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MARMARA ÜNİVERSİTESİ

SOSYAL BİLİMLER ENSTİTÜSÜ

İŞLETME (İNGİLİZCE) ANABİLİM DALI

YÖNETIM VE ORGANİZASYON (İNGİLİZCE) BİLİM DALI

AN ANALYSIS ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND EMPLOYEE RETENTION: EVIDENCE FROM THE GAMBIA

Yüksek Lisans Tezi

AJI SAINABOU JALLOW

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Danışman: Prof. Dr. HANDE SİNEM ERGUN

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SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ

TEZ ONAY BELGESİ

İŞLETME (İNGİLİZCE) Anabilim Dalı YÖNETİM VE ORGANİZASYON (İNGİLİZCE) Bilim Dalı TEZLİ YÜKSEK LİSANS öğrencisi AJI SAINABOU JALLOW'nın AN ANALYSIS ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND EMPLOYEE RETENTION: EVIDENCE FROM THE GAMBIA adlı tez çalışması, Enstitümüz Yönetim Kurulunun 15.05.2017 tarih ve 2017-11/23 sayılı kararıyla oluşturulan jüri tarafından oy birliği / ~~oy çokluğu~~ ile Yüksek Lisans Tezi olarak kabul edilmiştir.

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ÖZET

ÖRGÜTSEL İKLİMİN VE ÇALIŞANI ELDE TUTMA İLİŞKİSİ ÜZERİNE BİRARAŞTİRMA: GAMBİYA ÖRNEĞİ

Gambiya'da bulunan (kamu ve özel sektör) kurumlar; yetenekli bireyleri işe alma eğiliminde olmalarına rağmen, bu bireyleri organizasyon içerisinde tutma konusunda çok az çaba sarf etmektedir. Kurum içerisindeki uygulamaların, çalışanların işten ayrılma niyetlerinin altında yatan nedenlerden biri olması muhtemeldir. Bu nitel çalışma; örgüt ikliminin çalışanların elde tutulması üzerine etkisini ve işe cezbolmanın Gambiya'da bulunan kamu ve özel sektör işletmelerindeki bu ilişkiye nasıl aracılık edeceğini incelemeyi amaçlamaktadır.

Araştırma sorularını yanıtlamak ve araştırma hipotezlerini test etmek için, deneysel ve ilişkisel araştırma tasarımı temel alınarak anket yöntemi kullanılmıştır. Elde edilen verilere faktör analizi, korelasyon ve regresyon analizi uygulanmıştır. Basit doğrusal regresyon analizi sonuçları; örgüt iklimi boyutları (katılım ve ilişki boyutu) ve çalışan elde tutma boyutları (işte kalma niyeti ve işten ayrılma niyeti) arasında anlamlı bir ilişki olduğunu ortaya koymuştur. Hiyerarşik regresyon analizi sonuçlarına göre; işe cezbolmanın aracı rolü olduğu belirlenmiştir. İşe cezbolma boyutlarından kendini işe adama ve yoğunlaşma; örgüt iklimi ve işte kalma niyeti ilişkisinde pozitif aracılık etkisine sahipken; örgüt iklimi ve işten ayrılma niyeti ilişkisinde negatif aracılık etkisine sahip olduğu ortaya konmuştur.

Araştırma bulguları; çalışanları organizasyon içerisinde tutmak ve örgütsel etkinliği arttırmak için uygun ve doğru örgütsel faaliyetlere sahip olmanın önemini ortaya koymuştur. Bu araştırma; araştırmacının bilgisi dahilinde Gambiya'da örgüt iklimi ve çalışanların elde tutulması arasındaki ilişkiyi inceleyen ilk çalışmadır. Araştırma; çalışanları anlama, örgütsel başarıya ulaşma ve çalışanları elde tutma noktasında örgüt iklimi ve çalışan tutkunluğunun ne kadar önemli olduğunun şirket yöneticileri ve hükümet yetkilileri tarafından anlaşılmasına ışık tutmuştur. Bu bağlamda; çalışmanın, örgüt iklimi ve işe cezbolma literatürüne katkı sağlaması beklenmektedir.

