Nigeria, National Assembly inclusive.

The above submission goes to show that previous studies on retention strategies and performance were conducted on Banks and Nigerian Federal Civil Service with little or no focus on parliamentary organizations (National Assembly, State Houses of Assembly and Local Governments Legislative Council) in Nigeria. In fact, none of the studies so far reviewed dwells specifically on retention strategies and performance in the Nigeria National Assembly. This shows that there is dearth of research on the area of retention strategies and performance in parliamentary

organizations in Nigeria. Therefore, this research is informed by the forgoing identified gap. This is because (Gbrevbei 2010) made it clear that despite the significance of retention strategies in influencing performance, it has been a neglected area of human resource management research in public and private sector in Nigeria.

For the above reason, Human Resource Managers need to do more in retaining retain their employees. Moreover, available literatures on employee retention are insufficient to meet the needs of Human Resource Managers in public and private sectors in Nigeria (Gbrevbei, 2010), parliamentary organizations in Nigeria inclusive. This is because findings of those studies are not enough to provide them with strategies and solutions to retain talented and valued employees (Gbrevbei, 2010).

In view of the above, the emphasis in this study is placed on testing the relative frequency with which retention strategies (job context, organizational culture, personal feeling of job holders on the job and economic climate) enhance level of performance in legislation. Hence, this study will fill two main gaps (1) to determine the relationship between employee retention strategies (job context, organisational culture, job holder's feeling, external economic climate) and employee performance in National Assembly, and (2) to investigate which of the retention strategies is best predictor of employee performance in National Assembly.

### **1.3 Research Questions**

In view of the above, the research study has posed the following research questions.

- i) What is the relationship between job fit and employee performance in the Nigerian National Assembly?
- ii) What is the relationship between organizational culture fit and employee performance in the Nigerian National Assembly?
- iii) What is the relationship between job holder's motion and employee performance in the Nigerian National Assembly?
- iv) What is the relationship between economic climate and performance of employees in the Nigerian National Assembly?

## **1.4 Research Objectives**

The main objective of the study is to critically examine the relationship between employee retention strategies and employee performance in the Nigerian National Assembly.

Therefore, the following specific objectives are set to be achieved. These are:

- i) To investigate the relationship between the job context and employee performance in the Nigerian National Assembly.
- ii) To ascertain the extent to which organizational culture affects the performance of management staff of the National Assembly.
- iii) To determine the relationship between job holders' emotion and employee performance of the National Assembly.
- iv) To determine the extent to which economic climate affects employee performance in the National Assembly.

## **1.5 Hypotheses of the Study**

In order to accomplish the objective of the research investigation, the following hypothesis has been tested.

### **Hypothesis One**

- i. There is no significant relationship between job context and employee performance in Nigerian National Assembly.

### **Hypothesis Two**

- ii. There is no significant positive relationship between organizational culture and employee performance in the Nigerian National Assembly.

### **Hypothesis Three**

- iii. There is no significant positive relationship between job holder's emotion and employee performance in Nigerian National Assembly.



#### **Hypothesis Four**

iv. There is no significant positive relationship between economic climate and employee performance in Nigerian National Assembly.

#### **1.6. Significance of the Study**

Retention of employees is an issue of great importance in developing as well as developed countries. Moreover, organizations are in continues process of retaining the talented employees so that they can perform effectively and efficiently (Zareen, Razzaq and Ramzan, 2013). As such, this study is the first comprehensive investigation into the employee retention strategies and performance in the Nigerian parliamentary organisation with emphasis on management staff of the National Assembly, Abuja.

Extant studies have shown many ways of retaining talented employees within the organisation to resist against rate of turnover. However, few researchers focused on individual variable and job termination while considering employee retention within organisations (Das and Baruah, 2013). In addition, some studies suggested balancing the cost of replacing the talented workforce of the organisation with the cost of training employees so that they will be able to face the challenges of the organisation (Lewis, 1998). Therefore, this study will advance knowledge and understanding of how key employee retention variables may affect performance of employees in legislative activities.

Furthermore, Gale Group (2006) stated that trends redefining modern retention strategies go beyond the traditional motivation, compensation, salaries and benefit packages. Therefore, findings of this study could be used to assist parliamentary organisations in Nigeria and Africa in formulating strategies to increase retention rates among employees. Employee retention strategies and its relationship to performance in legislative activities in Nigeria is an area that is under-researched. In this regard, this study provides new data to test employee retention strategy theories and assumptions found in relation to strategies about employee performance in legislative activities.

Furthermore, this research differs from other studies in that it undertakes to develop a theoretical framework on employee retention with reference to the staff of the Nigerian National Assembly.

This could be used as a framework for guiding employee retention in other parliamentary organisations (State Houses of Assembly and Local Government Legislative Councils) in Nigeria. Also, it is expected that the outcome of this research will be intended to formulate better policy on retention process and performance of legislation in Nigeria. It would add to the body of the existing knowledge and stimulate further study in the area for future researchers. Evidence from official staff turnover is limited. However, from preliminary study, people working in the National Assembly agree there is a problem in retaining employees.

### **1.7.Scope of the Study**

The study investigates employee retention strategies and employee performance in the Nigerian National Assembly. As such, the investigation is limited only to the employees of the National Assembly Complex, Abuja and was strictly in line with the objectives of the study. The study was concluded in two years.

### **1.8 Limitations of the Study**

The study was occasioned by some methodological imperfections. First, the population for the study is limited to only employees of Nigerian National Assembly, Abuja. Secondly, considering the number of parliamentary staff at National and State Assemblies in Nigeria, three hundred and eighty (380) employees of the National Assembly, Abuja may be too small to enable generalization of the findings.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

To develop a thorough understanding of the empirical research for the present study, extensive review of literature is made. It gives detail explanation of different variables used as retention strategies and concept under study. This will not only helped in identification of the gaps in the existing body of knowledge, but also enabled us to establish a relationship of the existing theories on employee retention strategies and performance in the Nigerian National Assembly.

#### **2.2 Employee Retention**

Employee turnover not only reduce human capital in an organization, but also organizational productivity, besides incurring cost for hiring new employees. Moreover, employee retention is most critical issue facing leaders globally as a result of shortage of skilled labour, economic growth and employee turnover (Rao, 2009).

In view of the above, increased emphasis is being laid on retention of employee now-a-days especially with the recent revolution of Information and Technology, which is labour intensive in nature, supported by globalization (Chendroyaperumal and Bhuvanadevi, 2008). In addition, modern management literature advocates many strategies for employee retention from various dimensions which include organizational factors, compensation, rewards, job design and characteristics, work environment, employee relationship among others.

Pattanayak (2005) stated that retention interventions include job flexibility, job satisfaction and modification of organizational culture. Furthermore, the retention strategies that could be used by Human Resource managers is to provide flexible benefits where employees have options to choose benefits, which are more beneficial to them (Zachariah and Roopa 2012).

However, Johnson and Fahsholtz (2010) suggested that for managers to retain employees, they must cultivate and maintain a culture in which employees understand the values of the company and also feel valued themselves. Relatively, Brannick (2001) found out that people are costly, and justifiably so. People are the most important drivers of a company's performance. Therefore, by

retaining great employees, you also retain such intangibles as the capacity for innovation, the source of productivity improvements, and the basis for customer satisfaction.

Furthermore, employees are more likely to stay and work for the successful achievement of organizational goals when appropriate employee retention strategies are adopted and implemented by organizations (Amadasu, 2003; Taplin, Winterton, Winterton, 2003; Gbervbie, 2008). Supporting this view, Gomez-Mejia and Balkin, (1992); Heneman and Judge, (2003) have shown that appropriate employee retention strategies such as job satisfaction, performance pay, training and career development are factors that enhance performance (Okoh, 1998; Griffeth et al., 2000).

In related development, Zareen and Razzak (2013) found out that psychological perception of employees has a considerable moderating effect on retention plan. In addition, employee participation, performance appraisal, training and development opportunities and remuneration have relationship between employee retention with employee performance.

Organizations need to have in place effective retention strategies so as to ensure the best employees are retained. Having effective retention strategies requires the human resource manager to have an ongoing diagnosis of the nature and causes of turnover. By having a better handle of way the employees are leaving the organization, effective retention strategies can be adopted and will reduced turnover (James and Mathew 2012). Therefore, Employee retention can be enhanced by taking the time to create a retention strategy for the organization and placing it in the policies. Having a good relation with the employees and creating a feeling of security that in return brings commitment and loyalty to the firm, is one way of retaining employees in the organization.

Another way of retaining employees in the organization is by recruiting the right employees. Meaning that, Human Resource Manager will have in mind the kind of employees that will fit into the organization. This is to ensure that the right staff are recruited from the beginning and their goals match with the firm's goal. In addition, paying employees high wages in relation to their job will enable them to remain in the firm and avoid searching for job elsewhere. Furthermore, giving bonus such as stock to employees who have improved their performance and increase profitability will make them own part of the organization. This will result to them being more loyal and committed to the firm (Heneman and Judge, 2003).

In addition, having self-managed team with experience and autonomy makes employees solve problems and become committed to the organization. In this regard, self-managed team reduces turnover as employees are challenged to make decisions for the organization (Taplin and Winterton, 2007). Moreover, having training and development programme which will increase employee's skill and knowledge will also in turn make employees to be committed to the organisation. Promotion policy which provides a sense of fairness in the company would enhance performance of employees. Therefore, managers should establish an effective policies and ways of communication that will result in employee retention in the organization (Taplin, and Winterton, 2007). Furthermore, in organization where there is no career growth, employees tend to leave and work elsewhere. Therefore, having in place promotion opportunities is essential in retaining staff as they are looking in advancing their career goals. Providing employees with career paths and steps on how they can reach their goals and achieve them will ensure that they stay in the organization and be loyal (Rawat, 2013).

Kaliprasad (2006) found that capable employees are in short supply, which accounts for fierce competition between organizations to attract and retain skilled resource persons. Furthermore, most strategies used to retain capable people in South Africa and Singapore were centred on creating a stimulating and challenging work environment and participative management style. In addition, component crucial to ensure that organization retains its critical employees in China include career planning and development, employee performance management, training and development, transfer and promotion, and compensation and benefit programmes (Kaliprasad, 2006).

In their view, Kennedy and Daim (2010) stated that although most companies understand the advantage in training most valuable employees, but should realize that those employees do not solely comprised of top performers. It may include average performers. Therefore, low performers should not be disregarded. Consequently, location of company and its compensation package were the most common retention strategies remaining with companies (Ramlall, 2003). However, compensation and lack of challenge and opportunity to grow were the most common strategies in contemplating leaving the organization.

Hafiza, Shas, Jamsheed and Zaman (2011) argue that an effective retention plan should consist of extrinsic and intrinsic rewards. Intrinsic rewards include performance appraisals, employee participation in decision making, training and development. Extrinsic rewards include increase in salary, fringe benefits, bonuses, commissions, promotion and in general, remuneration. Reward systems are the factors that affect individual employee performance. Therefore, level of commitment of employee is based on the system of rewards and recognition applied in the organization (Andrew, 2007).

Das and Baruah (2013) recognized that human resources are complex and very difficult to understand. They are assets that make as well as break the organization. Hence, retaining them will help in long-term growth of the organization and will also add to their goodwill. Furthermore, their study shows various factors for employee retention strategies which include compensation, reward and recognition, promotion and opportunity to grow, participation in decision making, work-life balance, work environment, training and development, leadership and job security.

## **2.3 Employee Retention Strategies**

The objective of this study is to examine some factors that make employees remain with organization. These factors include job climate, culture of the organization, personal feelings of employees about their jobs and economic climate (good or bad) of the nation.

### **2.3.1 Job Climate and Employee Retention**

One of the objectives of this study was to examine job climate as one of the reasons for employee retention. Job related issues such as job design and work team, leadership, participation in decision making, challenging, interesting and meaningful work, salary and condition of work, training and development, recognition of work and service leave benefits and job security determine the will of employees to stay with organization.

Employees in an organization get benefited by work environment that provides sense of belonging (Miller, Erickson and Yust, 2001). Supporting this view, Well and Thelen (2002) stated that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them with an appropriate level of privacy and sound control on work environment which enhances performance and commitment to the organization. Ramlall (2003) indicated the need for recognizing individual needs of an employee in the organization to

provide a suitable work environment that will in the long-run encourage commitment to the organization. However, Mazanai and Hlanganipai (2014) found that employees are content with the challenge they get from their work. Therefore, providing challenging work is very important in retaining workers.

### **2.3.1.1 Job Design and Work Teams**

In recent times, workers stay with a company for reasons other than just good pay, benefits and other sundry perks. Intrinsic rewards are just as important as material rewards. Meaning that, workers value their jobs not only when they are well compensated, but often because doing the job is in itself a rewarding experience. In other words, it is fulfilling, challenging, interesting, and stimulating. Along this line of thinking, much of the contemporary Human Resource literature reflects a growing interest in practices that enhance such intrinsic rewards. A good part of this interest reward has focused on business practices that hand over a certain degree of autonomy and managerial responsibility to workers themselves.

Furthermore, practices such as autonomous or semi-autonomous work teams, self-scheduling, and job rotation can not only improve retention, but also have also improve a number of other important indicators such as productivity, accidents and injuries and product quality.

