



**INFLUENCE OF EMPLOYER BRANDING ON RETENTION OF STAFF IN BROADCASTING MEDIA FIRMS IN KENYA**

**SAMUEL ODUOR OOKO, DR. JOYCE NZULWA (PHD)**

---

**INFLUENCE OF EMPLOYER BRANDING ON RETENTION OF STAFF IN BROADCASTING MEDIA FIRMS IN KENYA**

<sup>1</sup>Samuel Oduor Ooko, <sup>2</sup>Dr. Joyce Nzulwa (PHD)

<sup>1</sup>Jomo Kenyatta University of Agriculture (JKUAT), Kenya

<sup>2</sup>Lecturer, Jomo Kenyatta University of Agriculture (JKUAT), Kenya

**Accepted: March 28, 2017**

---

**ABSTRACT**

*The study sought to find out the influence of employer reputation, employer distinctive culture, employer job attributes and employer image on retention of staff. This study was anchored on Human Capital Theory, Resourced Based Theory and Social Identification Theory. The study further assessed previous literature related to the study variables. This study was conducted in the media industry in Kenya. Specifically data was collected from the top five media firms in Kenya. This study adopted a descriptive survey design. The target population for this study Consisted of the top five media firms in Kenya. The study mainly focused on employees working in broadcasting department since they are the most mobile. The five media houses had a total of 614 employees working in the broadcasting section according to their respective websites. The study used random sampling technique to come up with the study sample. The sample size of this study was 96 employees. Random sampling was used where 96 respondents were sampled from a population of 614 employees. And the questionnaire was administered to the sampled respondents. Descriptive statistics including the mean and standard deviation were used to capture the characteristics of the variables under study. Inferential statistics regression coefficient and bivariate correlation were used to analyze the relationship of the dependent variable and the independent variables. The findings revealed that employer reputation, employer culture and employers job attritutes all had a positive and significant relationship with employee retention. On the other hand employer image had an insignificant relationship with employee retention in the multivariate regression model. The study recommended that media firms and other organizations all over the world should adopt pragmatic strategies to be ahead in race of attraction and retention employees. The study also recommended that workplaces should offer opportunities for growth and also make it easier for employers to attract and retain employee.*

**Keywords:** Employer Reputation, Culture, Job Attritutes, Employee Retention, Employer Image

## Background of the Study

In increasingly competitive labour markets, attracting and retaining talent has become a prime concern of organizations. Employers need to understand a range of factors that influence career decision making among employees especially the decision to stay with the organization. Employer branding has been touted as one of the human capital management tools that contribute to the strategic aims of an organization. Employer branding is also linked to a group of factors said to attract suitable employees to certain employment and industries (Moroko & Uncles, 2009). Traditionally branding was associated with marketing where some organizations have long used marketing and branding practices to engender loyalty in customers. This concept has however been increasingly applied to differentiate organizations and make them attractive to employees (Barrow & Mosley, 2011).

Moroko and Uncles (2008) defined employer brand as the package of functional, economic, and psychological benefits provided by employment and identified with the employing company. Armstrong (2007) explain that in the early stages of finding employment, candidates actively seek and gather information about potential employers from different sources. A crucial challenge for international companies is the extent to which it is possible to form a global employment proposition (Cerdin & Brewster, 2014). In Africa the concept of employer Branding has gained increasing interest in the past decade and more and more companies seek to become "the employer of choice". Even in the current economic climate of post recession it is viewed that employer branding still plays an important role especially in retaining top talent (Suikkanen, 2010).

By making the employment experience unique, generating and communicating an employment

value proposition, employers are able to produce brand equity increasing retention of employees (Ghosh *et al.* 2013). The most notably affected industry in Kenya is the telecommunication industry and specifically the media industry (Bosire, 2015). For instance; Safaricom has strategically established itself as "a better option" even on matters of employment thus making it attractive to potential employees and at the same time retaining its skilled staff. The media industry in Kenya has also invested in employer branding in an effort to retain highly mobile top news anchors that are on high demands (CAK, 2012).

The business world today is very competitive and only firms with the appropriate human resource can keep up with the competition. It is therefore considered to be an important task to manage employee turnover for any organization. It is crucial for organizations to retain its talented employees for higher productivity and profitability (Wagner, 2008). Media firms in Kenya face a major challenge in retaining their experienced staff. Firms such as KBC have in recent past lost most of its employees to rival firms (CAK, 2014). This high turnover has led to less viewership, which results to cancellation of advertising contracts by firms that target large audiences to advertise their products and services. Some of these broadcasting firms incur high costs in training and nurturing their staff to reach top levels, therefore losing such employees has both direct and indirect negative impacts.

