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TALENT MANAGEMENT PRACTICES AND EMPLOYEE RETENTION IN PRIVATELY-OWNED MEDIA HOUSES IN KENYA

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Abstract

The purpose of this study was to investigate the talent management practices and employee retention in privately-owned media houses in Kenya. Kenyan Media houses are faced with the challenge of retaining staff owing to frequent retrenchments and loss of experienced staff to international media houses and government. The general objective of the study was to investigate the talent management practices and employee retention in privately-owned media houses in Kenya. Specifically, the study aimed to investigate the effect of training & development and career management and progression opportunities on the employee retention in privately-owned media houses in Kenya. The target population of the study was the 1,621 permanent employees at Nation Media Group, Standard Group, Royal Media Group, Radio Africa Limited and Mediamax Network out of which 321 were sampled using Yamane's sampling formula. The study was grounded in human capital theory and Maslow's Needs theory. Using descriptive research design the study evaluated relationships between talent management practices and employee retention in privately-owned media houses. The primary data was collected using questionnaires and the study yielded both qualitative and quantitative data which was analysed using descriptive and inferential statistics. The study findings showed that Training & Development ($r=0.812$, p-value=0.00) had a significant positive relationship with employee retention. There is a significant positive relationship between career management and progression with employee retention ($r = 0.778$, p value =0.000). Training & development and career management and progression explain 71.5% of the variations of employee retention in privately-owned medial houses in Kenya. The study concluded that training & development and career management and progression influence employee retention in privately-owned media houses in Kenya. It was recommended that management of the privately-owned media houses embed talent management to their business strategy to enhance retention.

Keywords: *Talent Management Practices, Training and Development, Career Management and Progression, Employee Retention*

INTRODUCTION

Human capital is universally acknowledged as a strategic asset and a key source of sustainable competitive advantage in organizations. To thrive in the global arena, it is imperative for organizations to implement effective talent management strategies to ensure the development of a high-value and agile workforce capable of meeting new market demands, while also focusing on retaining employees for optimal tenures (Kumar, 2021).

The concept of talent management gained prominence in human resource management after McKinsey's publication of 'The War for Talent' around 1997 (Supi et al., 2023). Chartered Institute of Professional Development (CIPD) defines talent management as the systematic approach encompassing the attraction, identification, development, engagement, retention, and deployment of individuals deemed valuable to an organisation, due to their potential or the critical role they play. Talent Management therefore manifests itself in the combined strategies and policies for human resource management designed to attract, develop, motivate and retain employees contributing to the creation of an effective job environment that helps organizations achieve their goals. Key talent management practices typically include talent attraction & selection, motivation, engagement, development, retention and succession planning (Kumar, 2021; Wang & Sun, 2020). The results of effective talent management are job satisfaction, high morale and motivation, better compensation practices, high employee productivity and reduced employee turnover (Narayanan et al., 2018 and Painter-Morland et al., 2019).

Employee turnover is the antonym of employee retention and is a critical aspect for organizations. Loss of talent has adverse effect on multiple areas of an organization's operating structure including profitability, productivity, and operating costs (Vitale, 2018; Massingham, 2018; Rumawas, 2021). Direct and indirect costs of turnover include loss of customer loyalty, loss of experience, increased organizational costs- recruitment, management, training, and disruption of the day-to-day workflow (Kumar, 2021). According to Glaister et al., (2018), organizations do not always succeed in retaining their talented employees, however, they should focus on the tried and established talent management strategies. Kumar (2021) posit that, it is difficult to develop a single retention strategy due the many reasons for employee turnover and the increasing diversity of the workforce. Therefore, organizations are called upon to develop and implement unique strategies and procedures based on their diverse needs to realize a philosophy of employee retention (Wang & Sun, 2020; Kumar, 2021).

The current composition of talent in organizations is multigenerational with a mixture of Baby Boomers (1946-1964); Generation X (1965-1980); Generation Y or millennials (1981-1996); and Generation Z (1997-2012) – Pew research, 2018; Miller, 2018; Kostanek & Khoreva, 2018; Collinson & Hodin, 2023. Multigenerational workforce does not only bring to the fore dynamic range of skills, expertise, perspectives, and life experiences that can enrich an organization's innovation, productivity, and overall effectiveness, it also presents a challenge for organizations in designing talent management practices as the work habits and expectations of each group vary widely.