Lockwood (2006) found a positive result about the retention benefits of high-involvement work environments. Mobley, Griffeth, Hand, & Meglino (1979) made it clear that giving employees freedom to control their work is a major ‘best practice’ in retention, while Aquino, Griffeth, Allen, Hom (1997) found that the highest turnover rates are those in which the corporate culture is one of domination, autocracy and inflexibility. In addition, intrinsic rewards of a challenging job, including good relations with co-workers, meaningful work, team-based activity, and a degree of autonomy often guide workers’ decisions to stay with their employer.

Furthermore, Lockwood (2006) pointed out that the benefits of greater autonomy through teamwork go beyond simply retention. One’s goals in promoting teamwork is to use joint knowledge and skills of teams to solve problems, encourage cooperation among employees, increase productivity by sharing the work load, motivate teams to achieve the goals of the business, and increase job satisfaction for employees.

Moreover, most commentators are quick to point out that if the intention behind implementing work teams is to allow a greater degree of flexibility and autonomy in making decisions, then work teams must also take on a corresponding measure of responsibility and accountability for the work they do. For example, teams must be willing to have their efforts measured and evaluated as part of their taking responsibility for success. Each member of the team must also recognize that he/she has specific responsibilities to the other members of the team. This will measure individual internal accountability for results. Similarly, if autonomous teamwork is valuable to a company, the company may be well advised to reward and recognize behaviour that generates positive results through autonomous teamwork. From the point of view of retention, the concept of autonomous work team is one among a number of practices that contribute to job enrichment (Lockwood, 2006).

In view of the above, a company distinguishes itself from its competitors by valuing its teamwork or because its employees are empowered to make contribution to the company's success. Therefore, teamwork and other forms of job enrichment are appropriate to certain types of workplaces and not to others.

#### **2.3.1.2 Leadership**

Perception of an employee regarding his/her organisation is strongly influenced by his/her relationship with the supervisor. McNeese-Smith (1995) showed that there is significant positive relationship between productivity, work satisfaction and organizational commitment of staff. Brunetto and Farr-Wharton (2002) argue that supervision of the immediate manager increases the level of job satisfaction and retention in the public sector employees. In conclusion, Fang, Chang, and Chen (2009) stated that leadership style can affect organizational commitment positively. Equally, work satisfaction can affect organizational commitment and work performance positively.

#### **2.3.1.3 Participation in Decision Making**

Globalization and internationalization has made Firms to move towards highly decentralized structure with greater flexibility and delegation of authorities and responsibilities (Zareem and Razzaq, 2013). Team culture and participatory decision making is emerging in the organisations around the world. To stimulate employees to productivity, the team structure and participatory



decision making makes them happier at their workplaces. Employees working in the teams where they like each other tends to reduce turnover. This is because in teams employees feel more empowered, involved and free to take decisions. Such employees consider organisational goals as their own goals and strive to achieve them. They become highly loyal to the organisation and take work as part of their lives and tasks as their ethical responsibilities (Zareen, Razzaq and Mujtaba, 2013).

Supporting the above view, Hewitt (2002) found out that modern businesses always keep its employees informed about all the important affairs of its business. Businesses also involve employees in decision-making at all levels so as to make use of their talents. In addition, Noah (2008) concluded that employee involvement in decision-making helps in creating sense of belonging among them. This helps in creating good friendly working environment and contributes in building good employer-employee relationship.

#### **2.3.1.4 Compensation**

This is payment received for services or employment. It includes the base salary and any bonuses or other economic benefits that an employee receives during employment. In addition, Zareen and Razzaq, (2013) stated that remuneration is the total compensation employees receive from their organisation for the services rendered to their employer. Typically, it consists of monetary rewards referred to as wages, salaries, commission, bonuses and other fringe benefits.

Furthermore, Davies, Taylor and Savery (2001) proved that compensation to top workers is given by every organisation, but very few organisations use it strategically. In their view, salary and benefits policies are not being used strategically within the organisation to improve morale, reduce turnover, and achieve targets. In addition, Gardner, Van dyne and Pierce (2004) stated that pay is considered as a motivator as well as employee retention technique. Milkovich and Newman (2004) clearly stated that among all types of reward, monetary pay is considered one of the most significant factors in retention.

Compensation is a critical component of organizational strategy. It motivates employee's effort, attracting and retaining high ability employees and influence firm performance. It is the largest single cost for an average organization (Gerhat, Ryhnes, and Fulmer, 2009). Employees' wages account for 60 - 95 percent of average company cost excluding physical cost of goods sold (Bureau

of Labour Statistic, 2009). Moncraz, Zhao and kay (2009) concluded that although compensation was not one of the top factors influencing non-management turnover, but can act as a critical factor in reducing managerial turnover and increasing commitment.

#### **2.3.1.5 Training and Career Development**

Technology is rapidly changing mode of operation of organisations such that no one can survive without its application. Organisations are installing latest technologies (hardware and software) to increase performance and remain competitive in the global market (Zareem and Razzaq, 2013). Therefore, employees need to improve their skills, competencies and capabilities through training programmes held by their organisations. This will motivate employees because organisation is giving them opportunity to continue learning so as to acquire more skills. It is clear that factors that influence the capacity of an employee to become competitive are skills, intrinsic abilities and level of motivation. Moreover, Barden (1997) and Stewart and Waddell (2003) noted that the concept of training came from changes gained by learning, although change is necessary for human development. In addition, organisations which are lacking in training suffer in quality issues and tend to be restricted in terms of change.

Training and development is one of the most important areas organisations need to invest on employees. Organisations always invest in the form of training and development on those workers whom they expect to return and give output on its investment (Messmer, 2000). Tomlinson (2002) found out that organisations can keep leading edge having their employees well trained in the latest technology. Similarly, Garg and Rostagi (2006) stated that in today's competitive environment, feedback from employees is very essential for organisations and the more knowledge the employees acquire, the more he/she will perform. Handy (2008) concluded that proper innovation and integration of new knowledge is essential for survival in any work environment. As such, knowledge is one of the most essential assets of any organisation. Since learning and development opportunities appear crucial for the retention of talented employees, organisations must establish a supportive learning and working climate. Learning and development are used to further develop strengths and talents of employees to encourage them to stay with the organisation.

### **2.3.1.6 Promotion and Opportunity for Growth**

Research by Mayer, Topolnytsky, Krajewski and Gellatly (2003) explained that internal career development of employees is often the best predictor of an employee's effective commitment to the organisation. Prince (2005) argued that talented employees are required for enhance performance and employees want career growth opportunities to develop and rise in their career ladder. Such plans include advancement plans, internal promotion and accurate career preview at the time of hiring. Eyster, Johnson and Toder (2008) made it clear that job flexibility along with lucrative career and life options, is a critical incentive for all employees.

### **2.3.1.6 Reward and Recognition**

According to walker (2001) recognition from bosses, team members, co-workers and customers enhance loyalty. Furthermore, Watson Wyatt consulting (2001) found that recognition is important for workers and they want to hear that their work is recognised and appreciated. Supporting this view, Silbert (2005) made it clear that reward is important because it has positive impression on employees which, in turn, gives the employees an confidence that they are valued in the organisation.

However, Staw (1980) argues that reward systems ought to be a significant sphere of innovation for employers. The increasing diversity of the workforce suggests the need for more creative approaches to tailor the right rewards to the right people. It would, however, be impossible to list all the various types of recognition and rewards that companies actually give their workers. Nevertheless, it is clear that reward and recognition, as part of comprehensive effort at keeping workers or adopting good workplace practices, can contribute to increased retention. The category of reward and recognition is in some ways a catch-all phrase as it includes a diverse range of formal and informal, financial and non-financial, incentives given to individual employees, groups of employees or to an entire staff. They come in all shapes and sizes: small employee of the month awards (for example, gift certificates, recognition plaques, etc), company-sponsored sports teams, company parties, prizes, clothing, etc. They are often incorporated into a company's overall Human Resource policy, but are just as often awarded as the need arises and at the discretion of middle-level managers or team supervisors.

In general, to function properly, rewards must be well justified, everyone must have a fair chance at getting one, and that reward must be something that the recipient employee values. Everyone who keeps the company productive deserves a fair share of awards, honours or other motivational treats that the company hands out. Morale will plummet if employees see the employer as arbitrary, unfair or playing favourites (Staw, 1980).

Hunter & Hunter (1984) stated that 'what get rewarded gets done. They emphasized the principle must be connected to the organization's core culture. In addition, Staw (1980) found out that recognition and rewards are strongly tied to the 'culture' of a particular workplace. They support that culture, and are consistent with the culture whether or not the culture is something consciously managed or iterated by the company. Rewards must, in other words, fit in with people's perception of their employer and their workplace. In workplaces where labour-management relations are strained or where workers are distrustful of management's intentions, people will often react with skepticism when rewards are suddenly introduced. In this regard, Dibble (1999) include money incentives as part of rewards, but points out that money is not always an appropriate reward because she found that most employees left their previous job because they did not feel valued or appreciated. In her view, showing appreciation is not related to money, flexible work hours or career opportunities. It is more personal.

Collins (2007) noted that some employees incentives designed to motivate may actually demotivate if they seem to be unfair or too difficult to obtain. Also, incentives can sometimes cause unhealthy competition among employees and either force employees to cut corners or sabotage their colleagues. Incentive programmes should be well thought out before implementation and used with care. Finally, having included reward and recognition in his list of high-retention practices, Collins (2007) also argued that incentives and rewards can turn out to be counter-productive because several companies that relied heavily on incentives tends to give employees opportunity to ask, "What's in this for me?" They have robbed their employees of the intrinsic motivation of pride and self-respect. A dangerous malady that is very difficult to change. Too many gimmicks and too much extrinsic motivation will eventually harm their creativity and initiative.

However, Hom & Griffeth (1995) cautions that if used incorrectly, rewards, recognition, praise, and bonuses can be manipulative and may amount to little more than a bribe for behaviour. In many instances, these behaviourist techniques create an effect opposite from that intended. It is true that rewards can undermine intrinsic motivation. It is unfortunate to see companies wipe out initiative and turn their employees into Pavlov's dog sitting ready for the next bone thrown their way. Hom (1995) concludes by stressing that goal-setting and training ought to have a greater impact on productivity than rewards and recognition.

### **2.3.1.7 Job Security**

Researchers such as Asford, Lee, and Bobko (1989); Davy, Kinicki and Scheck (1991) found out that job dissatisfaction is the outcome of insecurity among employees. Furthermore, Rosenblatt and Ruvio (1996) concluded that job performance and organisational commitments are negatively correlated with job insecurity.

### **2.3.1.8 Phased-in Retirements**

Phased-in retirement is any arrangement that enables employees approaching normal retirement age to reduce their work hours and job responsibilities for the purpose of gradually easing into full retirement (Staw 1980). In addition to being a useful retention tool, Staw, (1980) made it clear that phased-in retirements can be effective knowledge transfer tools, particularly for companies concerned about waves of workers retiring in a short period of time. Phased-in retirements can allow for increased lead time in bringing in new recruits, while temporarily retaining the knowledge of a company's most experienced workers.

In a phased retirement, an employee transits from full-time work to retirement by continuing to work on a limited basis (part-time or seasonal) and receiving some amount of his or her pension benefit. With respect to employers, phased-in retirement can be beneficial in that it may help retain trained personnel (Staw, 1980).

### **2.3.1.9 Psychological Perception**

Zareen, Razzaq and Mujtaba, (2013) noted that psychological perception is the attitude and behaviour of the employee towards likeness for compensation to retain them. In addition, satisfaction describes how employees feel for some task, person, event or object. It has been

observed that when employees are asked about the features of their workplace to give feedback, for example, pay, promotion, supervision and environmental etc, the most chosen aspect is work itself. This shows that some employees can be retain by job related task. On the other hand, intrinsic and extrinsic rewards satisfies and motivate employees and helps in retaining them within the firm and results in optimum performance. Hafiza et al (2011) stated that an effective reward system can retain employees, but ineffective reward system leads to higher turnover. Effectiveness and ineffectiveness of reward system can only be determined by the psychological perception of the employee because it is only employees that can decide whether he is happy, satisfied or motivated and willing to say with the organisation. Conclusively, Rizwan, Khan and Fawad (2011) stated that job becomes interested to employees, and they put all their physical, emotional and cognitive efforts with high level of motivation to work whole heartedly, when properly rewarded.

However, according to OI Partners (2013), employees make career-related resolutions much more often than bosses if more managers resolved to develop their employees' leadership skills fewer workers would be determining to find new jobs each year.

### **2.3.2 Organizational Culture and Employee Retention**

Robbins and Coulter (2008) describe organisational culture as a set of shared beliefs between members of an organisation who are operating as a group. The way in which these values shape employees' perceptions of the issues and demands that they encounter on a daily basis underpins their behaviour and outlook (Scott-Finlay and Estabrooks, 2006). Also Watson Clarke, Swallow and Foster (2005) pointed out that the core value of an organisation are linked to the way in which employees act within their organisational unit, and can have a heavy influence on the possibility of internal conflict.