High turnover in media firms has also led to lack of task innovations, poor quality work, and lack of creativity. Furthermore, lack of staff retention is a recipe for low performance and consequent lack of ability to maintain market competitiveness (Öster & Jonze, 2013). Previous authors have highlighted the need for organizations to retain employees, but these studies have not focused on the role of brand in retention of employees. Therefore, this study intended to fill the

contextual gap by specifically focusing on aspects of branding in terms of employer reputation and recognition, employer image, employer perceived job attributes and employer culture and values.

### **Study Objectives**

- To determine the influence of employer reputation on continued retention of staff in broadcasting media firms in Kenya.
- To establish the influence of employer distinctive culture on retention of staff in broadcasting media firms in Kenya
- To assess the influence of employer job attributes on retention of staff in broadcasting media firms in Kenya.
- To evaluate the influence of employer image on retention of staff in broadcasting media firms in Kenya.

## **LITERATURE REVIEW**

### **Theoretical Background**

This study narrowed down to the following theories; the human capital theory, the resource based theory and social identification theory. Human capital theory proposed by Gary Becker in 1930 is one of the most important theories in the field of human resource management that explain human capital issues. The first use of the term "human capital" in modern human resources literature was by Schultz (1961). He classifies expenditures on human capital as investment rather than consumption. In the same year, Weisbrod (1961) developed a first conceptual framework for estimating the value of assets in the form of human capital (Dawson, 2012). The theory further explains that employees that contribute immensely to performance of the organisation should be retained by the organisation at all costs. The theory highlights the need to retain quality staff hence the need for

employer brand that strategically positions an organisation as employer of choice to minimize employees' turnover

The resource-based view (RBV) of the firm has been around for over twenty years. The Resource-Based View theory was initially proposed by Barney (1991). Barney (1991) describes RBV as how a firm matches its combinations of resources and capabilities to achieve sustainable Comparative Competitive Advantage. The RBV developed as a complement to the industrial organization (IO) view with Porter, (2008) as one of its main proponents. The resource-based view of the firm (RBV) and the resultant resource-based theory (RBT) provide an important framework for explaining and predicting the basis of a firm's competitive advantage and performance (Barney, Ketchen & Wright, 2011). Firm's resources are considered before assessing what strategy to use that will maximize the firm's performance

This study is anchored on the broad theoretical framework of the Social Identity theory (Haslam, Jetten, Postmes & Haslam, 2009). The theory provides that individuals acquire the social identity of their group and that positive social identification with the group leads to conformance, cohesiveness, obligatory behavior and support. It can therefore be inferred that corporate reputation provides employees with social identity and when positive, it evokes conformance, cohesiveness, obligatory behavior and commitment. The theory posits that groups of people working together as part of social identity processes will achieve positive self esteem that is likely to influence their performance positively to the benefit of the organization "group" they belong to. Therefore, it is important for organizations to invest in retention of staff in order to benefits from social identity behaviour as argued by SIT proponents (Hogg, 2006).

## **Empirical Literature Review**

### **Employer Reputation and Employee Retention**

Bondarouk, Ruel and Weekhout (2012) showed that there was a direct relationship between employer reputation and organizational attractiveness. The findings were supported by Suikkanen, (2010) who also concluded that branding efforts used in employer reputation management increase employee retention. Priyadarshi (2011) on the other hand observed that despite employer brand gaining considerable popularity in HR practitioner literature, empirical research is still relatively inadequate. Davies (2007) supported the same sentiments and feel that the advent of the employer brand as a concept has been recent in academic field and its theoretical foundation is gradually being developed even though it is being considered and applied by practitioners for some time now.

### **Employer Culture and Employee Retention**

Habib, Aslam, Hussain, Yasmeen & Ibrahim (2014) results indicated that nature of organization significantly effects on Job Satisfaction and turnover intentions. So the findings of research proved that organizational culture is important element which highly influences the employee commitment, job satisfaction and retention. Emerson (2013) revealed a direct association between culture and job satisfaction. Knox and Freeman (2006) found that perception of an organization's culture is a significant predictor of decisions to pursue employment with that company. Collins (2006) showed that the beliefs of job seekers about the company as a potential employer, "employer knowledge (including familiarity, reputation and image) strongly predicted both interest in applying for a job and actual application behaviours. Armstrong (2006) found that, the aim of employer branding is to become an 'employer of choice', a place where people prefer to work

### **Employer Job Attributes and Employee Retention**

Markey, Ravenswood and Webber (2012) results supported the extant literature findings that if employees perceive their quality of the work environment is good then they are likely to be commitment which reduces their intentions to quit. Wong (2010) study suggested that engineers with higher value of job characteristic and perceived higher job satisfaction tends to feel more emotionally attached with the organization. Chaudhry, Maurice & Haneefuddin (2015) survey data from 215 organizational members from private and public organizations in Pakistan, identified the significant impact of job autonomy, skill variety and task significance on the affective states of employees impacting their satisfaction level towards the job. Goosen (2010) established weak correlation was found between the four aspects of Job and organisational characteristics.