Each generation has unique values, expectations and worldviews which are different from other generations and lean on these when making career choices; the type of work they are prepared to do and the organizations for which they are willing to work (Deloitte, 2021; Deloitte, 2023; Morel, 2019). Therefore, to fully harness the advantages and potential of a workforce that spans different generations and is diverse, organizations must understand and value the distinct preferences, habits, and behaviors of each group (LIMRA-EY, 2023). Using a one-size-fits-all strategy to attract and manage this diverse multi-generational workforce is improbable, mainly because each generation has noticeably different needs and preferences. Thus, to bolster their business goals, management should lead the way and adopt unique talent management practices and interventions to attract, manage and retain these talent (Waldman, 2021; Dhanabhakyam & Sowmya, 2020).

There have been numerous negative stereotypes about different generations such as millennials are lazy, too entitled, too demanding, narcistic while Baby Boomers are resistant to change, lack creativity, old-fashioned as Generation Xers are slow to respond, lack discipline, have poor problem-solving skills (Schnieders, 2020; Synergist, 2019). These misconceptions prevent organizations from making the best out of their employees, their strengths and their skills (Centre for Creative Leadership, 2020). Unlike Baby Boomers who typically value feedback more when it's structured and scheduled, members of Generations X, Y, and Z often show less enthusiasm for authoritarian leadership styles, instead favoring regular and immediate feedback (Synergist, 2019). According to Heizman (2019), generational differences indicate that younger workers leave the organization if characteristics they value in the workplace are not present. Currently, millennials are the most powerful and largest working generations for companies around the world and are reshaping the culture and practices of the conventional work environment (LIMRA-EY, 2023; Fry, 2018; Pew Research Centre, 2019; Kurter, 2018). Unlike Baby Boomers, millennials and Generation Z have conditional loyalty, are not attracted by job security and are more comfortable with career change (Rivers, 2018; Kloss, 2018). Millennial employees demand relevant and meaningful work, strong coaching and leadership, personal development, trust, flexible work schedule, and a sense of accomplishment as key job factors (Deloitte, 2023). These employees may leave an organization when the work is not interesting or lack a supportive leader or environment (Forbes, 2021; Fry, 2018).

Traditional media organizations have faced a myriad of challenges, key among them reduced earnings occasioned by disruptive digital technologies (WAN-IFRA, 2019, Pew Research Center, 2019). The global revenue from newspapers has been on steady decrease, with television viewership and revenues beginning to shrink especially among younger people in technologically advanced markets who prefer video streaming services such as Netflix (Pickard, 2019). According to the World Press Trends report by World Association of Newspapers and News Publishers- WAN -INFRA (2019), the global newspaper revenues have reduced from $200 billion in 2012 to $123 billion in 2019 while the digital revenues grew by 5% to $12.9 billion compared to 2018 with 11% growth in digital circulation revenues to $5.2 billion.

Media houses have adopted diverse strategies to try and tackle the declining earnings. These include investment in exploring digital opportunities, cost–cutting and market consolidation to gain market power and economies of scale (Choge, 2020). The main target in the cost-cutting strategy has been staff costs that has led to employee separations. Other media houses have instituted reader revenues such as paywalls and subscriptions by world renowned titles such as New York Times, Wall street journal and Washington post (WAN -INFRA, 2019). This means the content has to be of prime quality, valuable, exhibit uniqueness, highly influential and be unavailable elsewhere which requires high quality staff (Barber, 2020; American Press Institute, 2023). Media houses in the 21st century amidst the myriad of challenges they face should do everything to retain competent staff. Therefore, this study sought to investigate the talent management practices and employee retention in privately-owned media houses in Kenya.

Statement of the problem

The success of an organization heavily relies on retaining key talent and preventing their departure to competing organizations, which are constantly seeking for fresh talent (Kumar, 2021). However, at present, organizations are confronted with the challenge of retaining their key talent (Scullion, 2019; Tarique & Schuler, 2020; Kumar, 2021). This challenge has not spared the Kenyan media houses that have recently experienced loss of key talent due to lack of retaining efforts to international media organizations and especially to government ministries' and county governments' communication teams that are now populated by former journalists (Kimani, 2022; Milimo, 2023; Mwangi, 2023). This comes at a time where the media houses have experienced decreased profitability resulting from digital disruption with Nation Media Group's net profitability dropping 87% from 2013 to 2022 and Standard Group recording after tax loss six times within the same period based on the publicly available financial records. They have adopted various strategies to try and address the dwindling earnings, including pursuing digital opportunities and cost–cutting (Choge, 2020; Reboot, 2018).