Furthermore, Kerr and Slocum (2005) argue that the culture and core values present within an organisation can have a direct influence on employee retention. An organisation's values are at the heart of many activities that take place within their value chain, especially human resources activities such as employee selection, retention, training and development, and compensation system. Different strategies within these policies can profoundly affect the way in which employees react to work challenges, and their levels of commitment to the organisation as a whole.

According to Schein (1985) organisational culture can exist on at least three different levels: surface artifacts, shared values and underlying assumptions. Like an iceberg, only a small portion of an organisation's culture is actually visible. That is to say the artifact of culture which includes, among other things, dress code, status symbols, physical layout and manners of interacting. Lying just below the surface are the core values shared by members of the organisation. These values guide policy and practice and are therefore reflected in the 'way things are done' in the organisation. Although often invisible, they might rise above the surface in discussion about what the organisation is all about or where it is doing. Indeed, values might become quite explicit as corporate executives attempt to develop and articulate the organisation's mission and vision.

At the very deepest level of culture are the underlying assumptions. These assumptions begin as values, but over time, become so well ingrained that they become givens-firm beliefs about the way things are. An example might be the assumption that people in this organisation 'are like family'. Others might include beliefs about the equality of the races, and the importance of maintaining tradition. These underlying assumptions guide decisions about how the organisation is structured, the appropriate strategy for attaining competitive advantage, the right way to select and manage people, and the importance of meeting the needs of the various stakeholders (stakeholders, employees, customers). Paradoxically, as influential as these assumptions are, they are often difficult to identify and articulate (Schein, 1985).

Moreover, Nasir and Sabir (2012) describe organisational culture as psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organisation. It is the specific collection of values and norms that are shared by people and group in an organisation and that control the way they interact with each other and with stakeholders outside the organisation. By extension, organisational values are beliefs and ideas about what kind of goals members of an organisation should pursue and ideas about the appropriate kinds or standard of behaviour organisational members should use to achieve these goals.

Spencer (1986) found that many employees do not remain in the organisation due to lack of voice mechanism. However, it does not mean that union representation solved this problem. It purely depends upon organisational culture just like factors which effect employee retention, supervisory problems, task problems, co-worker problems, pay problems and promotion problems. Furthermore, Sheridan (1992) investigated whether particular cultural values help or hinder

organisations in retaining their most productive employee and found that sometimes employees leave organisations due to organisation's value like gender and marital status. Therefore, performance of employees and their retention relates significantly with organisational culture.

The variation in annual retention rate across organisations was related to local labour market condition and demographic characteristics of employees, but that organisation culture variable had very weak relationships with retention rates (Terborg & Lee 1984). Similarly, Peter and Sheridan (1988); and Barkman, Sheridan, and Peters (1992) indicated that new employees' job performance was significantly related to their retention rates. The difference in the retention rate of strong and weak performers varied widely across organisations, but no human resource management moderating variable were identified. Moreover, variation in employee retention across organisations may be related to the organisational culture values. Organisation's culture values influence its human resource strategies, including selection and placement policies, promotion and development procedures, and reward systems. Different strategies result in psychological climates that foster varying levels of commitment and retention among employees working in different organisations (Kerr and Slocum, 1987; and Kopelman, 1990).

Furthermore, Kerr and Slocum (1987) suggested that organisational culture values may moderate differences in the retention rates of strong and weak performers. This is because some organisations have cultures that emphasize values of teamwork, security, and respect for individual members. These values foster loyalty and long-term commitment to the organisations among all employees, regardless of their job performance. Other organisations have cultures that emphasize personal initiative and individual rewards for accomplishing specific work objectives. These values foster an entrepreneurial norm whereby the organisation does not offer long-term security and the employees do not promise loyalty. They suggested that weak performers would soon leave such a culture, and strong performers would stay in order to exploit the organisation until better rewards could be gotten elsewhere.

In this connection, organisational culture is increasingly being touted as an important selling feature as companies attempt to attract and retain employees. Employers are being advised to evaluate their cultures and, where necessary, change them to increase their attractiveness to employees. To determine whether culture change is 'worth the effort', organisations need to know whether culture have an influence on employees' willingness to continue working for the



organisation. Secondly, is there 'one best' culture or are different cultures likely to be attractive to different kind of people and finally, are some cultures more conducive than others to the retention of high performance (Kerr and Slocum 1987)?

The question of whether culture is related to employee retention has been addressed in different ways. Some researchers took a holistic approach and considered the impact of the overall culture on an organisation's ability to retain its employees. McDonald (1993) found that the more similar the value profile of an organisation was to the individual's personal value profile, the more committed that employee was to the organisation, and the less likely it was that he/she would plan to seek employment elsewhere. In addition, O'Reilly, Chatman and Caldwell (1991) found that employees are more committed and less likely to leave when they described their organisation's culture as similar to what they considered to be their ideal culture.

In contrast to above views, Finegan (1995) examined the impact of specific cultural values on commitment and retention and found out that commitment was greater among employees who thought that the organisation considered relationship-oriented (courtesy, consideration, co-operation, fairness, forgiveness, moral integrity) and change-oriented (development, initiative, creativity, openness) values to be important. Nevertheless, commitment was lower among those who thought that status quo values (obedience, cautiousness, formality) were important. The perceived importance of task-oriented values (logic, economy, experimentation, diligence) was unrelated to commitment. However, Sheridan (1992) found that entry-level accountants hired into firms emphasizing interpersonal relationship values (respect for people, team orientation) stayed 14 months longer (45 months compared to 31 months) than those hired by firms that emphasized work task values (outcome, aggressiveness). This shows that culture does matter in organisations. Meaning that, employee commitment and retention is related to the perceived organisational values.

The question of whether there is one culture that organisations should strive for if they want to keep employees, or will different individuals prefer different culture has no empirical evidence to suggest that there is a single ideal culture profile. However, there is evidence that some specific cultural values have a fairly universal appeal as pointed out above by Finegan (1995), and Sheridan (1992) that employees are more committed when they perceive the company to have strong relationship-oriented values, and emphasize interpretational relationships. Therefore, if there are

cultural values that are ‘universally’ linked to commitment and retention of employees in organisations, they appear to be values that contribute to fair and humane treatment of people, change-oriented values, hierarchical values and task-oriented values. Similarly, Quinn (1988) has argued that the best organisational culture is one that balances the major value groups.

Supporting the above view, Koberg and Chushmir (1987) believed that the link between culture and employees’ intentions to leave the organisation was influenced by employees’ personality. Individuals who had a strong achievement orientation prefer organisations that value innovation, whereas highly social individuals preferred a supportive culture, and those who enjoy being in position of power preferred a hierarchical organisation. In summary, the question, whether there is one best culture for attracting and retaining employees, appears to be ‘it depends’. This is a window for further research.

At this juncture, the question as to whether some cultures are more conducive than others to the retention of high performers has been argued that the culture that appeals to strong performers might be different from that which appeals to weak performers. A culture that promotes strong relationship values appears to increase the retention of both strong and weak employees. That is, it reduces both dysfunctional and functional turnover (Sheridan, 1992).

Conclusively, culture is an important factor in influencing employees’ commitment to the organisation and their willingness to remain and work toward organisational goals. Employees will be particularly attracted to organisations with values that are congruent with own, or that match what they consider to be ideal organisational value. As such, the values an organisation should promote in building a culture will depend on the kind of employees it hopes to attract and retain, as well as on its overall business strategy.

#### **2.3.2.1 Workplace Culture and Commitment**

March, & Simon, (1958) made it clear that there is increasingly the need to ensure retention of employees by nurturing affective commitment, or, simply put, an employee’s desire to remain a member of a particular organization for motives beyond compensation or obligation. A ‘culture of commitment’ is more than just the sum of particular Human Resource policies or retention initiatives. It is related to overall organizational culture, in other words, not just particular programs, but rather how such programs fall into a company’s overall values, how it communicates

with its employees about those values, and how employees perceive their own role within the company and the value that the company attaches to their individual contribution (Hunter & Hunter, 1984). Because workplace culture depends a lot on how individual perceptions and feelings hold together, it can of course be difficult to say exactly what decisively makes up a particular company's culture.

Collins (2007) found out that people stay with their employers if the culture of commitment is strong. Beyond this, however, it is also clear that people are more likely to stay if the perceived workplace culture is a good "fit" with the individual's own interests, orientation and attitudes (DiPietro, & Milman, 2004). Indeed, Zhao, Wayne, Glibkowski, & Bravo (2007) suggested that while compensation, personal and professional development opportunities, and other incentives are important in attracting people and keeping them happy, their decision to stay with the company depends vitally on how well they fit in to the company's way of doing business. How the company treats its employees, what it expects of them, and how people relate to one another in the workplace.

### **2.3.3 Personal Life and Employee Retention**

The following features are related to personal life and employee retention:

#### **2.3.3.1 Work-life Balance**

Work-life balance programmes cover a variety of interventions, and include such practices as dependent care leave, childcare subsidies, eldercare programmes, counselling and referral, and flexible working hours (Muchinsky, 1977). As the list suggests, the concept of "work-life balance" recognizes that employees have important family and extraprofessional obligations that compete with their professional commitments. The benefits grouped under this concept allow people to strike a more meaningful and potentially less stressful balance between obligations at the workplace and obligations at home.

Lockwood (2006) note that the 1990s saw an intensification of work-life conflicts for many workers. Jobs have become more stressful and less satisfying, and employees generally exhibit less commitment to their employers and higher absence rates from work. In addition, high levels

of role overload and work-to-family interference plays a significant role in frustrating recruitment and retention in organisations.

However, in recent years, change in culture has reorganise the way people are choosing to live their lives, and organize their careers accordingly (Harris and Brannick, 1999). In this regard, Dibble (1999) found out that change and flexibility in work hours was the third most frequently mentioned reason why employees remain with their current employer. In addition, Ashby and Pell (2001) reported that most workers wanted a job with flexible hours that would allowed them to take care of personal concerns, while a substantial number of survey group cited similar reasons for their preference for working at home.

Similarly, Business Group (2001) argued that the amount of salary and number of work hours workers are willing to give up to achieve a work/life balance has doubled. Whether or not we are in the midst of a cultural shift, many employers have begun to respond to such demands by implementing work-life balance initiatives in their workplace. They have done so out of a conviction that providing such benefits can substantially enhance productivity, revenues, and employee retention and commitment (Withers, 2001).

In this connection, Work and Well-Being (2000) stated that the key to success in this area appears to be a good channel of communications and a workplace culture in which employees feel comfortable in asking for time off to deal with pressing family matters. Employers' ability to recognize that granting time off in such a manner ultimately may contribute to greater employee commitment and productivity in the long run. In addition, Duxbury and Higgins (2001) that employers' can help to create more supportive work environments by working with employees to identify and implement the types of support they need. This will better inform them about policies that may currently be available to them.

Furthermore, Australian Telework Advisory Committee (2006) found out that 70% of businesses that incorporated telework options reported a number of positive benefits, such as increased business productivity and reduce costs, improve employee flexibility and work life balance, and increased workforce participation.

Finally, Ghansah (2011) noted that organizations that function on the basis of shift work may have employees who found it particularly difficult to balance family and work obligations. Again, a certain degree of flexibility and responsiveness on the part of employers can go a long way in helping employees to resolve such conflicts and be more productive at work. Duxbury and Higgins (2001) noted a number of policies that prove to be effective in helping employees to manage work-life balance in a shift work setting. These include limiting split shifts, providing advanced notice of shift changes, permitting employees to trade shifts amongst themselves and, most importantly, consulting with employees about their work-life balance needs while planning shifts.

### **2.3.3.2 Healthy Workplace and Well-Being Programmes**

There is a growing body of evidence that workplace safety, health and wellness initiatives can make a fundamental contribution to business performance as well as improved health and well-being of individual employees. An examination of the Human Resource literature tended to support this argument although most authors did not delve into this area in any considerable amount of detail.

Healthy workplace practices take on a variety of forms, including those directed at the physical work environment (safety, ergonomics, etc.); health practices (supporting healthy lifestyles, fitness, diet, etc.); and social environment and personal resources (organizational culture, a sense of control over one's work, work-family balance, etc.). Many healthy workplace researchers have become increasingly convinced that organizations must also become more attuned to the negative consequences of workplace stress and other psycho-social factors (Lowe's, 2003). In addition, he made it clear that many workers link psycho-social factors, including interpersonal relationships, relations with supervisors and the availability of other forms of support to perception of how healthy a workplace may be. In this regard, business leaders are also becoming increasingly aware of the importance of reducing stress in the workplace (Report on Business, 2004).

However, to the extent that emotional and mental wellness is important to good retention and other indicators of business performance, companies might be well-advised to turn their attention to factors in the workplace that cause stress in the workplace. Potential remedies to poor workplace health include vacation benefits, flexible time, a good work-life balance, effective and open communications, job enrichment, etc (Lowe's, 2003).

Workplace health and wellness initiatives were seen to reduce health and safety costs, facilitate good labour management relations, and improve profitability and customer satisfaction. They were also viewed as key factors affecting employee recruitment and retention (Lowe's, 2003).