### **Employer Image and Employee Retention**

Abd-El-Salam, Shawky and El-Nahas (2013) findings showed significant relationships between image and reputation on service quality, employee satisfaction and loyalty. Sokro (2012) on the other hand proposed a new model for measuring the strength of employer brand referred to as the brand value pyramid. Franca and Pahor (2012) on their part found that brand names of organisations may significantly influence the decision of employees to join and stay in the organisation

## **RESEARCH METHODOLOGY**

This study adopted a descriptive survey design. The target population for this study included the top five media firms in Kenya. These include KBC, Royal Media services, Nation media, K24 and KTN (Nyabuga, *et al.* 2013). The study focused mainly on employees working in broadcasting departments since they are the most mobile. These included news anchors, reporters and photojournalists. The five media houses had a total of 614 employees working as news anchors,

reporters and photojournalists (CAK, 2014). Fisher (1998) formulae was used to determine sample size. Primary data was gathered by use of structured questionnaires and captured through a 5-point type. Likert scale with close-ended questions guide to key informants were distributed to respondents, after approval to collect data from the management of the media houses.

Likert scale is an interval scale that specifically uses five anchors of strongly disagrees, disagree, neutral, agree and strongly agree. The study collected data using drop and pick method. Questionnaires were dropped and picked later to enable the respondents have enough time to respond to the questionnaires. Data gathered from the questionnaires was analyzed quantitatively using statistical package for social sciences (SPSS) computer software. Descriptive statistics including the mean and standard deviation were used to capture the characteristics of the variables under study. Inferential statistics; regression coefficient and bivariate correlation were used to analyze the relationship of the dependent variable and the independent variables

## **ANALYSIS, FINDINGS AND DISCUSSIONS**

### **Descriptive Analysis Results**

This section contain the results on descriptives analysis. It provides the frequency on how the respondents responded to statement under all the study variables. The study used percentages, mean and standard deviation in this section.

### **Descriptive Results for Employee Retention**

This section intended to establish the extent of employees retention among media firms in Kenya. The study measured employee retention using employees commitment, loyalty, job satisfaction and Citizenship behaviour. The study sought to find whether the employees were

committed to their work. the result showed that 41.3% indicated very high extent, 38.7% indicated high extent. On the other hand 10.7% indicated that their level of commitment was very low while 6.7% indicated that their commitment was low. The statement also had a mean of 4 which implied that majority of the respondents indicated they highly committed. The study further sought to find out whether the respondents were loyal to their organisation. The results indicated that 46.7% indicated had high loyalty while 40.0% indicated to have very high loyalty to their firms. A similar proportion also indicated that they felt bothered when the firms they work for are criticized. The statement "My job keeps me sufficiently busy and am very satisfied with it" also had a mean response of 4 which implied that majority of the respondents agreed with the statement. The study also sought to find out whether the respondents had the freedom to use their own judgment in their job. The result indicated that 44% and 37.3% of the respondents indicated high and very extent. These findings implied that majority of the respondents had the freedom to make own judgement in the line of work.

Similarly, the respondents admitted that they felt proud to be under the stewardship of their top management which further implied that the level of job satisfaction among the respondents was high. On whether the respondents derived person meaning from their work, the result also indicated that majority of the respondents indicated high extent. From the findings discussed above, it was implied that the respondents were highly committed to their work. the findings further implied that majority of the employees were highly loyal to their organisation and were also satisfied with the job. The findings further implied that the level of retention among employees in the media industry in Kenya was likely to be very high.

**Table 1: Descriptive results for employee retention in broadcasting media firms**

	Very low extent	Low extent	Moderate extent	High extent	Very high extent	Mean	Std dev
I am highly committed to my work	10.7%	6.7%	2.7%	38.7%	41.3%	4	1
Am very loyal to my organisation	2.7%	2.70%	8.0%	46.7%	40.0%	4	1
I feel bothered when someone criticizes my organization	4.0%	5.3%	4.0%	46.7%	40.0%	4	1
My job keeps me sufficiently busy and am very satisfied with it	9.3%	4.0%	6.7%	44.0%	36.0%	4	1
I have the freedom to use my own judgment in this job	8.0%	6.70%	4.0%	44.0%	37.3%	4	1
I feel proud to be under the stewardship of my CEO	8.0%	2.7%	2.7%	45.3%	41.3%	4	1
I derive personal meaning from my work here	8.0%	1.3%	5.3%	38.7%	46.7%	4	1