The biggest target in the cost cutting strategy has been staff costs where some of the main private media institutions long known for quality journalism have all had to lay off some of their most experienced newsroom staff year on year (Reboot, 2018; Mwangi, 2022). The situation has become so critical that certain media outlets have stopped recruiting experienced staff and are turning to recent graduates, interns, correspondents, and freelance journalists for news coverage. This trend, termed 'juniorisation' by Reboot (2018), underscores the increasing reliance on less experienced personnel in newsrooms with less or no opportunities for career progression. There are also instances of employing comedians, raising apprehensions about the maintenance of professionalism within the industry and lack of management support. Staff separation does not only lead to loss of experienced staff and destabilization of the human resource pool, it causes psychological distress for both the company and its remaining staff, constituting a significant professional setback.

This separation also negatively impacts the social fabric within the organization (Rumawas, 2021), drives low engagement for the remaining talent (leading to quiet and loud quitting in the newsrooms) besides affecting the quality of their content and loss of revenue for the government in taxation of the employed citizens. Furthermore, empirical evidence indicates that organizations incur increased financial costs as a result of employee turnover such as replacement costs, loss of productivity, and brand image (Sandhya & Sulphey, 2021; Kumar 2021). Therefore, high employee turnover is an expensive problem in the media industry. Factors such as insufficient compensation, burnout, unclear career paths, lack of supervisor support, inefficient training programs, monotonous work schedules, and limited career advancement opportunities contribute to high turnover rates (Gupta, 2019; Ambrosius, 2018). Similarly, according to Rumawas (2021) enhancing talent through effective talent management, encompassing development, attraction, and retention, guarantees competitive superiority in the market and a notable increase in the organization's overall financial performance.

Previous studies in the media industry have concentrated on studying the challenges facing media houses especially digitization leading to reduced revenues for legacy media organization (Choge, 2020; Tonui, 2020) without looking at the importance of employee retention. This study aimed at closing this gap by investigating the talent management practices and employee retention in privately-owned media houses in Kenya.

Objectives of the study

The general objective of this study was to investigate the talent management practices and employee retention in privately-owed media houses in Kenya. The following specific objectives were pursued:

i. To determine the influence of training and development on the employee retention in privately-owned media houses in Kenya.
ii. To determine the extent to which career management and progression influence employee retention in privately-owned media houses in Kenya.

LITERATURE REVIEW

Theoretical framework

Human Capital Theory

Human Capital Theory as a theory of training and development was originated by Theodore Schultz in 1960. The theory views employees as assets and posits that skill sets, encompassing education, talents, and technological expertise, should not be viewed merely as costs without returns, instead, they constitute capital for future employee productivity. The theory proposes that individuals and organizations who dedicate themselves to education and training will enhance their skill set, leading to increased productivity and performance including in-role and extra-role performance like task performance and organizational citizenship behavior (Guan & Frenkel, 2019). Investment in education is necessary to acquire skills and training which, in turn, will improve the employee earnings, employee productivity and motivation, employee job performance, employee turnover, job satisfaction, employee attitudes, employee empowerment, teamwork, and commitment (Guan & Frenkel, 2019).

Maslow's Needs Hierarchy Theory

Abraham Maslow (1943) proposed that employees are driven by five categories of unmet needs, beginning with physiological needs and progressing to self-actualization, which is perpetual. As individuals fulfill needs at one level, they are propelled to pursue those at higher levels (Almsafir & Alkharabsheh, 2013). Maslow's hierarchy depicts these needs in a pyramid, commencing with physiological needs and advancing to safety, social, esteem, and ultimately, self-actualization (Armstrong, 2012). The hierarchical nature suggests that unmet lower-level needs may overshadow higher-level ones, such as a desire for increased compensation, as observed by Udechukwu (2009). Insufficient payment can leave lower-level needs unfulfilled. Conversely, those adequately compensated may prioritize non-monetary rewards over basic needs satisfaction. Maslow's theory is pertinent to career management and progression, as fostering an environment conducive to individual growth fosters a sense of self-actualization, promoting long-term retention within the organization.