#### **2.3.3.3 Perceived Family-Supportive Work Culture**

Availability of organizational family support (family benefits and alternative schedules) and informal organizational support (work-family culture, supervisor support, and co-worker support) have been suggested as a means to increase employee retention in organisations (Gaan, 2008). In addition, employees who perceived their organization support them in integrating between work and family responsibilities will have less intention to leave the organization (Allen, 2001).

Supporting the above view, Pasewark and Viator (2006) stated that flexible work arrangement, which is part of the work-family support, seem to be effective in increasing retention. In addition, Thompson and Prottas (2005) found that informal organizational support was associated with reduced turnover intention. Recently, Yanadoria and Katob (2010) examined the effects of work-family support at the workplace in Japanese firms and found statistically significant associations between work-family support and female employee turnover in Japan. Ahmad and Omar (2010) concluded that an employee who perceives that there exists family-support culture in an organization, characterized by high responsiveness to work-family issues, seems to be more likely to remain in that organization and have a greater sense of affective commitment to the organization.

#### **2.3.3.4 Age Fit and Workforce**

Age composition of employees in establishments changes significantly from year to year. The impact of the age structure on establishment's productivity is at the centre of a lively scientific management debate. At the core of this debate is the question whether the decline in for example cognitive functioning, executive or memory capability measured, muscle strength and sight documented in many medical and psychological studies leads to a measurable decline of average productivity of old employees (Skirbekk 2008; Ng and Feldman, 2008).

Kanferand Ackerman (2004) observed that two factors made establishments to retain or lay off their old employees. First, establishments might lay off old employees if they observe a decline in productivity. Second, productivity is not so much driven by peak or short period performance, but

by long period performance. In this regard, declining performance dimensions may be substituted by experiential knowledge and specific human capital or be compensated by mixed-age working teams, where members are selected according to their specific and complementary knowledge and skills.

However, Boockmann et al. (2012a) suggest that organisations should use one or several of these policies to retain older employees. These policies include mixed-age working team policy, age-specific part-time, reduced work requirements, a special subsidized part-time scheme, specific training for older employees, participation of older workers in general training, and age-specific equipment of workplaces. Therefore, in determining whether older workers stay longer with their employers if employers use one or several of the above policies, Zwick, Göbel and Fries (2013) found out that among the measures considered for older workers, only aged-mixed teams are associated with lower job exit rates of older employees.

#### **2.3.4 Economic Climate and Employee Retention**

In the current service and knowledge society, power has shifted from the organisation to employees. Therefore, employees have a growing propensity to shift from job to job due to global economic climate. In this regard, staff retention has become a major public policy in most organisations in Nigeria (Michaels, 2001). Changing market relations as a result of globalisation, and flexible labour regulations and markets, pose new challenges to Human Resource specialist. HRM must develop effective policies and procedures with a view to creating favourable conditions for employees to avoid suffering significant losses in human capital (Al-Naqbi, 2011). This challenge is complex in Nigeria because of the influence of religion and culture, where the type of work, sector of employment, and social interaction determine the social status of a person.

Changes in the world economy, the decline of manufacturing, growth of IT and service sectors have disrupted a long tradition of life-time employment in industrialised countries. They have forced changes in the relationship between companies and their employees. As such, ensuring implementation of best HRM practices and procedures which are relevant to securing employee retention requires new approaches to career development, even in developed countries. The life-long employment model required a framework of permanent rewards for workers based on seniority, loyalty, and performance (Pellegin, 1994).

Moreover, Vance and Paik (2010) observed that modern global markets pose new challenges to companies these include the need to produce flexible capital and provide the best conditions to ensure employee retention. In addition, Chew and Chan (2008) stated that the risk inherent in developing human capital without also securing retention is inevitable, so that much depends on the success of Human Resource policies. Some companies have in place strategic policies to respond to the upcoming global competition in the labour market for the most skilled employees, which include looking to the future.

In related development, Sparrow, Brewster and Harris (2004) made it clear that in this changed environment, emphasis is placed on an employee's flexibility rather than on employment security. Workers must be competitive, which can be ensured by enhancing their competence and creating an attractive portfolio. Therefore, continuous education and training become necessary prerequisites of success, with consequent effect on retention. As employees become better educated, their employment options widen (Brewster and Harris 2004).

Existing labour markets depend on constant changing demand as well as flexible wage price. To be effective in the retention of their workers, companies must ensure that employees do not wish to change their place of work for a new one. If another company offers better conditions of employment, workers with appropriate training, skills, and abilities will have few fears about changing jobs; and such moves are likely to occur when employees' market skills match available opportunities (Kirschenbaum and Mano-Negrin, 1999).

Furthermore, Hom and Kinicki (2001) pointed out that labour market variables influence employment retention. One of the most important peculiarities of the modern labour market and labour relations is the absence of significant social guarantees in the case of layoffs. This means that to be effective in the labour market, employees need the capacity to learn, train and adapt to new situations. Where such conditions are provided by the firm, they become a good precondition for retention. Schevish (1983) argues that good local labour market conditions improve organisational stability.

## **2.4 Employee Performance**

Employee performance is the standard or employee behaviour that uses performance criteria (Marcia, 2012). Employees are rated on how well they do their job compared with a set of



standards determined by the employer. Employees' performance in all organisations needs to be monitored and evaluated so as to ensure that the level of performance is not decreasing. Performance measures such as performance appraisal systems that uses balance score cards, graphic rating scale, 360 degree feedback and performance reviews can be used by the organisation to establish the reason for a drop in performance, the Human Resource Manager will be able to know what the problem is from the feedback received from performance indicators (Drake International, 2012).

Performance indicators give the Human Resource department a chance to discuss with the employees about their performance and in return the employees will be able to give their feedback. This system will allow managers to know the problem in the organisation and find a way to fix it so as to increase performance of employees. There are six (6) performance indicators; quality of work performed, quality of work produced, dependability of the employee in the organisation, teamwork and attendance of employees will assist managers in evaluating the performance of employees (Ghebregiorgis and Karsten, 2007).

#### **2.4.1 Employee Performance Measures**

One major part of performance management in any organisation is performance management. It is the formal and informal continuous process of evaluating and supporting an employee's performance in the work place. Jones, Comfort and Hillier (2006) made it clear that organisations should manage employee performance with a continuous feedback system that focuses on regular, effective communication between managers and staff to minimise bureaucracy. Method of performance measurement such as graphic rating scales, 360 degree feedback, self-assessment and management by objectives can be used to measure employee performance. These performance measures contain performance indicators that are used to evaluate employees' performance. These methods of performance management give managers a chance to discuss with the employees about their performance and in turn the employees will be able to give their feedback (Bulka and Mayhew, 2014).

Furthermore, Bulka and Mayhew (2014) stated that graphic rating scale consist of a list of job duties, performance standard and scale that is used for rating employee performance. A 360 degree feedback system consists input from everyone with knowledge of the employee's performance

such as peers, supervisor and yourself. In self-assessment, performance measurement gives employees a chance to evaluate themselves and justify their performance during the appraisal meeting. Management by objectives is a useful method in measuring the performance of employees as the objectives are set by both the employee and manager. Managers need to periodically assess the employees' performance by rating them in order to find if the targets have been met and if their performance has improved. The results from the performance measurements can determine whether the employee deserves compensation for the work they have done, if training is required or if an employee should be promoted.

Supporting the above performance measurement view, Sarmiento, Beale and Knowles (2007) stated that the method used to measure performance are essential in evaluating employee's job related strengths and weaknesses and addresses the standards set by the organisation. During the review of these measures, the manager will be able to evaluate the employees on their performance based on the performance indicators or standards set for them such as quality work, quantity of work, cooperation with other peers, absenteeism and their dependability at work. At the time of evaluation, the manager will be able to know how the employee has performed through the rating they have given for each performance standard and be able to communicate with the employee on the results for feedback. This will enable the manager to know the problem that leads to a drop in performance and how to improve it based on feedback received from the employee. The evaluation will allow the managers to establish if the employees need training, job enrichment or job enlargement. An employee who has performed credibly well based on the scores will be compensated through recognition or promotion.

## **2.5 Employee Retention Strategies and Employee Performance**

The ability of organisations to retain their employees is a signal of success and shows that the organisation is a valued place of work, but also there is positive consequence for the firm's performance and productivity (Galbreath, 2010). In addition, Ghebregiorgis and Karsten (2007) made it clear that employee performance can be measured through performance indicators such as quality of employees work, output of the employee, attendance, cooperation and dependability of the employee in the organisation.

Furthermore, retention strategies put in place by organisation leads to overall performance of the organisation. Strategies such as communication which enables employees to communicate with their supervisors and other peers ensure that the performance of the employee is high since there is cooperation. This ensures that there is teamwork and willingness to work together thus creating a work environment that is conducive for work progress (Smith and Rupp, 2004). In addition, Johnson (2004) stated that organisations that have work life balance policy will result in low absenteeism rate as the employee has the balance between work and life thus reducing stress which can affect the productivity of the employee.

Employees who have had career advancement or promotion in the organisation feel obligated to perform better in order to show that they are right people on the post and therefore perform better. Confirming this view, Moncarz, Zhao and Kay (2009) stated that the quality of work produced is high as room of margin is minimal and work is accomplished quickly and accurately.

However, advancement in technology has made it necessary for organisations to train their employees on modern technology to be able to meet up with the global workforce standard. When employees are trained, the job skills and techniques get to be learned. The technology, procedure and equipment to be used are taught thus making the employees to be highly skilled in their work. This makes the employees to work efficiently and effectively to meet the target set for them and handle a satisfactory volume of work (Smith and Rupp, 2004).

Compensation is a vital retention strategy as the employees have a need to get paid in terms of their performance level. Dependable employees who are firm in their work and get the job done on time, work well under pressure and improve their performance, leads them to being highly compensated (Smith and Rupp, 2004).

## **2.6 Employee Retention Strategies in Nigeria**

Nigeria civil service lagged behind in providing adequate incentives to retain its workforce for performance compare to what is obtainable in the private sector (Gberevbei, 2010). In addition, he recommended that Federal Civil Service (FCS) should put in place various retention strategies in form of incentives and reward. These retention strategies include payment of monthly salaries to employees; relatively good monthly salaries and allowances; provision of car, housing and furniture loan facilities; health insurance scheme; job security; regular promotion; health care

services to employees' families; maternity leave with full pay for female employees and regular training of employees. However, Nwokocha and Iheriohonma (2012) draw an insight on some of the traditional employee retention strategies currently in use by most organisations in Nigeria to include job satisfaction, training, reward strategy and supervisory support.

### **2.6.1 Job Satisfaction**

This encompasses the feeling, beliefs and thoughts about one's job. Job satisfaction consists of the feelings and attitudes one has about one's job (Riggio, 2003). It includes all aspects of a particular job, good or bad, which are likely to contribute to the development of feeling of satisfaction or dissatisfaction. Supporting the view, Kim, Leong, and Lee (2005) and Scherman, Alper, and Wolfson (2006) agreed that job satisfaction entails what employees' feel and perceive about their jobs and what their experiences on work are. In addition, Yang (2009) described job satisfaction as the agreeable emotional condition resulting from the assessment of one's job as attaining or facilitating the accomplishment of one's job value. This shows that if employees in same organisation are satisfy with their jobs, it will go a long way in enhancing their ability of creativity and performance. In this regard, employees will be willing to remain with the organisation.

### **2.6.2 Training**

This is referred to as a planned effort to facilitate the learning of job-related knowledge, skill and behaviour by employee (Noe, Holleneck, Gerhart, and wright, 2006). In addition, Wan (2007) suggests that the only strategy for organisations to radically improve workforce productivity and enhance their retention is to try to improve their workforce through comprehensive training and development. For this objective to achieved, organisations in Nigeria invest in developing its employees to update their knowledge, skills and competencies so as to match with the changing realities in work environment. High-involvement practices of employees such as autonomy, team collaboration, and training are related to reduce employee turnover and increase productivity (Batt, 2002).

According to Samuel (2008) employees in Nigeria consider training, education and development as crucial to their overall career growth and goal attainment and will be motivated to remain and build a career part in an organisation that offers them such opportunity. In supporting this view, Babakus, Yavas, Karatepe and Avci (2003) report that an organisation that provides training sends

a strong signal to its employees regarding management commitment to their retention and customer service. Furthermore, study by Bradley, Petrescu and Simmons (2004) showed that an increase in high-performance work practices is as a result of training which is resulted to a decrease in employee turnover in organisation. Meaning that, training of employees will increase their confidence to stay with the organisation. On the other hand, Steel, Griffeth, and Hom (2002) were of the view that lack of training and promotion activities were the most frequently cited reasons for high performers to leave organisations.

In Nigerian National Assembly, the National Assembly Service commission and other capacity-building institutions within and outside Nigeria periodically put together training programmes such as seminars and workshops for legislative support staff to enhance their productivity as they perform very crucial functions in the legislative process.

### **2.6.3 Reward Strategy**

Reward is something that an organisation gives to the employees in response to their contributions and performance and also something which is desired by the employees (Agarwal, 1998). This can be extrinsic or intrinsic. The extrinsic include company policies, co-workers relationship, supervisory styles, salary, work conditions and security. The intrinsic variables include achievement recognition, work itself, responsibility, advancement and growth (Bassett-Jones and Lioted, 2005). Reward can be in cash, bonuses among others.