**Descriptive Results for Employer Reputation**

The first objective of the study was to establish the influence of employer reputation on the employee retention in media firms in Kenya. Employer reputation was measured using employer experience, Professional associations with reputable body, top media ranking of the organisation, History of good employment experience and finally Reputation of involvement in social activities. The study expected the respondents to indicate to what level the above factors affected the employee retention in media firms in Kenya. The findings revealed that employer experience was rated to have high effect on the level of employee retention. Similarly, professional associations with reputable body was indicated by 48.0% and 36.0% of the respondents to have high and very high effect on employees retention in media industry. professional associations with reputable body had a mean response of 4 which further implied that majority of the respondents felt it had significant

influence on employee retention. The study also sought to find out whether Top media ranking of the organisation influence the level of employee retention. The findings showed that 45.3% and 40.0% indicated that Top media ranking had a high and very high influence on the level of employee retention. The result similarly showed that history of good employment experience was rated by 45.3% and 40.0% of the respondents to have high and very high influence on the level of employee retention among media firms in Kenya.

Finally the study sought to find out whether reputation of involvement in social activities also affected the level of employee retention among media firms in Kenya. The result showed that by 48.0% and 40.0% of the respondents agreed that reputation of involvement in social activities significantly influenced the employee retention among media firms in Kenya. All the statements under employer reputation had a mean of 4 which implied that majority of the respondents were in agreement with all the statements. According to

Gilliver (2009) employer brand identifies an organization in the marketplace and makes it unique. It gives everyone in the organization a handle on what we are, and everyone interested

in joining the organization a clear picture of what to expect. It infuses the firm's recruitment process and the interaction among people in the organization.

**Table 2: Descriptive results for employer reputation in broadcasting media firms**

	Very low extent	Low extent	Moderate extent	High extent	Very high extent	Mean	Std dev
High employer experience	6.7%	8.0%	4.0%	42.7%	38.7%	4	1
Professional associations with reputable body	8.0%	2.7%	5.3%	48.0%	36.0%	4	1
Top media ranking of the organisation	5.3%	2.7%	6.7%	45.3%	40.0%	4	1
History of good employment experience	6.7%	5.3%	2.7%	45.3%	40.0%	4	1
Reputation of involvement in social activities	1.3%	5.3%	5.3%	48.0%	40.0%	4	1

**Descriptive Results for Employer Distinctive Culture**

The second objective of the study was to establish the effect of employer distinctive culture on the employee retention in media firms in Kenya. The study analysed to what extent appreciative culture, culture that encourages innovation, organisation's core values, organisation culture that prioritizes employees unity, and culture that discourages employees turnover in organizations affected the level of employee retention in media firms in Kenya. The results showed that 49.3% and 40.0% of the respondents indicated that appreciative culture had very high and high influence on the employee retention in media firms in Kenya. On the other hand 4% and 1.3% indicated very low and low extent respectively. The study was also interested in whether organisation having culture that encourages innovation influenced employee retention, the

results indicated that 45.3% and 36.0% of the respondents indicated high extent and very high extent respectively while a combined 9.3% indicated low extent. The results also showed that more than half of the respondents revealed that organisation's core values, organisation culture that prioritizes employees unity and a culture that discourages employees turnover in organizations significantly influenced employee retention among media firms. All these factor had a mean response of above 4 which implied that majority of the respondents rated them to have high influence on the employee retention. Daugherty (2007) also argued that organizational culture is increasingly being touted as an important selling feature as companies attempt to attract and retain valued employees. Knox and Freeman (2006) also found that perception of an organization's culture is a significant predictor of decisions to pursue employment with that company.

**Table 3: Descriptive results for employer distinctive culture**



	Very low extent	Low extent	Moderate extent	High extent	Very high extent	Mean	Std dev
Organisation having appreciative culture	4.0%	1.3%	5.3%	40.0%	49.3%	4	1
Organisation having culture that encourages innovation	5.3%	4.0%	9.3%	45.3%	36.0%	4	1
Organisation's core values	4.0%	4.0%	2.7%	33.3%	56.0%	4	1
Organisation culture that prioritizes employees unity	5.3%	4.0%	5.3%	36.0%	49.3%	4	1
A culture that discourages employees turnover in organizations	1.3%	6.7%	6.7%	38.7%	46.7%	4	1

**Descriptive Results for Employer Job Attributes**

The study also sought to find out to what extent employer job attributes influenced employees retention among media firms in Kenya. Some of the job attributes that the study analysed include flexitime, working environment, job security, High job diversity and travel opportunities. The results showed that 42.7% and 38.7% of the respondents indicated that flexitime had very high and high influence on employee retention respectively. Similarly 48.0% and 38.7% of the respondents indicated that employees working environment had high and very high influence on employee retention respectively. The findings further revealed that Employees job security, job diversity and travel opportunities also significantly influenced employee retention in media firms in Kenya. These is because all the statement had a

mean of above 4 which showed that majority of the respondents agreed with the statements. These findings implied that job attributes was rated to be a crucial factors in retention of staff.