Conceptual Framework

Mugenda and Mugenda (2019) defines conceptual framework as a concise description accompanied by a graphical or visual representation of the arrangement of various components or elements that define any phenomenon, event or occurrence under study.

Independent Variables **Dependent variable**

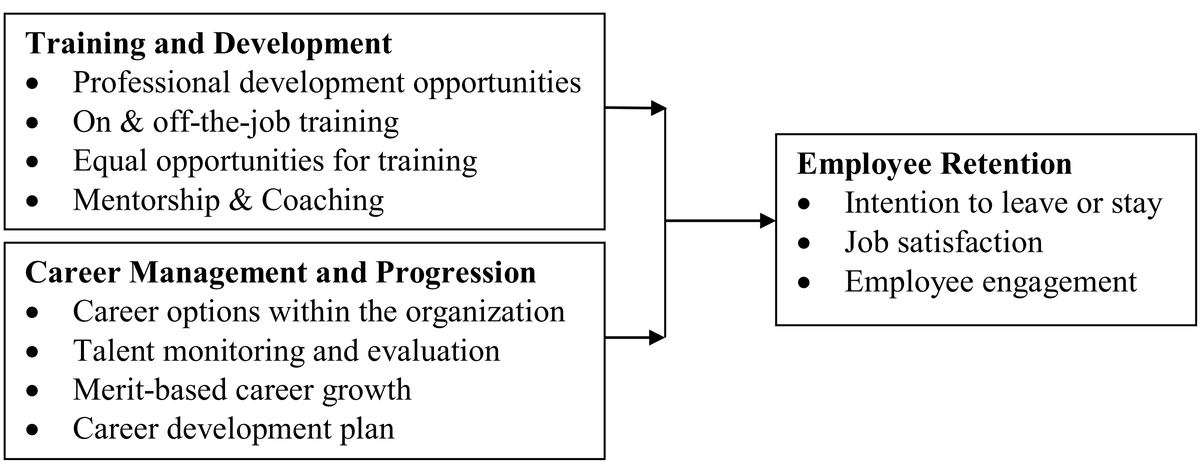

Figure 1: Conceptual Framework

Empirical Literature Review

Training and development are recognized as vital elements of talent management, exerting a significant impact on the motivation and retention of young employees (Naim & Lenka, 2018). Therefore, consistent implementation of learning and development practices is crucial, and organizations are encouraged to adopt novel methodologies for task accomplishment, introduce cutting-edge technologies, and maintain updated skills and knowledge. Deloitte (2023) in their survey of more than 22,000 Generation Z and Millennial employees in 44 countries found out that Gen Zs and millennials want their employers to educate and support them in making sustainable choices in their personal lives while they showed their commitment to help organizations in the area of personal development and training.

Younas & Bari (2020) investigated the correlation between talent management practices and the retention of Generation 'Y' employees, with competency development as a mediator. Their findings indicate that mentoring, strategic leadership, and social media have a positive impact on the retention of Generation 'Y' employees, while knowledge sharing does not significantly affect their intention to stay. However, Naim & Lenka (2018) in their study on development and retention of Generation Y employees: a conceptual framework found out that knowledge sharing positively impacts both individual and organizational learning that intern evokes commitment leading to retention of millennials. To cultivate knowledge sharing within the organization, fostering social interactions among employees is essential. These interactions entail the exchange of knowledge, skills, and expertise, thus creating a conducive learning environment that strengthens organizational learning.

Stephens (2021) in the study on strategies to engage millennial employees corroborates the work of Naim & Lenka (2018) whose study on development and retention of generation Y employees recommended training and employee development including mentoring and knowledge sharing as one of the strategies of enhancing competence development that increases employee engagement, performance and retention. Employee training increases employee commitment and job satisfaction (Davis, 2018).

Similarly, reverse mentoring provides an opportunity to capitalize on millennial leadership capabilities and to ensure transfer of knowledge throughout a multigenerational organization. According to Brinzea (2018), with reverse mentoring, any employee can become a student because age, knowledge, or tenure are not requirements with this approach.

Aloo and Moronge (2018) in their study on the impact of talent management practices on the performance of small and medium enterprises in the construction industry in Nairobi city, argued that career management encompasses succession planning, career counseling, and career planning, which can lead to impartial evaluations of both current performance and future potential in employee performance.