Moreover, the purpose of reward as a retention strategy is to develop policies and practices which will attract, retain and motivate high quality people (Amstrong, 2003). Confirming this view, Taplin, Winterton (2003) stated that rewards, as provided by organisations, have positive relationship with job satisfaction and employee retention. In this regard, organisations in Nigeria are benchmarking benefit policies of competitors to attract, motivate and retain employees.

### **2.6.4 Supervisory Support**

The importance of immediate supervisor cannot be overemphasized. This is because when a supervisor provides mentoring, the relationship affects protégés skill development and intentions to remain with the employer (Atif, Kashif, Ijaz, Muhammad and Asad, 2011). Productivity of an organisation depends to a large extent on the level of improvement of the knowledge and skill of employees. However, non-supervisory mentor may increase mentees confidence by providing

access to outside organisation (Scanduraa and Williams, 2004). Research by Karasek and Theorell (1990), reveals that poor supervision not only causes the dissatisfaction of employees with their work, but also instigated turnover. Supporting this view, Keashly and Jagatic (2002) opined that poor supervision leads to dissatisfaction of employees hence the tendency for turnover. Harmon, Scott, Behson, Farias, Petzel, Neuman and Keashly (2007) argue that the control work practices which are supervision-oriented and positive significantly correlated with increased job satisfaction and lower turnover rates among the workers.

Supporting the above view, Shanock and Eisenberger(2006) founded that whenever a subordinate is properly supported by supervisor, this will generate positive outcome for both the organisation and the employee. In addition, Smith (2005) made it clear that it is also beneficial to the supervisor, because the more competent and more supportive the supervisor is, the more likely the employees and the supervisors retain their jobs. Furthermore, he maintained that supportive supervision enhances impact on both organisational commitment and job retention. This will in turn impact on productivity in both public and private organisations in Nigeria.

## **2.7 Emerging Trends in Employee Retention Strategies in Nigeria**

Changing global work-environment has altered conventional system of workforce in organisations. This has forced organisations in Nigeria to change and adapt to the changes so as to provide sustainable and attractive retention strategies for their high-performing employees. This is so because people are the critical asset of any organisation and need to be aligned with any change that will enhance performance. Hence, Nwokocha and Iheriohanma (2012) explore the emerging trends in employee retention strategies that will be sustainable, with specific focus on Nigeria. These include; establishment of strategic retention plan; employee participation in decision-making; personalized competition plan; career planning, training and development programmes; and creation of work flexibility and outsourcing strategy.

### **2.7.1 Establishment of Strategic Retention Plan**

For organisations to compete favourably in this business world that is characterised by increased global competition and tensed business area, it is imperative that management of organisations in Nigeria should design strategic retention programs that will align and integrate their choice employees into the organisation (Nwokocha and Iheriohanma 2012). This should be done by

aligning the organisation's human capital processes with its overall business strategy. This entails elevating the retention strategies to be more strategic which in turn yields indisputable business benefits and employee's satisfaction to remain with the organisation. In doing this, organisations must regularly analyse the effectiveness of these strategies, making sure that all employees data are captured and aligned. This will help increase the efficiency of the program and also serve as an early warning sign for problem areas (Nwokocha and Iheriohanma 2012).

### **2.7.2 Participatory Decision-Making Process**

The challenging trends in competitive global economic market and workplace require organisations in Nigeria to involve the participation of workers in decision-making process of the organisations. This would help organisations retain their critical employees, secure their loyalty, commitment, dedication, and ensure their security (Iheriohanma, 2008). It involves the integration of excellent employees in decision making, management and administration that will usher in industrial and organisational efficiency and harmony.

In this connection, Iheriohanma (2008) elucidated that workers' in Nigeria desire security of their jobs in their workplace. They desire affection and interaction with colleagues, they want to be recognised, assured of their work life. They want to achieve and prove their competence. These and more can be realised if they are informed, accommodated and integrated in the formulation of policies that guide their work process. The National Assembly management staff are no exception to these demands.

Nigerian workers are exposed to workplace issues like their counterpart all over the world. This is caused by advent of Information and Communication Technology (ICT) which has made the world a global village, which has led to the cross fertilization of ideas amongst workers worldwide. Participatory management is a power-sharing mechanism under which both managers and workers, in an accommodating, cooperative and complementary manner, do their jobs better. It gives workers some personal voice in the decisions that govern their workplace (Iheriohanma, 2007). Meaning that, for management staff of the National Assembly to feel valued and accommodated, they need to be involved in decision making of the organisation.

A friendly and participatory management entails initiating a more humane work environment that will appreciate the contribution of the workers in the organisation. This will encourage the

cultivation of fragile partnership and collaborative teamwork with employees that will help to stimulate a pleasant social work environment that will in turn respond expediently to employee needs and complaints.

### **2.7.3 Personalized Compensation Plan**

Money acts as a 'scorecard' which enables employees to assess the value the organisation places on them in comparison to others (Samuel, 2008). In this regard, organisations in Nigeria are required to devise suitable compensation strategies that will cover the broad spectrum of total compensation, not just basic pay and salary, but including performance-based and special recognition program to its critical employees. The pay should be equitably comparative to the ones prevailing outside and within the industry for similar jobs. In devising this personalised compensation plan for critical employees in the organisation, the plan should cover many compensation techniques like competitive salary, project bonus, superannuation and fringe benefits. By so doing, it is believed that employees would be adequately motivated and would resist the temptation of leaving the organisation (Davar, 2003). This will in turn propel the workers into better performance that will enhance legislation in Nigerian National Assembly.

### **2.7.4 Career Planning, Training and Development**

Career development is considered as one of the major factors affecting employee retention. Its importance cannot be over emphasized. Career development is a system which is organised and formalised, and it is a planned effort towards achieving a balance between the individual career needs and the organisation's workforce requirement (Nwokach and Iheriohanma, 2013).

Furthermore, Steel, Griffeth and Hom(2002); Hsu, Jiang, Klein and Tang (2003) suggested that a company that wants to strengthen its bond with its employee must invest in the training and development of these employees. Meaning that, creating opportunities for training and critical skill development would allow employees to develop their employability competitively in the internal and external labour market (Butlet and Waldrop, 2001). Supporting this view, Wan (2007) made it clear that the only strategy for organisations to radically improve workforce productivity and enhance their retention is to seek to optimise their workforce through comprehensive training and development. This shows that human resources are critical asset of the organisation. Knowledge workers are treated like asset and partners of the organisation rather than cost.



In view of the above, organisations in Nigeria, in particular the National Assembly should adopt to the changes provided by Information and Communication Technology (ICT) to improve legislation and compete in the knowledge based global economy. This is because critical Information Communication Technology-based knowledge acquisition is variable tool for socio-economic issues that challenge production and influence behaviour in the workplace (Iheriohanma, 2008). Employees consider training, education and development as crucial to their overall career growth, development and goal attainment and will be motivated to remain and built a career part in an organisation that offer them such opportunities (Samuel, 2008). It is therefore important for organisations to device programmes for career planning, training and development of human capital.

### **2.7.5 Creation of Work Flexibility and Outsourcing Strategy**

Work-life balance in an organisation simply means work flexibility. It is an efficient tool by which every employee is given an opportunity to choose time out during work hours. Amstrong (2003) stated that it is a policy that defines how the organisation intends to allow what they do at work to align with the responsibilities and interest they have outside. In the same vein, outsourcing provides organisations the challenging opportunity to give out jobs to specialist firms and contractors at little or no cost thereby creating enough time for their employees to concentrate on the jobs they have competence and comparative advantage. By applying work-life course of action and outsourcing, an organisation can enhance its ability to respond to the demands of customers for better access to services and provide the tactics for the organisations to deal with the revolutionized way in order to satisfy both employees and employers (Manfredi and Holiday, 2004).

Moreover, the application of work flexibility and outsourcing in organisations, especially complex organisations like Nigeria National Assembly, multinationals, will impact on employee retention and minimize rate of turnover, especially in this knowledge based global economy. This is because there is greater organisational commitment, harmony and improved productivity if employees are given access to work-life balance. Adoption of the above mentioned strategies will provide a roadmap for balancing the need of the critical employees and the organizations.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter establishes the procedure to be undertaken for the research methodology. It contains the following areas: research design, research framework, population of the study, sampling size and sampling technique, method of data collection, questionnaire specification, validity of instrument, data analysis technique, and source of measured variables among others.

#### **3.2 Research Design**

The purpose of the research was to investigate the effect of retention strategies on employee performance of parliamentary staff in the Nigerian National Assembly. The researcher adopted descriptive survey design. Descriptive survey ensures complete description of the situation thus ensuring there is minimum bias during the collection of data and reduce errors when interpreting the data (Boyd, 1989). In addition, Osuala (2005) made it clear that data on behavioural and attitudinal variables that describe individuals are often obtained through structured questionnaire. Moreover, he determines that sample survey was the best method available to social scientist interested in collecting original data for descriptive purposes. As such, a similar study conducted by Gberevbie (2010) used sample survey to investigate organizational retention strategies and employee performance of Zenith Bank in Nigeria. Therefore, this study adopted a sample survey through gathering primary data from respondents on the effect of retention strategies on employee performance of the Nigerian National Assembly.

Four major variables were identified for the study i.e. (job context, organizational culture, job holder's emotion, and economic climate) as independent variables while perceived employee performance is dependent variable. Perceived employee performance was studied by Salim, (2014) in ascertaining the perceive effect of retention strategies on employees performance at Imperial Bank Limited in Kenya, and was found appropriate for the study. Therefore, job context, organizational culture, job holder's emotion, and economic climate represented by  $X_1$   $X_2$   $X_3$  and  $X_4$ , was measured by the extent of the respondent's reply while perceived employee performance  $Y$ , was measured by the perceived employee performance (bill analysis, bill scrutiny, bills drafted,

motions drafted, review of memos submitted by stakeholder prior to investigative/public hearing, and drafting itinerary for oversight function).

The unit of analysis for the study is represented by individual employee of the Nigerian National Assembly. The study is a cross sectional survey, and was conducted with minor researcher's interference with units of analysis. Presentation, follow-up and retrieval of the questionnaires were done with minimal interference of the researcher. Also, neither the variables under investigation nor the work environment setting was controlled by the researcher.

Gberevbie (2008) used multiple regression and Pearson coefficient correlations to investigate staff recruitment, retention strategies and performance of selected public and private organizations in Nigeria. Azumah and Ahmad (2013) also used same method to analyze employee retention strategies in patent firm in Australia, therefore, multiple regression and Pearson correlation was used to analyze data for this research study. Gberevbei (2010) also use multiple regression and Pearson coefficient correlations to study organizational retention strategies and employee performance of Zenith Bank in Nigeria.

This was obtained by Multiple Regression equation as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + ut$$

Where;

Y = Employee performance (Dependent variable)

x<sub>1</sub> = Job context

x<sub>2</sub> = Organizational culture

x<sub>3</sub> = Job holder's emotion

x<sub>4</sub> = Economic climate

b = Slope

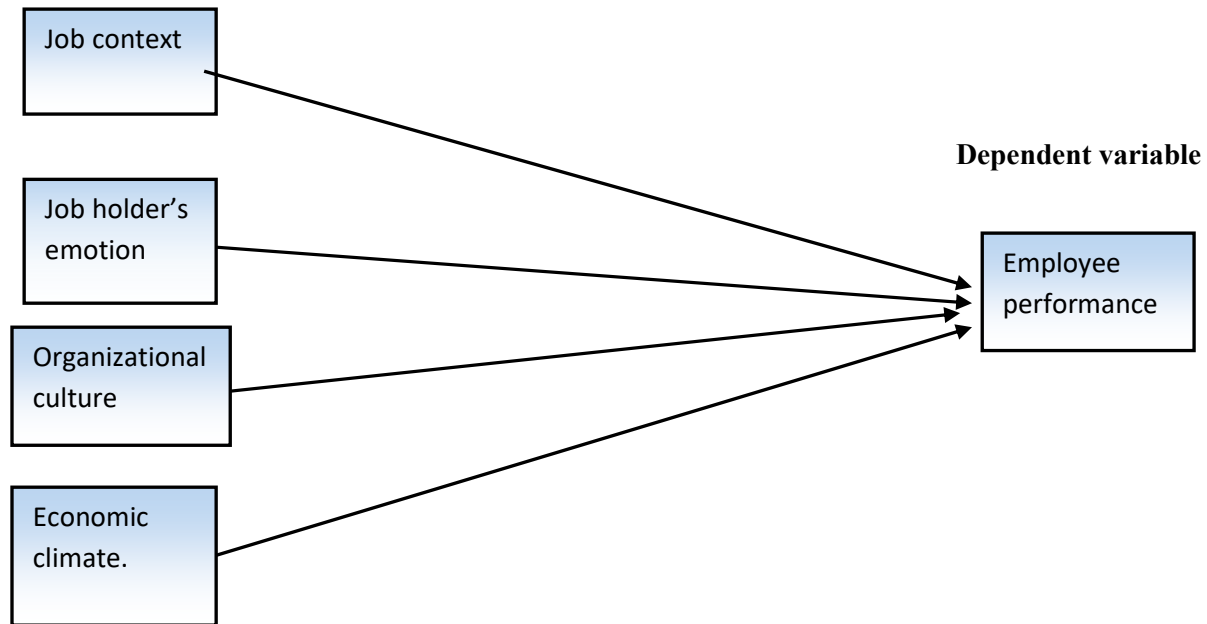
a = Intercept;      ut = Error term

### 3.3 Research Framework

Research framework shows the structure of the dependent and independent variables as it could be seen below.