Similarly, Wallace, Lings, Cameron and Sheldon (2014) in their survey of final-year university engineering students indicated good working conditions, good work-life balance, opportunity for a variety of work, good pay, opportunities for promotions and career advancement, opportunities to apply skills and knowledge in a practical way, and permanency/job security as some of the attributes job seekers considers. Arachchige & Robertson (2013) also reported that potential recruits' anticipation of job benefits influences how attracted they are to careers with an employer.

**Table 4: Descriptive results for employer job attributes**

	Very low extent	Low extent	Moderate extent	High extent	Very high extent	Mean	Std dev
Firms with high flexitime	9.3%	4.0%	5.3%	38.7%	42.7%	4	1
Employees working environment	2.7%	1.3%	9.3%	48.0%	38.7%	4	1

Employees job security	2.7%	4.0%	5.3%	40.0%	48.0%	4	1
High job diversity	5.3%	2.7%	4.0%	42.7%	45.3%	4	1
Jobs with travel opportunities	8.0%	4.0%	6.7%	41.3%	40.0%	4	1

**Descriptive Results for Employer Image**

The final objective of this study was to establish the influence of employer image on the level of employee retention in media firms in Kenya. The study used employers perceived performance, employers market share, employers perceived justice to employees, employers with supportive management processes and employers perceived positive image as measures of employer image. The findings showed that 50.7% and 37.3% of the respondents indicated that employers perceived performance had high and very high influence respectively on the staff retention in media firms in Kenya. Similarly, 49.3% and 34.7% of the respondents agreed that market share had very high and high influence on employees retention among media firms in Kenya. Employers perceived justice to employees was also indicated to have

high influence on employees retention by 46.7% of the respondents and very high influence on employees retention by 38.7% of the respondents. The result finally showed that employers perceived positive image and employers with supportive management processes also influenced the rate of staff retention among media firms in Kenya. All the statements had a mean above 4 which implied that majority of the respondents were in agreement with the statements under employer image. Berthon, Ewing & Napoli (2008) also presented an alternative perspective with a scheme of five benefits, or dimensions of employer image, that are relevant to potential recruits which included interest value, social value, economic value, development value and application value.

**Table 5: Descriptive results for employer image**

	Very low extent	Low extent	Moderate extent	High extent	Very high extent	Mean	Std dev
Employers perceived performance	1.3%	6.7%	4.0%	50.7%	37.3%	4	1
Employers market share	8.0%	5.3%	2.7%	34.7%	49.3%	4	1
Employers perceived justice to employees	2.7%	6.7%	5.3%	46.7%	38.7%	4	1
Employers perceived positive image.	4.0%	8.0%	8.0%	38.7%	41.3%	4	1
Employers with supportive management processes	5.3%	6.7%	5.3%	44.0%	38.7%	4	1

**Correlation Tests Results**

To further ascertain the relationship between the independent and dependent variable, the study employed correlation analysis. According to Kothari (2014), the correlation coefficient can

range from -1 to +1, with -1 indicating a perfect negative correlation, +1 indicating a perfect positive correlation, and 0 indicating no correlation at all. A linearity test was conducted as evidenced by the Pearson correlation coefficient.

### Employer Reputation and Retention of Employees

The study used correlation analysis to test the relationship between employer reputation and retention of employees among media firm in Kenya. The findings showed that employer reputation had a positive and significant relationship with employee retention in media firms. The value of pearson correlation was

$r=0.675$  with a  $p=0.000$  which was significant at 0.05 significance level. The findings implied that an increase in reputation would lead to an increase in the employee retention. According to Gilliver (2009) employer brand identifies an organization in the marketplace and makes it unique. It gives everyone in the organization a handle on what we are, and everyone interested in joining the organization a clear picture of what to expect.