Heizman (2019) study explored how workplace characteristics affect the organizational commitment of millennial workers in Minnesota, USA and found that offering opportunities for employee development, career advancement opportunities and allowing self-management of career paths significantly contributed to the organizational commitment of millennials. She concluded that understanding these workplace dynamics could help organizations reduce turnover by fostering stronger employee commitment. Self-management of career paths entailed granting millennials the responsibility to plan their work, make independent decisions, and engage in diverse job duties or tasks.

Jupchumba (2021) in her study examining the effect of talent management practices on organizational performance within hotels in the South Rift Region of Kenya, discovered that talent attraction, talent retention, and talent development exhibited strong and positive relationships with organizational performance, whereas career management demonstrated a moderately positive relationship.

Rohrich & Rodriguez (2021) work on millennial leaders suggest that millennials want to become leaders and look for opportunities for career growth and thus value mentoring and training to augment their strengths and improve on their weaknesses, thereby appropriately preparing them for career growth. They found out that millennials yearn for high earnings, opportunity to coach and mentor and opportunity to influence an organization. Unlike the baby boomers who are patient, millennials take their careers choices in their own hands and believe that career growth is earned, and such place personal development and work life balance over money and status (Delgado, 2021). Rivers (2018) in her research on millennials job hoping reveal that millennials top three fears were getting stuck in a job that is not challenging with no development opportunities, not being able to realise their career goals and not finding a job that is in line with their personality.

Lawson (2018) & Abimbola (2020) found out external promotion opportunities was a key factor driving voluntary turnover. Centrecom (2019) and Malguri (2020) also noted the pursuit of self and career development by employees could also serve as an obstacle to the organization's retention efforts.

METHODOLOGY

Research design

This study adopted descriptive survey design. According to Saunder (2009) descriptive survey method is a simple and commonly used design in scientific disciplines to evaluate relationships, effects of treatments and comparisons between groups that are being studied. The descriptive survey design relied on a clear definition of the problem under investigation, standardized research methods, and representative samples.

Target population

The study targeted the 1,621 permanent employees of the privately-owned media houses in Kenya as at December 31, 2023. The headcount numbers were derived from the Human Resource records of the large media houses.

Sampling

The study used Yamane (1967:886) sampling formula at 95% confidence level using the formula below.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size, and e is the level of precision.

$$n = \frac{N}{1+N(e)2} = \frac{1,621}{1+1,621\ (.05)2} = 321$$

The sampling of employees in the different media houses was done using simple random sampling which ensures equal chance and representation of all employees.

Research instruments

The data of this study was collected using questionnaires. According to Keiss and Bloomquist (1985), questionnaire presents a stimulus to large number of people simultaneously and provides the investigation with easy way of accumulation of data.

Data processing and analysis

The data was analysed using descriptive and inferential statistics. To ensure accurate representation, measures of central tendency such as mean and standard deviation, were descriptively analyzed in this study. Additionally, inferential analysis, specifically correlation and regression analysis, were employed to examine relationships between variables. Statistical Package for Social Sciences (SPSS) version 22 was used to aid in processing and analysis of data collected. The regression equation will be as follows:

$Y = \beta o + \beta 1X1 + \beta 2X2 + \varepsilon$

where: βo= Constant, $\beta 1$, $\beta 2$= coefficient of predictors

Y= represents the dependent variable (employee retention)

X1 = represents training and Development

X2= represents career management & progression

ε = error term

FINDINGS AND DISCUSSION

Response Rate

A total of 321 questionnaires were distributed to all respondents. Out of these, 289 questionnaires were properly completed and returned, resulting in a successful response rate of 90.03%. According to Mugenda and Mugenda (2019), a response rate of 60% is considered adequate, while 70% or higher is regarded as quite high for self-administered questionnaires. Based on this benchmark, the response rate of 90.03% was more than adequate for this study.

Descriptive Analysis

Training & development and employee turnover

The objective of this study was to determine the influence of training and development on the employee retention in privately-owned media houses in Kenya. A Likert scale of 1 to 5 (1 = strongly disagree, 2 = Disagree 3 = Neutral, 4 = Agree, 5 = strongly agree) was used and the mean response rate from the employee responses calculated. The results of this study were as depicted in Table 1.