**Figure 3.1: Dependent and Independent Variables of the study.**

#### Independent variables



**Adapted by the Research from Shanghvi (2015)**

### 3.4 Population of the Study

The population of the study consists of the employees of National Assembly. As at January 2014, there were 3,858 (Three Thousand Eight Hundred and Fifty Eight) employees in the National Assembly. Therefore, this research focused on the entire staff of the Nigerian National Assembly, Abuja.

### 3.5 Sample Size and Sampling Technique

One of the most important aspects of research is to obtain adequate sample of the population for the study. Although there is no single way of determining an adequate sample size, therefore, it is very important that

the choice of any method should give a sample size that reflects the variability of the population and provide a desired level of confidence in the results (Winner & Dominic 1987). Therefore, this study draws sample from employees of the National Assembly, Abuja. There are seven departments which complement the two Legislative Departments namely; the Senate and House of Representatives. Apart from Seven Administrative Departments and the two Legislative Departments, there are five other principal divisions. Employees were drawn from 9 departments and 5 principal units base on the number of staff in each of the departments. A total of three hundred and forty six (346) respondents were selected for the study.

This study used simple random sampling technique through the combination of lottery and systematic method to select questionnaire respondents among the employees of the National Assembly. Researcher can start the process of lottery method by constructing a sample frame consisting of all members of the population, each member is assigned a number, the numbers are entered separately on equal size paper. The papers are folded to equal size and placed in a basket, the basket is rotated, blind folded assistant was called upon to pick a paper from the basket one at a time. The process is repeated until the desired sample size was obtained (Agbonifoh & Yomere 1999). The justification for this technique is based on the fact that it enables every subject in the sampling frame to have equal opportunity to be selected without bias in a systematic manner (Ogbeide, 1997).

National Assembly Service Commission was consulted on the composition and population of the employees in the organization. A comprehensive list of their staff base on department was obtained. The list of the staff served as a sample frame through which a lottery procedure was applied to select the  $n^{\text{th}}$  number between 1 and 3 (Mohammed, 2013). Hence, systematic procedure was applied in selecting the desired sample size by skipping one item on the frame and picking the next item until the desired sample size was obtained.

### **3.6 Techniques for Data Collection**

Primary data was obtained by administering questionnaire on employees of the National Assembly in order to achieve the objective of this study. Gbervbie (2010) used primary data to investigate the strategies for recruitment, retention and performance of the Federal Civil Service of Nigeria. Zareen and Razzaq (2013) also used primary data to analyze the impact of employee retention on performance. Therefore, primary data is seen as appropriate for this study.

In order to generate data from the respondents, the sampled staff were served with a copy of the research questionnaire each, on which they would indicate their level of agreement and disagreement on how retention strategies (job context, organizational culture, job holder's emotion, and economic environment) have substantial effect on their performance. The study adopted five-point Likert-style rating scale method of questionnaire to obtain information from respondents. The Likert-style rating scale method of questionnaire design enables researchers to ask respondents on how strongly they agree or disagree with a statement or series of statements on a five point scale, e.g. 1 (strongly disagree), 2 (disagree), 3 (undecided), 4 (agree), and 5 (strongly agree). The questions in the questionnaire were designed in correlation with the research questions and hypotheses formulated in the first chapter of the research study.

Questionnaire was used to elicit information from respondents. The questionnaire on employee retention was constructed based on the literature and presume research on strategies to motivate employees to stay within their jobs. Egan, Yang and Bertlett (2004) investigated the effects of the learning climate within the organization and job satisfaction on employee's intentions to stay with their jobs. Hence, the instrument used for data collection is a structured questionnaire.

The questionnaire is designed in two sections, section one deals with the demographic information and section two was divided into Five parts A to E. Part A to D addressed questions on the independent variables while part E addressed questions on the dependent variable under study. The questions in the questionnaire are closed-ended designed on a five points likert scale with response format ranging from strongly disagree to strongly agree. This allows respondents to indicate their level of disagreement and agreement on how retention strategies (job context, job holder's emotion, organizational culture and economic environment) enhance performance of employees in lagislation.

### **3.7 Reliability of the Instrument**

Reliability of instrument shows the extent to which the instrument is error free (i.e. absence of bias). It indicates the stability and consistency with which the instrument measures the concept and helps assess the accuracy of the measure. In addition, it offers consistent measurement across time and various items in the instrument used.

In view of the above, to ensure stability, the instrument went through test-retest reliability. This was done through pilot testing of questionnaires. The instrument also passed through an internal consistency test which measures the degree to which items that make up the instrument measure the same underlying attribute. It measures the extent to which the items in the instrument “hang together”. In this regard, Nunnally (1978) recommends a minimum of 0.7 Chronbach alpha coefficients.

Furthermore, a Chronbach alpha of 0.6 and above is considered an effective reliability for judging a scale (Flynn, Schroeder, and Sakakibara, 1994). The generally agreed lower limit for Chronbach alpha may decrease to 0.60 in exploratory research (Hair et al., 2010). Similarly, a Chronbach alpha of 0.50 and higher is considered to be appropriate (Hulland, 1999). Therefore, the instrument for the study was tested to ensure internal consistency of the results obtained.

**Table 3.1: Summary of Reliability Analysis of Variables**

<b>Variables</b>	<b>No. of Items</b>	<b>No. of items Deleted</b>	<b>Chronbach Alpha</b>
<b>Dependent variable</b>			
Performance	4	0	0.603
<b>Independent variables</b>			
Job context	7	0	0.581
Organizational culture	6	0	0.648
Job holder's motion	5	2	0.533
Economic climate	4	0	0.590

**Source: Field Survey, 2015**

Table 3.1 above showed that chronbach alpha ranges from 0.533 to 0.648 indicating that the instrument used was reliable. It is reliable in internal consistency, meaning that the instrument can

give consistent result on the relationship between retention strategies and performance in the Nigerian national Assembly.

### **3.8 Validity of the Instrument**

According to Streiner and Noman (2008), validity of an instrument is the degree to which a measuring instrument measures what it is designed to measure. Meaning that it is the degree to which a measuring instrument measures what it is supposed to measure. However, the instrument used for the study was adopted from Rostagi (2006); Handy (2008); Zareen & Razzaq (2013); Fang, Chang & Chen (2009); and Gbervbei (2010). The main objective of this study was to determine whether the content of the instrument actually measures the independent and dependent variables. Therefore, the instrument adopted for the study was given to the researcher's supervisor for his critique on different items contained in the instrument. Some items in the instrument were deleted and some were added based on his evaluation.

### **3.9 Data Analysis Technique and Measurement of Variables**

Pearson Coefficient Correlation and Multiple Regression Analysis were used to test the hypothesis for data analysis in the study. Statistical Package for Social Sciences (SPSS) V.16 was used to effect the analysis of the data.

### **3.10 Brief Background of the Area of Study**

The highest law-making body of the Federation is the National Assembly. The Nigerian parliament (National Assembly) is a bi-cameral legislature with two (2) equal legislative powers in terms of law making. Protocol wise, we call the Senate the 'Upper' chamber, and the House of Representatives, the 'lower' chamber. Ours is a 'presidential system' of democracy as against the 'parliamentary system'.

The National Assembly of the Federal republic of Nigeria is established under section 4 of the Nigerian Constitution and comprises a 109-member Senate and a 306-member House of Representatives. The body, modeled after the congress of the United States, is meant to guarantee equal representation of the States irrespective of size in the senate and proportional representation of population in the house. The National assembly is located in the federal capital, Abuja.



“There shall be a clerk to the National Assembly and such other staff as may be prescribed by an Act of the National Assembly, and the method of appointment of the Clerk and other staff of the National Assembly shall be as prescribed by that Act” (1999 Constitution of the Federal republic of Nigeria, 1999 (as amended)). The Clerk of the national Assembly is the senior-most serving officer in the National Assembly. The office of the Clerk of the National assembly is the highest administrative office of the National assembly. He/she is the Chief accounting officer of the Assembly, and is supported by a Deputy clerk of the National Assembly. The two chambers have Clerks and are the administrative heads of the chambers. There are also deputy clerks for both chambers with retinue of clerical and other officers for the smooth running of the businesses of the respective chambers.

The National Assembly management is the overseeing authority of the National assembly. It is comprised of seven departments known as the common services Departments. The departments are Administrative/Personnel, Finance and Supplies, Legislative Budgeting and Planning, Information and Publications, Library research and Computer Services, Legal services and Estate and works. The Directors of the various departments are placed under the clerk to the National Assembly who is assisted by a Deputy. These seven departments complement the two Legislative Departments namely the Senate and House of Representatives.

Apart from Seven Administrative Departments and the two Legislative Departments, there are five other principal divisions under the direct supervision and control of the clerk to the National assembly these include the common services, the National Secretariat of Nigerian Legislatures, the Medical Services, the Internal Audit and Sergeant-At-Arms (nassnig.org, 2014). The Seven common services departments, two legislative departments and other units are manned by 1,895 staff as at January, 2015.

Sequel to the passage by the National Assembly and the subsequent assent of the National Assembly Service Commission (NASC) Act, 2014 by President Gokdluck Jonathan, the NASC, in exercise of its powers as provided in section 6 (b) (vii) of the NASC Act, 2014 has approved the establishment of five new directorates and secretaries. The directorates are Corporate Affairs; Legal Services; Procurement, Estate and Works; Finance and Accounts; and Common Service (Daily Trust Newspaper, Friday, September 19, 2014). These

directorates are headed by Directors equal to Permanent Secretaries in Federal Ministries in Nigeria.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS, AND INTERPRETATION**

#### **4.1 Introduction**

This chapter dwells on the presentation, analysis and interpretation of the analyzed data, hence the answers to the research questions raised in the first chapter of this research work as well as the hypothesis formulated earlier were all tested presented and interpreted. The chapter focus on the presentation and interpretation of the data collected from the field with a view to obtain an empirical position on the study.

#### **4.2 Characteristics of the Respondents**

A total of three hundred and eighty (380) copies of questionnaires were administered to the respondent but only three hundred and eleven (311) copies were returned out of which two hundred and seventy four (274) copies were duly completed while fifteen (15) were not properly completed. Hence the total number of duly completed and returned questionnaires is two hundred and fifty nine (259) which represent 68.1% of the sample.

The analysis showed that twenty one (21) employees representing 8.1% of the respondent are between the ages of 18 - 25 years. A total of one fifty seven (57) of the respondent which is 22% are between the age of 26 - 35 years, six eight (68) which stands for 26.3% of the respondents are between the age of 36 - 45 years, sixty eight (68) respondents representing 26.3% of the respondents are between the age of 46 - 55 years while forty five (45) respondent which is 17.4% is between the age of 56 years and above.

In view of the qualifications obtained, fifteen (15) which is 5.8% of the respondent are holders of Senior Secondary Certificate Examinations (S.S.C.E), West African Examinations Council (WAEC) and National Examinations Council (NECO). The holders of National Diploma ND, National Certificate in Education NCE and equivalent are twenty seven (27) which represent 10.4% of the respondents. Holders of Bachelor Degree and Higher National Diploma (HND) or its equivalent are one hundred and thirty five (135) which represent 52.1%. Post graduate Degree holders and other professional certificates holders and its equivalent are eighty one (81) which

represents 31.3% of the respondents. Holders of other certificates such as postgraduate diplomas are categorized as others which is 1 representing .04% of the respondent.

Furthermore, the grade levels of employees obtained showed that eighty two (82) which is 31.7% of the respondent are between grade levels 13-17. While employees between grades level 08-12 are one hundred and twenty eight (128) which represent 49.4% of the respondents. Four (4) of the respondents which represent 52.1% are between grade level 01-07.

The data collected and analyzed on marital status revealed that fifty two (52) of the respondent representing 20.1% are single, total number of one hundred and thirty four (134) of the respondent representing 51.7% of the respondent are married, forty six (46) of the respondent which is 17.8% of the respondent are divorced, while twenty seven (27) which represent 10.4% are widow.

The gender distribution for the sample indicates that one hundred and thirty (130) representing 50.2% of the sample are male while one twenty one (121) representing 46.7% are females.

The work experience distribution showed that forty (40) which represents 15.47% of the respondent have 0-5 year experience, sixty eight (68) which represent 26.3% of the respondents have 6-10 year work experience, eighty two (82) which represent 31.7% of the respondents have 11-15 years while employees with 15 years experience above are sixty eight (68) which represent 26.34% of the respondents.

#### **4.3 Analysis of Pearson Correlation Coefficients**

The correlation coefficient analysis revealed a moderate positive relationship between the job context and performance. This is indicated by the value of the coefficient which is .252. This value reveals a moderate positive relationship between the two variables identified in table 4.1. It also shows that changing the job context of staff in the National Assembly will improve performance. Statistically, the relationship is significant as p-value is 0.000.