**Table 6: Correlation results of employer reputation and retention of employees**

		Employee retention	Employer reputation
Employee retention	Pearson Correlation	1	.675**
	Sig. (2-tailed)		.000
	N	75	75
Employer reputation	Pearson Correlation	.675**	1
	Sig. (2-tailed)	.000	
	N	75	75

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

### Employer Distinctive Culture and Retention of Employees

The study also used correlation analysis to test the relationship between employer culture and retention of employees among media firms in Kenya. The findings revealed that employer culture had a positive and significant relationship with employee retention in media firms. The value of pearson correlation was  $r=0.661$  with a  $p=0.000$  which was significant at 0.05 significance level. The findings implied that an increase in reputation would lead to an increase in the

employee retention. According to Daugherty (2007) organizational culture is increasingly being touted as an important selling feature as companies attempt to attract and retain valued employees. Knox and Freeman (2006) also found that perception of an organization's culture is a significant predictor of decisions to pursue employment with that company. Similarly Jiang and Iles (2011) suggest that there is a strong relationship between organizational attractiveness perceptions and applicant decisions such as job pursuit, acceptance and choice intentions.

**Table 7: Correlation results of employer distinctive culture and retention of employees**

		Employee retention	Employer culture
Employee retention	Pearson Correlation	1	.661**
	Sig. (2-tailed)		.000
	N	75	75
Employer culture	Pearson Correlation	.661**	1
	Sig. (2-tailed)	.000	
	N	75	75

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

**Employer Job Attribites and Retention of Employees**

To further ascertain the relationship between employer job attribites and retention of employees, the study used correlation analysis. The findings revealed that employer Job Attribites also had a positive and significant relationship with employee retention in media firms. The value of pearson correlation was  $r=0.501$  with a  $p=0.000$  which was significant at 0.05 significance

level. Similarly, Wallace, Lings, Cameron and Sheldon (2014) in their survey of final-year university engineering students indicated good working conditions, good work–life balance, opportunity for a variety of work, good pay, opportunities for promotions and career advancement, opportunities to apply skills and knowledge in a practical way, and permanency/job security as some of the attributes job seekers considers.

**Table 8: Correlation results of employer job attribites and retention of employees**

		Employee retention	Employer job attribites
Employee retention	Pearson Correlation	1	.509**
	Sig. (2-tailed)		.000
	N	75	75
Employer job attribites	Pearson Correlation	.509**	1
	Sig. (2-tailed)	.000	
	N	75	75

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

**Employer Image and Retention of Employees**

Finally, the study adopted correlation analysis to test the relationship between employer image and retention of employees. The study also established a positive and significant ( $r=0.524$ ,  $p=0.000$ ) association between employer image

and retention of employees. Similarly, Berthon, Ewing & Napoli (2008) presented an alternative perspective with a scheme of five benefits, or dimensions of employer image, that are relevant to potential recruits which included interest value, social value, economic value, development value and application value.

**Table 9: Correlation results of employer image and retention of employees**

		Employee retention mean	Employer image mean
Employee retention mean	Pearson Correlation	1	.524**
	Sig. (2-tailed)		.000
	N	75	75
Employer image mean	Pearson Correlation	.524**	1
	Sig. (2-tailed)	.000	
	N	75	75

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

**Regression Results on the Employer Branding on Staff Retention**

A multivariate regression model was conducted to test the joint relationship of all the independent

variable and dependent variable. The result showed that employer reputation, employer distinctive culture, employer job attributes and employer image had a significant association with

retention of staffs in broadcasting media firms in Kenya (R=0.853). The results further revealed that employer reputation, employer distinctive culture, employer job attributes and employer

image jointly accounted for 72.7% of the variation in retention of staffs in broadcasting media firms in Kenya.

**Table 10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 <sup>a</sup>	.727	.711	.42344

a. Predictors: (Constant), Employer image, Employer reputation, Employer culture mean, Employer job attributes

The results of ANOVA indicate that employer reputation, employer distinctive culture, employer job attributes and employer image were significant predictor variables of retention of staffs in broadcasting media firms in Kenya. This

was indicated by the F-statistics results (F=46.574, p=0.000) indicating that the model used to link the independent variables and dependent variable was statistically significant.

**Table 11: ANOVA Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.404	4	8.351	46.574	.000 <sup>b</sup>
	Residual	12.551	70	.179		
	Total	45.955	74			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Employer image, Employer reputation, Employer culture, Employer job attributes  
In the multivariate regression model, employer reputation ( $\beta_1 = 0.31$ , p=0.009) was found to have a positive significant relationship with retention of staffs in Kenya this because the p-value was less than 0.05. Similarly, employer distinctive culture ( $\beta_2 = 0.808$ , p=0.000), employer job attributes ( $\beta_3 =$

0.451, p=0.001), and employer image ( $\beta_4 = 0.155$ , p=0.153), were found to have a insignificant and positive relationship with retention of staffs in broadcasting media firms in Kenya this because the p-value was greater than 0.05.