Regarding the statement that "I receive coaching and mentorship", majority of the respondents 64.7% disagreed with the statement. The results had a mean response of 2.6 with a standard deviation of 0.9. Majority of the respondents 60.6% disagreed with the statement that "my organization provides equal opportunities for training for all staff". The results had a mean response of 2.6 with a standard deviation of 0.9. This means that there was a low variation in the responses from the respondents with regard to the statement. Furthermore, 65.8% of the respondents disagreed with the statement that the organization provides support and resources for professional development. The results had a mean response of 2.7 with a standard deviation of 1.1. The study also sought to find out whether the organization provides on-the-job training with the results showing that 48.8% of the respondents disagreed to the statement while 8% were not sure. The results had a mean response of 3.0 with a standard deviation of 1.1.

With regard to the statement that "my organization provides off-the-job training" 61.3% disagreed with the statement. The results had a mean response of 2.6 with a standard deviation of 0.9. This means that there was low variation in the responses from the respondents. Further, regarding the statement whether there is a clearly defined appraisal policy in the organization, Majority of the respondents (88.3%) agreed with the statement. The results had a mean response of 3.8 with a standard deviation of 0.9, implying low variation in the responses.

Overall, the average mean of the responses was 2.9, indicating that the majority of respondents disagreed with the statements that the media houses provide training & development opportunities. The standard deviation was 1.0, suggesting that the responses were closely clustered around the mean. This is despite continuous professional development receiving a mean score rating of 4.1 (Very important) and standard deviation of 0.8 as shown in Table 1.

Similarly, Naim & Lenka (2018) recommended training and employee development to enhance competence development that increases employee engagement, performance and retention. Training and development therefore influence retention through coaching and mentorship, provision of equal opportunities for professional development and on and off the job training.

Table 1: Training & Development and employee retention

Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	SD
I receive coaching and mentorship	2.1%	62.6%	6.9%	27.7%	0.7%	2.6	0.9
My organization provides equal opportunities for training for all staff	2.1%	58.5%	21.8%	15.2%	2.4%	2.6	0.9
The organization provides support and resources for professional development	4.2%	61.6%	5.5%	17.6%	11.1%	2.7	1.1
My organization provides on the job training	2.1%	46.7%	8.0%	38.4%	4.8%	3.0	1.1
My organization provides off-the-job training	4.2%	57.1%	18.3%	18.7%	1.7%	2.6	0.9
There is a clearly defined appraisal policy in my organization.	6.6%	2.8%	2.3%	77.2%	11.1%	3.8	0.9
Average						**2.9**	**1.0**

Career management & progression and employee turnover

The second objective of this study was to determine the extent to which career management and progression influence employee retention in privately-owned media houses in Kenya. The results of this study are as depicted in Table 2.

Regarding the statement that a sufficient pool of managerial talent is currently available for succession majority of the respondents 69.6% disagreed with the statement. The results had a mean response of 2.5 with a standard deviation of 0.9. This means that there was low variation in the responses from the respondents. Majority of the respondents, 68.2% disagreed that there is a career development program in the organization. The results had a mean response of 2.6 with a standard deviation of 1.0. This means that there was a low variation in the responses from the respondents with regard to the statement. Additionally, 66.5% of the respondents disagreed that continuous talent monitoring is done in the organization. The results had a mean response of 2.6 with a standard deviation of 1.0. This means that there was a low variation in the responses from the respondents. The study also sought to find out whether talent evaluation is continually done in the organization, with the results showing that 64.0% of the respondents disagreed with the statement. The results had a mean response of 2.6 with a standard deviation of 1.0. This means that there was low variation in the responses from the respondents. With regard to the statement that there are career growth opportunities in the organization, 63.7% disagreed with the statement. The results had a mean response of 2.6 with a standard deviation of 1.0. This means that there was low variation in the responses from the respondents. Furthermore, regarding the statement that promotions in the organization are based on merit, majority of the respondents 59.5% disagreed with the statement. The results had a mean response of 2.5 with a standard deviation of 0.8.

Overall, the average mean of the responses was 2.6, indicating that the majority of respondents disagreed with the statements in the questionnaire. The standard deviation was 1.0, suggesting that the responses were closely clustered around the mean. This implied that the media houses do not have proper career management and progression practices despite 100% of the respondents rating it very important with a mean score of 4.6 and standard deviation of 0.6 as shown in Table 2. The findings are in consonance with those of Lawson (2018) & Abimbola (2020) who found out external promotion opportunities was a key factor driving voluntary turnover. Centrecom (2019) and Malguri (2020) also noted the pursuit of self and career development by employees could also serve as an obstacle to the organization's retention efforts.