Furthermore, the correlation coefficient analysis showed a moderate positive relationship between organizational culture and performance. This is indicated by the value of the correlation coefficient which is .367 as shown in table 4.1. This shows that when organizational culture is well designed

to accommodate individual staff value, there will be improvement in job performance. Statistically, the relationship is significant as p-value is 0.000.

Moreover, the correlation coefficient analysis for job holder's emotion revealed a moderate positive relationship with performance. This is indicated by the value of the correlation coefficient which is .334 as shown in table 4.1. This indicates that if the perception of employees about their job is positive, job performance will improve. Statistically, the relationship is significant as p-value is 0.000.

Finally, the correlation coefficient analysis for economic climate revealed a moderate positive relationship with performance. This is indicated by the value of the correlation coefficient which is .478 as shown in table 4.1. This indicates that if the perception of employees about their job is positive, job performance will improve. Statistically, the relationship is significant as p-value is 0.000.

**Table 4.1: Correlation**

		Correlations				
		PERFORMANCE	JOBCONTEXT	ORGCULTURE	JOBHOLDER	ECONCLIMATE
Pearson Correlation	PERFORMANCE	1.000	.252	.367	.334	.478
	JOBCONTEXT	.252	1.000	.214	.311	.314
	ORGCULTURE	.367	.214	1.000	.359	.348
	JOBHOLDER	.334	.311	.359	1.000	.370
	ECONCLIMATE	.478	.314	.348	.370	1.000

**Source: Field Survey, 2015**

In order to determine the extent to which hypothesis were related, the correlation coefficient in table 4.1 was conducted prior to testing the hypothesis. In addition, the correlation coefficient analysis was used to check the multicollinearity because it increases the variance of regression coefficients and threatens the validity of the regression equation. When two or more independent variables are highly correlated, the determination of important predictors becomes confused.

The value of Pearson Correlation (as shown in table 4.1 above) reveals the relationships between independent variables (employee retention strategies) and performance which is a method for

diagnosing multicollinearity (Kenedy, 1985; Allison, 1999; Meyers et al, 2006). Moreover, Tsui, Ashford, Clair, & Xin (1995) and Cooper and Shindler (2003) have made it clear that the level of correlation that constitute a serious multicollinearity problem has no definitive criterion. The general rule of thumb is that it should not exceed 0.75. Likewise, the correlation of 0.8 or higher is problematic (Kennedy, 1985; Allison, 1999; Cooper and Shindler, 2003).

#### 4.4 Multiple Regression Analysis

The coefficient for the study as revealed by the model summary table is  $R^2$  0.291. This indicates that 29.1% of the variability in employee performance (dependent variable) has been significantly explained by the independent variables under study. The result obtained implies that job context, organizational culture, job holder's motion and economic climate are good predictors of employee performance. Thus, this represents a moderate contribution made by the independent variables in explaining the variability in the dependent variable as indicated in the table 4.2.

**Table 4.2: Model Summary**

<b>Model Summary</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change	Durbin-watson
1	.540 <sup>a</sup>	.291	.280	1.98540	0.000	2.152

a. Predictors: (Constant), ECONCLIMATE, JOBCONTEXT, ORGCULTURE, JOBHOLDER

b. Dependent Variable: PERFORMANCE

**Source: Field Survey, 2015**

The ANOVA table shows that the model is statistically significant at  $\text{sig.}=0.000$ . Hence, the model is good and fit for the study.

**Table 4.3: ANOVA****ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	410.206	4	102.552	26.016	.000 <sup>a</sup>
	Residual	997.275	253	3.942		
	Total	1407.481	257			

a. Predictors: (Constant), ECONCLIMATE, JOBCONTEXT, ORGCULTURE, JOBHOLDER

b. Dependent Variable: PERFORMANCE

**Source: Field Survey, 2015**

The coefficients table also indicate that each of the independent variables under study is a significant predictors of the dependent variable as shown in the table, significance level for all the variables is sig.=0.000. The standardized coefficients Beta also indicate that economic climate and organizational culture represent the highest predictors in the relationship between the independent variables and the dependent variable. The standardized coefficient Beta value for economic climate and organizational culture is largest at 0.348 when compared with the other predictors. This implies that when all the other variables in the model are been controlled, economic climate and organizational culture will uniquely explain 0.348 of the variation in dependent variable under study.

Organizational culture is the predictor that makes the second highest contribution in explaining the variation in the dependent variable. This is because the Beta value for organizational culture is 0.190. This is to say when all other variables in the model are been controlled, organizational culture can explain 0.190 uniquely.

Job holder's emotion makes the third unique contribution in explaining the variation in the dependent variable. This is shown by the Beta value of 0.116 as indicated in the table under the standardized coefficient. It implies that job holder's motion will make a unique contribution corresponding with the Beta value of 0.116 when all the other independent variables in the model are controlled.

Job context makes the lowest contribution to the explanation of the variation in dependent variable. This is indicated by the Beta value of 0.066 therefore, if all other predictor variables are controlled for, it will make the lowest contribution in explaining the variation in the dependent variable.

#### **4.5 Discussion of Findings**

The relationship between the variables for the study has been analyzed and investigated using Pearson coefficient correlation and multiple regression analysis. Preliminary analysis was performed on the data to ensure no violation of the assumptions underlying the use of multiple regression analysis. The empirical investigation reveals a positive relationship between employee retention strategies (Independent Variables) and employee performance (the dependent variable).

The findings for the study reveals that hypothesis I, which states that there is no significant relationship between job context and employee performance was statistically rejected by the analysis where  $p \text{ value} = 0.000$  and  $r = 0.252$  which indicates that there is strong positive relationship between job context and employee performance. Therefore based on the results obtained from the regression and Pearson coefficient correlation test, there is strong empirical evidence that when jobs are adequately designed in the National Assembly, staff will be motivated to improve their jobs. Furthermore, such improvement in job context will translate into a higher performance and enhance good legislation. The analysis revealed that job context and performance move in the same direction, in essence the analysis revealed that the more the parliamentary jobs are properly designed, the more the performance of employees will improve and when employee performance is high, it will have a direct bearing on the overall organizational performance. The finding is in line with (Srivasta & Agarwal, 2014).

Test of hypothesis II, which states that there is a no significant relationship between organizational culture and employee performance was tested and the results rejected the hypothesis where  $p \text{ value} = 0.000$  and  $r = 0.367$ . This indicates that organizational culture is a significant predictor of employee performance. The relationship was indicated by the result of the correlation  $= 0.367$ , which implies that when the culture of parliamentary organization is designed to match with the individual staff value system, employee performance on the job will improve. The finding is in line with (Nathan, Mohrman & Milliman, 1991).



Test of hypothesis III, which states that there is a no significant positive relationship between job holder's emotion and employee performance, was also tested using Pearson coefficient correlation and multiple regression analysis and the results rejected the proposition. This is indicated by the results of the analysis at sig. = 0.000 and  $r = 0.334$  indicating a moderate positive relationship between job holder's motion and employee performance. Thus, the value of the coefficient correlation implies that when job holder's perception of the job is met, employee performance will also be high. The findings revealed that job holder's perception plays a vital role in influencing employee performance, the findings for the study is line with (Lagat, Mutai & Cosgey, 2014).

Test of hypothesis IV, states that there is a no positive relationship between economic climate and performance, the result of the study rejected the proposition at p value = 0.000 where  $r = 0.478$  indicating a moderate positive relationship between employee involvement and performance. Thus, according to the result of the study when economic climate of the nation is good, employees will be motivated and thereby lead to improvement in performance. Thus, finding for the study is in line with (Brown & Leigh, 1996)

In conclusion there is a significant positive relationships between employee retention strategies and high performance work practices in the Nigerian National Assembly industry as evidenced empirically in the regression and Pearson coefficient correlation analysis, the four independent variables studied and the dependent variable collectively have the  $R^2$  value or the coefficient of 0.291 indicating that 29.1% of the variation in employee performance in the Nigerian National Assembly has been significantly explained by performance job context, organizational culture, job holder's motion and economic climate.

## **CHAPTER FIVE**

### **SUMMARY CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter present the summary of the results arrived at, the conclusions drawn from the data analysis as well as recommendations generated after interpretation of the findings for further investigation.

#### **5.2 Summary**

This study was conducted in order to determine the relationship between employee retention strategies and performance in the Nigerian National Assembly. The study investigates the employee standpoint of the relationship between job context, organizational culture, job hold's perception and economic climate of parliamentary organization with a view to ascertain its perceived relationship with employee performance.

Based on the above highlighted research objectives, research questions were drawn, hypothesis formulated and data relevant to the study was collected and analyzed using Pearson coefficient correlation and multiple regression analysis. The data so collected for the study have been screened to ensure it does not violate any of the assumptions guiding the application of regression analysis and Pearson coefficient correlation and to ensure that the results of the analysis attain a desirable level of confidence. This is evident in the ANOVA table where sig. = 0.000 implying a fit between the predictors and the model used for the data analysis.

Based on the findings for the study, empirical evidence suggests that parliamentary organizations need to emphasize on retention strategies that will motivate employees to stay with the organization in order to improve and maximize employee performance. This will go a long way in reducing other work related negative consequences of labor turnover and turnover intention in parliamentary organizations.

Specifically, the Nigerian National Assembly needs to employ retention strategies to keep their critical employees for better legislation; they need to focus on valuable employee as a key determinant of performance which will in turn translate into the entire organizational performance.

Moreover, Nigerian National Assembly needs to recognize the strategic importance of retention strategies and integrate them at the organization level in order to utilize its critical employees as a source of facilitating legislation in Nigeria.

In addition, the study established a linkage between high performance work practice and employee performance based on the employee perspective. Therefore, National Assembly management should properly implement these practices so as to meet employee expectation, which will positively affect law making for peace, order and good governance of the Federal Republic of Nigeria.

### **5.3 Conclusions**

In chapter one, introductory aspect of the research covers background to the study, statement of the research problem, aim and objectives of the study, research questions, significance, scope and limitations of the study. Chapter two focuses on literature review. Chapter three examines the methodology used in data collection and analysis. Chapter four examines data analysis and interpretation of results arrived at. Finally, chapter five presents the summary of the findings, conclusion and recommendations for policy making and future research in related area.

In line with the findings presented in the preceding chapter it was established that job context, organizational culture, job holder's motion and economic climate will go a long way in improving employee productivity in the Nigerian National Assembly. The results of the data analysis revealed a moderate positive relationship between the predictors and the dependent variable. The positive correlation indicates that parliamentary organizations need to put measures in place to ensure proper implementation of the said retention strategies which will lead to a more robust and productive employee in parliamentary organizations.

### **5.4 Recommendations**

Based on the above findings and conclusions the following are recommended:

- i. The data analysis presented in previous chapter established that there exist relationship between the independent variables and a dependent variable. Particularly, the importance of job context need not be over emphasized. Therefore, it is recommended that National

Assembly should consider investment on job related matters (challenging task, salary and condition of service, opportunity to upgrade skills, career development opportunities, recognition of work done, reasonable leave benefit etc) as a key factor in retaining its critical employees.

- ii. The organizational culture should be properly designed to match with the employee's personal mission and vision, provide supportive management style, influences positive relationship between and among workers, and provide sense of security for employee. This would go a long way in encouraging critical employees to stay with the organization. This is because when employee observed his/her personal mission and vision could be met in the organization, he/she tends to be more focused and work tirelessly towards ensuring provision of timely and adequate legislation that will enhance the standard of living of the good people of Nigeria. Therefore, organizational culture is an important retention strategy that National Assembly should utilize in order to positively influence employee to remain with the organization for better legislation.
- iii. It is the expectation of employees that their job schedules match with their personal and family life, age requirement, good leave benefit, and have no negative effect on their health. Addressing these employee perceptions of his/her job will stimulate low performing employees to perform and also serve as a motivating factor to the high performing employees to maintain and possibly improve their current level of performance. Therefore, Nigerian National assembly should put in place a good perceived family support work culture, work-life-balance, and healthy workplace and well being programme. This will ensure that no staff desires to stay away from the organization.
- iv. Where the economic climate provides that National Assembly staff jobs and experiences are highly competitive in other sectors of the economy, and job experiences in National Assembly would provide parliamentary staff with opportunity in other organization, the employee may desire to leave. Therefore, National Assembly management should always analyze the economic climate in relation to employees' jobs to ensure that no economic factor encourages critical employees to leave the organization. This is because critical

employees are in charge of facilitating, handling and managing critical legislative documents and proper management of such documents leads to better legislation.

### **5.5 Suggestions for Future Research**

This research investigation was conducted using only National Assembly Abuja as one and the only highest parliamentary organization in Nigeria. The same study may be replicated by using a larger sample size, wider geographical coverage, such as State Houses of Assemblies, in order to enhance the prospect of generalization. Future studies may also use more advanced tools of analysis, such as SmartPLS, AMOS, and structural equation modeling (SEM).