**Table 12: Regression Coefficient**

	B	Std. Error	Beta	t	Sig.
1 (Constant)	0.151	0.341		0.444	0.658
Employer reputation	0.31	0.116	0.29	2.683	0.009
Employer culture	0.808	0.107	0.661	7.535	0.000
Employer job attributes	0.451	0.124	0.413	3.638	0.001
Employer image	0.155	0.107	0.155	1.444	0.153

a Dependent Variable: Employee retention

**Optimal Model**

$$\text{Employees Retentions} = 0.151 + 0.808 (\text{Employer culture}) + 0.451 (\text{Employer job attributes}) + 0.31 (\text{Employer reputation}) + e$$

The findings of the multivariate regression model revealed that employer reputation, employer culture and employers job attributes all had a positive and significant relationship with employee retention. On the other hand employer image had an insignificant relationship with employee retention. Employer culture had the largest contribution on employee retention since it accounted for 0.808 unit variations in the employee retention. Employer reputation accounted for 0.3 units variation while job attributes accounted for 0.451 units variations in the employee retention. Employer image accounted for 0.155 units variations in the employee retention. The findings of this study concurs with those of Van Dam, (2006) who posited that employer branding is a logical process through which companies reach one main goal: to have a strong appeal on their current and future ideal employees. Similarly, Edwards (2009) argued that organizations have discovered that effective employer branding is a good strategy that ensures organizations maintains a competitive advantage.

### **Conclusion**

Because of the changing business environment companies have realized that just as strong consumer brands influence growth and bring profits to companies it is undeniable that a strong employer branding has an influence on level of staff turnover. By making the employment experience unique, generating and communicating an employment value proposition, employers must be able to produce brand equity necessary in increasing retention of employees.

### **REFERENCES**

Abd-El-Salam, E. M., Shawky, A. Y., & El-Nahas, T. (2013). The impact of corporate image and reputation on service quality, customer satisfaction and customer loyalty: testing the mediating role. Case analysis in an international service company. *Journal of Business and Retail Management Research*, 8(1).

Arachchige, B. J., & Robertson, A. (2013). Employer attractiveness: Comparative perceptions of undergraduate and postgraduate students. *Sri Lankan Journal of Human Resource Management*, 4(1).

The media industry in Kenya must also invest in employer branding in an effort to retain highly mobile top news anchors that are on high demands. In line with this, the media firms must ensure that they have good reputation, distinct culture, maintain positive corporate image and ensure that job characteristics are in line with the demand of employees. Incorporating all this will go a long way in ensuring low employee turnover.

### **Recommendations**

Based on the findings of this study, it was recommended that media firms and other organizations all over the world should adopt pragmatic strategies to be ahead in the race of attraction and retention of employees. As indicated by the major findings of the study, branding has become a major tool for organizations to attract quality employees in their organizations. It is essential to create work environments that make employees feel secure psychologically. The study also recommended that workplaces should offer opportunities for growth and also make it easier for employers to attract and retain employees. It is important for modern organizations to be able to retain talents to enable them become efficient and effective. Work environment that is socially rich and psychologically empowering is also needed for organizations to be ahead of competition. The study further recommended that if an organization has been facing continuous talent scarcity, employer branding can help to get out of it.