Table 2: Career management & progression and employee retention

Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	SD
A sufficient pool of managerial talent is currently available for succession	2.1%	67.5%	11.4%	17.6%	1.4%	2.5	0.9
There is a career development program in my organization	2.4%	65.7%	13.5%	10.0%	8.4%	2.6	1.0
Continuous talent monitoring is done in the organization	2.8%	63.7%	14.2%	10.7%	8.6%	2.6	1.0
Talent evaluation is continually done in the organization	2.8%	61.2%	14.2%	12.5%	9.3%	2.6	1.0
There are career growth opportunities in my organization	5.6%	58.1%	13.8%	19.7%	2.8%	2.6	1.0
Promotions in my organization are based on merit	6.9%	52.6%	25.6%	14.2%	0.7%	2.5	0.8
Average						**2.6**	**1.0**

Employee Retention and Turnover Intentions

The dependent variable was assessed using a Likert scale. The results are presented in Table 3. Regarding the statement that "I find satisfaction in my work within this organization," 64.7% of respondents disagreed. The results had a mean response of 2.6 with a standard deviation of 1.0, indicating a low variation in responses. On the statement that "I'm always happy to take on additional responsibilities over and above my primary responsibilities," 45.7% of respondents disagreed, while 45% agreed with 9.3 of the respondents being unsure. Therefore, majority of staff are disengaged, with mean response score was 3.2 and a standard deviation of 1.2, showing low variation in responses. Similarly, 49.8% of respondents disagreed with the statement that "within this media house, I envision a future for myself," while 20.8% rated not sure with only 29.4 % agreeing with the statement. This implied that there is a staff retention problem, with the mean response was 2.9 and a standard deviation of 1.0.

The study also explored whether the respondents will continue working for the media houses for the next 5 years given the choice, with 62.0% disagreeing with the statement implying an employee retention challenge. The results had a mean response of 2.6 and a standard deviation of 1.0, again showing low variation. When asked whether they were happy with their current role 43.9% disagreed, 37.4% agreed, while 18.7% were unsure, indicating dissatisfaction. The mean response of 3.1 and a standard deviation of 1.1. Additionally, 63.0% of respondents were undecided (not sure) when asked whether they loved working for their media houses with a mean response of 3.5 and a standard deviation of 0.8, indicating low variation and employee disengagement. For the statement that " I'm doing the very least in my role," 92.3% disagreed, with a mean response of 1.5 and a standard deviation of 0.9. Regarding whether there is a low employee turnover in the company, 94.2% of respondents disagreed, with the reminder (5.9%) being unsure. The statement had a mean response of 2.0 and a standard deviation of 0.3, indicating low variation implying a retention challenge in the media houses.

Overall, the average mean of the responses was 2.7, indicating that the majority of respondents disagreed with the statements in the questionnaire. The standard deviation was 0.9, suggesting that the responses were clustered around the mean. This implied that there is a retention problem in the privately-owned media houses in Kenya and majority of the staff are dissatisfied and disengaged.

Table 3: Employee Retention and Turnover Intentions

Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	SD
I find satisfaction in my work within this organization	3.5%	61.2%	12.5%	18.0%	4.8%	2.6	1.0
I'm always happy to take on additional responsibilities over and above my primary responsibilities	0.0%	45.7%	9.3%	28.7%	16.3%	3.2	1.2
Within this media house, I envision a future for myself	0.0%	49.8%	20.8%	22.5%	6.9%	2.9	1.0
Given the choice, I will continue working for this company for the next 5 years	4.2%	57.8%	15.8%	14.9%	7.3%	2.6	1.0
I'm happy with my current role	0.0%	43.9%	18.7%	25.6%	11.8%	3.1	1.1
I love working for this company	2.1%	0.0%	63.0%	20.1%	14.8%	3.5	0.8
I'm doing the very least in my role	65.7%	26.6%	0.0%	6.0%	1.7%	1.5	0.9
In my company, there's a low employee turnover	4.2%	90.0%	5.8%	0.0%	0.0%	2.0	0.3
Average						**2.7**	**0.9**