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## **APPENDIX I**

### **Academic Research Questionnaire on Retention Strategies and Performance of Employees in the Nigerian National Assembly**

Dear Sir

I am a postgraduate student undergoing full time Master of Science in Management (M.Sc. Management) programme of the Bayero University, Kano. As part of requirements of the programme, I am undertaking a research on the above mentioned topic. In this regard, I wish to solicit your cooperation and help in answering the questions posed in this questionnaire. Please note that responses remain confidential and will be used for the purposes stated above.

Yours Sincerely,

Idris Dahiru

SMS/11/MMN/00004

M.Sc. Management Student,

Department of Business Administration and Entrepreneurship,

Bayero University, Kano,

Phone: 08036155671,

e-mail: [dabukat22@yahoo.com](mailto:dabukat22@yahoo.com)

The following questions concern your position and other personal information. Completion of this information is voluntary and confidentiality is assured. No individual data will be reported.

### SECTION ONE

Please tick as appropriate in the provided boxes your exact assessment of the following demographic information:

1. Kindly indicate your age group as follows:

- |                       |         |
|-----------------------|---------|
| a. 18 – 25 years      | [     ] |
| b. 26 – 35 years      | [     ] |
| c. 36 – 45 years      | [     ] |
| d. 46 – 55 years      | [     ] |
| e. 56 years and above | [     ] |

2. Which of the following represents your highest educational qualification?

- |  |         |
|--|---------|
| a. S.S.C.E, WAEC, NECO or equivalent       | [     ] |
| b. ND, NCE or equivalent                   | [     ] |
| c. BA, B.Sc., B.Ed., and HND or equivalent | [     ] |
| d. Post-graduate studies                   | [     ] |
| e. Others (please specify).....            |         |

3. Which of the following represents your grade level?

- |                                 |         |
|---------------------------------|---------|
| a. Grade Level 13 – 17          | [     ] |
| b. Grade Level 08 - 12          | [     ] |
| c. Grade Level 01 – 07          | [     ] |
| d. Others (please specify)..... |         |

3. Which of the following represents your marital status?

- |             |         |
|-------------|---------|
| a. Single   | [     ] |
| b. Married  | [     ] |
| c. Divorced | [     ] |
| d. Widow    | [     ] |



4. Gender

a. Male [      ]

b. Female [      ]

5. Which of the following represents your work experience?

a. 0 – 5 years [      ]

b. 6 – 10 years [      ]

c. 11 – 15 years [      ]

d. Above 15 years [      ]

## SECTION TWO

### PART A

The following questions ask about your perception of your job in the National Assembly. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree 1	Disagree 2	Neutral 3	Agreed 4	Strongly Agreed 5
---------------------------	---------------	--------------	-------------	-------------------------

1.	My job in NASS is challenging, interesting and meaningful	1	2	3	4	5
2.	This organization meets my expectations in terms of salary and conditions of service.	1	2	3	4	5
3.	This organization has provided me with training opportunities to upgrade my skills in the work	1	2	3	4	5
4.	National Assembly management offers other career development opportunities.	1	2	3	4	5
5.	This organization identifies and recognizes good work.	1	2	3	4	5
6.	My job status in NASS reflects my status in my community.	1	2	3	4	5

7	NASS management provides me with long service leave and benefit.	1	2	3	4	5
---	--	---	---	---	---	---

## PART B

The following questions ask about your perception on the effects of culture of NASS on your performance. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Neutral	Agreed	Strongly Agreed
1	2	3	4	5

8.	This organization is perceived as competent in legislation.	1	2	3	4	5
9.	My organization adopts supportive management style.	1	2	3	4	5
10.	This organization's culture matches with my personal vision.	1	2	3	4	5
11.	My organization influences positive relationship among workers.	1	2	3	4	5
12.	My organization provides reward for good work.	1	2	3	4	5
13.	Culture of NASS gives a sense of security about the organization.	1	2	3	4	5

## PART C

The following questions ask about your personal feelings about your job. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Neutral	Agreed	Strongly Agreed
1	2	3	4	5

14.	My job schedule in NASS matches with my personal and family commitments.	1	2	3	4	5
15.	The geographical location of NASS is convenient for me.	1	2	3	4	5
16.	My job schedule in this organization has no negative effect on my health.	1	2	3	4	5
17.	My job schedule in this organization instills confidence in marketability of my skills and experiences.	1	2	3	4	5
18.	My job is fit with my age requirements.	1	2	3	4	5

#### **PART D**

The following questions ask about your perceive effects of economic climate on your job. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree	Disagree	Neutral	Agreed	Strongly Agreed
1	2	3	4	5

19.	My job schedule in NASS is highly competitive relative to other sectors of Nigeria economy.	1	2	3	4	5
20.	Other jobs that match my experiences are readily available in other organizations.	1	2	3	4	5
21.	My job experiences and skills from NASS would provide job opportunity for me in other organization.	1	2	3	4	5
22.	My community views my job in NASS as well-paid.	1	2	3	4	5

## PART E

The following questions ask about perceived improvement on your performance on the job. Use the scales provided to indicate your level of agreement/disagreement with the statements.

Strongly Disagree 1	Disagree 2	Neutral 3	Agreed 4	Strongly Agreed 5
---------------------------	---------------	--------------	-------------	-------------------------

22.	My department is satisfied with the work I do.	1	2	3	4	5
23	My level of creativity in facilitating legislative activities has improved.	1	2	3	4	5
24.	I achieve job goals, targets and deadline set to me by my department.	1	2	3	4	5
25.	I get my work done efficiently and effectively.	1	2	3	4	5

What do you think should be done in order to improve the level of employee performance in the National Assembly?

.....  
 .....

Suggest the strategy you think is necessary for effective retention of employees of the National Assembly:

.....  
 .....

**Thank you Once Again!**

## APPENDIX II

### FREQUENCY

Statistics							
		AGE GROUP	QUALIFICATION	GRADE LEVEL	MARITAL STATUS	GENDER	WORK EXPERIENCE
N	Valid	259	259	259	259	259	259
	Missing	0	0	0	0	0	0

### FREQUENCY TABLES

AGE GROUP					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	21	8.1	8.1	8.1
	26-35	57	22.0	22.0	30.1
	36-45	68	26.3	26.3	56.4
	46-55	68	26.3	26.3	82.6
	56-ABOVE	45	17.4	17.4	100.0
	Total	259	100.0	100.0	

QUALIFICATION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	15	5.8	5.8	5.8
	DIPLOMA/NCE	27	10.4	10.4	16.2
	BSC/HND	135	52.1	52.1	68.3
	POSTGRADUATE	81	31.3	31.3	99.6
	OTHERS	1	.4	.4	100.0
	Total	259	100.0	100.0	

**GRADE LEVEL**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	GL 13-17	82	31.7	31.7	31.7
	GL 08-12	128	49.4	49.4	81.1
	GL 01-07	49	18.9	18.9	100.0
	Total	259	100.0	100.0	

**MARITAL STATUS**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	52	20.1	20.1	20.1
	MARRIED	134	51.7	51.7	71.8
	DIVORCED	46	17.8	17.8	89.6
	WIDOWED	27	10.4	10.4	100.0
	Total	259	100.0	100.0	

**GENDER**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	130	50.2	50.2	50.2
	FEMALE	121	46.7	46.7	96.9
	3.00	3	1.2	1.2	98.1
	4.00	4	1.5	1.5	99.6
	5.00	1	.4	.4	100.0
	Total	259	100.0	100.0	

# WORK EXPERIENCE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 YEARS	40	15.4	15.4	15.4
	6-10 YEARS	68	26.3	26.3	41.7
	11-15 YEARS	82	31.7	31.7	73.4
	15-ABOVE YEARS	68	26.3	26.3	99.6
	5.00	1	.4	.4	100.0
Total		259	100.0	100.0	

### APPENDIX III

## RELIABILITY ANALYSIS FOR EMPLOYEE RETENTION STRATEGIES AND PERFORMANCE

### RETENTION STRATEGIES

#### RELIABILITY TEST

##### Scale: JOBCONTEXT

###### Reliability Statistics

Cronbach's Alpha	N of Items
.581	7

##### Scale: ORGCULTURE

###### Reliability Statistics

Cronbach's Alpha	N of Items
.648	5

##### Scale: JOBHOLDERS FEELING

###### Reliability Statistics

Cronbach's Alpha	N of Items
.533	3

##### Scale: ECONOMIC CLIMATE

###### Reliability Statistics

Cronbach's Alpha	N of Items
.590	4

##### Scale: PERFORMANCE

###### Reliability Statistics

Cronbach's Alpha	N of Items
.603	4



**APPENDIX IV**

**CORRELATION MATRIX**

		<b>Correlations</b>				
		PERFORMANCE	JOBCONTEXT	ORGCULTURE	JOBHOLDER	ECONCLIMATE
Pearson	PERFORMANCE	1.000	.252	.367	.334	.478
Correlation	JOBCONTEXT	.252	1.000	.214	.311	.314
	ORGCULTURE	.367	.214	1.000	.359	.348
	JOBHOLDER	.334	.311	.359	1.000	.370
	ECONCLIMATE	.478	.314	.348	.370	1.000

**APPENDIX V**

**REGRESSION ANALYSIS OUTPUT**

<b>Model Summary</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change	Durbin-watson
1	.540 <sup>a</sup>	.291	.280	1.98540	0.000	2.152

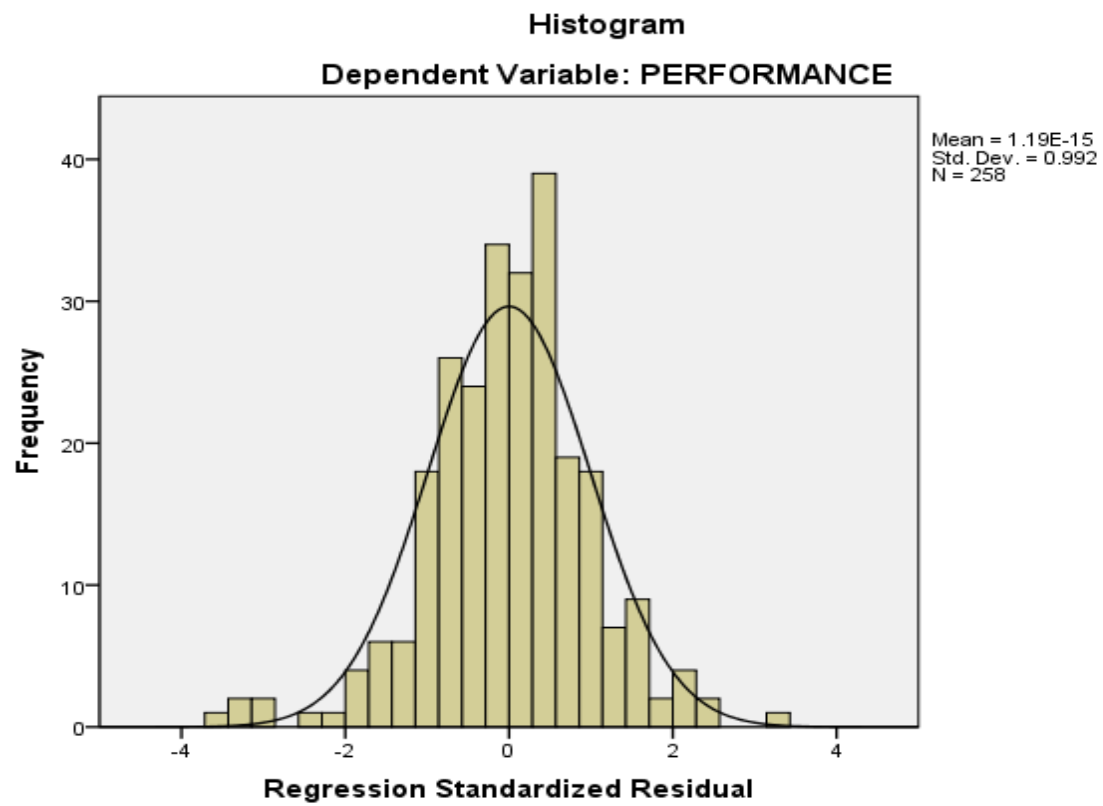
a. Predictors: (Constant), ECONCLIMATE, JOBCONTEXT, ORGCULTURE, JOBHOLDER

b. Dependent Variable: PERFORMANCE

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	410.206	4	102.552	26.016	.000 <sup>a</sup>
	Residual	997.275	253	3.942		
	Total	1407.481	257			

- a. Predictors: (Constant), ECONCLIMATE, JOBCONTEXT, ORGCULTURE, JOBHOLDER  
b. Dependent Variable: PERFORMANCE



ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	410.206	4	102.552	26.016	.000 <sup>a</sup>
	Residual	997.275	253	3.942		
	Total	1407.481	257			

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	4.825	.822		5.871	.000			
	JOBCONTEXT	.040	.035	.066	1.146	.253	.252	.072	.061
	ORGCULTURE	.133	.041	.190	3.239	.001	.367	.200	.171
	JOBHOLDER	.131	.068	.116	1.932	.054	.334	.121	.102
	ECONCLIMATE	.322	.056	.348	5.796	.000	.478	.342	.307

a. Dependent Variable: PERFORMANCE

**Normal P-P Plot of Regression Standardized Residual**  
**Dependent Variable: PERFORMANCE**