- Armstrong, M. (2007). *'Employee Reward Management And Practice'*, Kogan Page Limited, London.
- Barney, J. B. (2014). How marketing scholars might help address issues in resource-based theory. *Journal of the Academy of Marketing Science*, 42(1), 24-26.
- Barney, J. B., Ketchen, D. J., & Wright, M. (2011). The future of resource-based theory revitalization or decline?. *Journal of management*, 37(5), 1299-1315.
- Barrow, S., House, G., Housley, S., Jenner, S., Martin, G., Mensink, J., ...& Taylor, S. (2007). *Employer branding: The latest fad or the future for HR*. Chartered Institute of Personnel and Development, London, 7-9.
- Berthon, P., Ewing, M. T., & Napoli, J. (2008). Brand management in small to medium-sized enterprises. *Journal of Small Business Management*, 46(1), 27-45.
- Bondarouk, T. V., Ruel, H. J. M., & Weekhout, W. (2012). Employer Branding and Its Effect on Organizational Attractiveness via the World Wide Web: Results of quantitative and qualitative studies combined.
- Bosire R. K. (2015) Factors influencing employee turnover in Kenyan media industry: the case of nation media group Nairobi county. *Human Resource Management Journal* 19(1), 3-23.
- Cerdin, J. L., & Brewster, C. (2014). Talent management and expatriation: Bridging two streams of research and practice. *Journal of World Business*, 49(2), 245-252.
- Chaudhry, I. S., Maurice, J. G., & Haneefuddin, M. (2015). Impact of Job Characteristics on Employees Emotions & Work-Related Outcomes in Pakistan. *International Journal of Business and Management*, 10(8), 233.
- Collins, C.Y. (2006), "The Interactive Effects of Recruitment Practices and Product Awareness on Job Seekers Employer Knowledge and Application Behaviours", *Journal of Applied Psychology*, 92(1): 180-90.
- Communications Authority of Kenya (2014) Quarterly Sector Statistics Report First Quarter of the Financial Year July – September 2012/13. Nairobi: *Communications Commission of Kenya*.
- Daugherty, L. (2007). Defining Corporate Culture. *Global Journal of Business Research*, 5(1), 101-110.
- Davies, G. (2008), "Employer branding and its influence on managers", *European Journal of Marketing*, 42(5/6):667-81.
- Dawson, A. (2012). Human capital in family businesses: Focusing on the individual level. *Journal of Family Business Strategy*, 3(1), 3-11.
- Edwards, M. R. (2009). An integrative review of employer branding and OB theory. *Personnel review*, 39(1), 5-23.
- Emerson, D. (2013). Organizational culture, job satisfaction and turnover intentions: the mediating role of perceived organizational support.
- Franca, V. & Pahor, M. (2012). The strength of the employer brand: Influences and implications for recruiting. *Journal of Marketing & Management*, 3(1), 78-122.
- Ghosh, P., Satyawadi, R., Prasad Joshi, J., & Shadman, M. (2013). Who stays with you? Factors predicting employees' intention to stay. *International Journal of Organizational Analysis*, 21(3), 288-312.

- Gilliver, S. (2009), "Badenoch & Clark guide", Employer Branding Essentials, 4:3
- Goosen, C. J. (2010). *The impact of job and organisational characteristics on engagement at work in a petrochemical company* (Doctoral dissertation, North-West University).
- Habib, S., Aslam, S., Hussain, A., Yasmeen, S., & Ibrahim, M. (2014). The Impact of Organizational Culture on Job Satisfaction, Employees Commitment and Turn over Intention. *Advances in Economics and Business*, 2(6), 215-222.
- Haslam, S. A., Jetten, J., Postmes, T., & Haslam, C. (2009). Social identity, health and well-being: an emerging agenda for applied psychology. *Applied Psychology*, 58(1), 1-23.
- Jiang, T. & Iles, P. (2011). Employer-brand equity, organizational attractiveness and talent management in the Zhejiang private sector, China. *Journal of Technology Management in China*, 6(1), 97-110.
- Knox, S. & Freeman, C. (2006), "Measuring and Managing Employer Brand in the Service Industry" *Journal of Marketing Management*, 22(7/8):695-716.
- Kothari, C. (2011). *Research Methodology: Methods & Techniques, 2nd edition*. New age International Publishers, New Delhi, India.
- Moroko, L., & Uncles, M. D. (2008). Characteristics of successful employer brands. *Journal of Brand Management*, 16(3), 160-175.
- Nyabuga, G. Booker, N. Dragomir, M. Thompson, M., Jamaï, A. Chan, Y. Y. & Tambini, D. (2013). Mapping digital media: Kenya. Open Society Foundations (internet source: <http://www.opensocietyfoundations.org/sites/default/files/mapping-digitalmedia-kenya-20130321.pdf>).
- Öster, H., & Jonze, J. (2013). Employer Branding in Human Resource Management: The Importance of Recruiting and Retaining Employees
- Porter, M. E. (2008). *Competitive strategy: Techniques for analyzing industries and competitors*. Simon and Schuster.
- Priyadarshi, P. (2011), "Employer Brand Image as Predictor Employee satisfaction, Affective Commitment and Turnover", *Indian Journal of Industrial Relations*, 46(3)
- Sokro, E. (2012). Impact of employer branding on employee attraction and retention. *European Journal of Business and Management*, 4(18), 164-173.
- Suikkanen, E. (2010). *How does employer branding increase employee retention?*.
- Van Dam, N. (2006). *Building an employer brand through investments in learning*. Chief Learning Officer, 5(6), 13.
- Wallace, A. P. M., Lings, I., Cameron, R., & Sheldon, N. (2014). Attracting and retaining staff: the role of branding and industry image. In *Workforce development* (pp. 19-36). Springer Singapore.
- Wong, S. L. (2010). *The Relationship Between Job Characteristics And Job Satisfaction Toward Affective Commitment: The Case Of Engineers In Sepakat Setia Perunding Sdn Bhd* (Doctoral dissertation, Universiti Sains Malaysia).