Inferential Statistics

Correlation Analysis

The study aimed at assessing the strength of the relationship between employee retention and training and development and career management & progression. To achieve this, Pearson's correlation analysis was conducted. The study findings showed that Training & Development (r=0.812, p-value=0.00) had a significant positive relationship with employee retention. The results are in consonance with those of Kiragu & Marwa (2022) who established that training and development had the most significant impact on employees' intentions to stay in their study on strategic human resource management practices and employee retention at a private commercial bank in Nairobi County, Kenya. The findings are also supported by Stephens (2021) in the study on strategies to engage millennial employees corroborating the work of Naim & Lenka (2018) whose study on development and retention of generation Y employees recommended training and employee development including mentoring and knowledge sharing as one of the strategies of enhancing competence development that increases employee engagement, performance and retention. The findings contradict Mugambwa (2018) in his study on the effect of talent management practices on employee retention in state corporations in Uganda; a case study of National Social Security Fund who found out that talent development does not influence retention.

There is a significant positive relationship between career management and progression with employee retention (r = 0.778, p value =0.000). Therefore, an increase in career management & progression opportunities lead to an increase in employee retention in media houses.

Table 4: Correlation Analysis

		Employee Retention & Turnover intentions	**Training & Development**	**Career Management**
Employee Retention & Turnover intentions	Pearson Correlation	1	.812**	.778**
	Sig. (2-tailed)		0.000	0.000
	N	289	289	289
Training & Development	Pearson Correlation	.812**	1	
	Sig. (2-tailed)	0.000		
	N	289	289	
Career Management	Pearson Correlation	.778**		1
	Sig. (2-tailed)	0.000		
	N	289	289	289

**Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Multivariate regression analysis was employed to evaluate the relationship between the dependent variable (employee retention) and independent variables (training and development and career management and progression) in privately owned media houses in Kenya.

The model summary was used to explain the extent of variation in the dependent variable accounted for by the independent variables. The R-squared value for the relationship between the independent and dependent variables was 0.715, indicating that 71.5% of the variation in the dependent variable (employee retention in privately-owned media houses in Kenya) could be explained by the independent variables (training and development and career management and progression).

Table 5: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.846	.715	.711	2.965

a. Predictors: (Constant) training and development and career management and progression

The ANOVA was used to assess whether the model was a good fit for the data. The F calculated was 358.522 while the critical F value was 3.027. The p value was 0.000. The model was deemed a good fit, since the calculated F value was greater than the critical F value and the p value was less than 0.05. This also indicated a significant relationship between employee retention and talent management practices (training and development, and career management and progression).

Table 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.616	2	15.654	358.522	.000[b]
	Residual	24.975	284	.088		
	Total	87.591	286			

Dependent Variable: Employee turnover & Retention intentions

a. Predictors: (Constant), training and development, career management and progression.

The results showed a positive and significant relationship between training and development and employee retention (β = 0.653, p = 0.000). Similarly, career management and progression had a positive and significant relationship with employee retention (β = 0.470, p = 0.000), and management support also demonstrated a positive and significant relationship with employee retention (β = 0.206, p = 0.012).

Table 7: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.116	1.532		3.340	.001
	Training & Development	.653	.068	.548	9.666	.000
	Career Management & Progression	.470	.067	.434	7.028	.000

a. Dependent Variable: Employee turnover & Retention

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The study concluded that there was a positive relationship between the independent variables and employee retention. Training & development had the highest and most significant impact on retention followed by career management & progression. The aspect of training that are important are coaching and mentoring, professional development opportunities, equal opportunities for training and off-the-job training. Career management and progression aspects include career growth, talent evaluation & monitoring, career development program and professional development programs.

Recommendations

The study recommended that talent management strategies be integrated into the overall business strategy, with media houses regularly assessing talent and effectively communicating the talent management strategy to employees. As media houses in Kenya strive for high performance and improved results through human capital management practices, they must adopt innovative approaches to address talent management challenges. A comprehensive approach should be adopted, covering the entire talent management lifecycle—from attracting and selecting talent to retaining, developing, and positioning employees in roles where they can have the most significant impact. The study also recommends that media houses in Kenya should embrace talent management as an employee retention strategy. The media houses should adopt career development programs to, encourage personal employee growth and development and engage their employees. The media houses should also revamp their culture to improve teamwork and communication.

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