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ABSTRACT

AN ANALYSIS ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND EMPLOYEE RETENTION: EVIDENCE FROM THE GAMBIA

Gambia Institutions (Public and Private) have the tendency of attracting highly skilled individuals but do little to keep them. Organizational practices might be a reason behind employee's intention to leave. The quantitative study seeks to examine the influence of organizational climate on employee retention and how employee engagement mediates this relationship in The Gambia Public and Private sector organizations. A quantitative survey based experimental, correlational research design was used to answer the research questions and test the hypothesis. Factor analysis, correlational and regression analysis was conducted. The results from the simple regression showed a significant relationship to exist between organizational climate factors (participation and relations) and employee retention factors (intention to stay and intention to leave). The hierarchical regressions showed the mediating effect of employee engagement. It further revealed that employee engagement variables dedication and absorption positively mediates the relationship between organizational climate and intention to stay and negatively mediates the relationship between organizational climate and intention to leave.

The findings of the research revealed the importance of having good organizational practices in order to retain employees and boost organizational effectiveness. To the knowledge of the author, the research was the first to explore the relationship between organizational climate and employee retention on The Gambia. It would provide policy makers and leaders an understanding of their employees and how organizational climate and employee engagement are crucial factors in retaining employees and driving organizational success. It will further add to the wealth of existing literature on organizational climate and retention.

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1. INTRODUCTION

The increasing competition between organizations to retain talented employees that drive performance has influenced employees demanding more from their employers. Retention of employees is becoming an increasing worry for organizations as employee turnover rates surge (Ballinger, Craig, Cross, & Gray, 2011). The Climate of an organizational coupled with other variables like culture and leadership has been the driving force impacting the turnover of employees. How employees perceive their organization can largely contribute to their turnover intentions (Stewart, Volpone, Avery & McKay, 2011).

Organizations, both public and private are aware of the consequences of losing employees. High employee turnover can weaken an organization leading to under performance, demotivated employees and low productivity. Retaining talented employees is a difficult issue especially in The Gambia where there is a high brain drain in the public sector, Young vibrant employees are lost to private sector organizations and experienced skilled employees are lost to NGOs and International organizations. Private sector organizations, on the other hand, are also losing skilled employees to other organizations but the turnover rate is not as rapid as the Public sector. Organizations when trying to increase retention and decrease turnover, are faced with multiple difficulties. Difficulties encountered include employee's lack of skills and knowledge, experience, Job satisfaction and how they perceive the organization's environment among other issues can hinder the retention of valuable and skillful employees (Iqbal, 2010).

Since, recruiting and maintaining employees can be a costly exercise, due to the resources invested in continuous employee training to ease job performance. Organizations are setback financially and knowledgeably when employees quit the organization. Therefore, they are required to do their best in trying to retain employees through providing a favorable work environment coupled with rewards and encouragement. These go along way in motivating the employees and increasing their satisfaction level thus their loyalty.

According to Lambert & Paoline (2010), dissatisfied employees and demotivated employees are more likely to voluntarily resign from their organizations. O'Connell & Mei-Chaun (2007), further stated that when employees quit voluntarily they contribute to the retention and financial challenges of organizations. In addition to creating financial and retention challenges, voluntary turnover can decrease the morale of other employees and create an unpleasant organizational climate, which in the long term hurts the growth and development of the organization.

Organizational Climate as described by Diekhoff, Thompson & Denny (2006) as the psychosomatic nature of an organization that influences the organization in numerous forms. It can be said from the definition that organizational climate is how the work environment makes employees feel, and their perception of it. Therefore if employees feel that they are valued in an organization, their efforts are appreciated and rewarded, and they being treated fairly leads to employee job commitment thus referred to as engaged employees. Employee engagement as defined by Schaufeli, Martinez, Pinto, Salanova, & Bakker (2002), is a 'positive fulfilling and work-related state of mind that is characterized by vigor, absorption, and dedication '(p. 465). From the above-stated definitions one can say that if a pleasant organizational climate exists in an organization, an employee is likely to possess vigor and dedication in carrying out their work in the organization. Furthermore, the organization would be held to a high standard, when this happens employees will find it hard to leave the organization, as they feel a part of it. This study aims to explore if organizations in The Gambia, both public and private are able to use favorable organizational climate and engaged employees to retain talented and skillful employees, which in the long term not only increase organizational development but the overall development of the Gambia.

1.1.Background of the Study

Organizations in the Gambia especially Public sector institutions are suffering from a huge brain drain of experienced employees and also young vigorous employees to International and private sector organizations. One of the challenges to the realization of Poverty Reduction Strategy Paper 2 (PRSP II) was manpower constraint; this was due to the high attrition rates of civil servants (PRSP II (2007-2011) Review and Assessment, 2012). The problems faced with manpower constraints inspired the development of the Civil Service Reform Strategy. voluntary turnover in both public and private sector institutions poses a problem for institutions however employee retention/attrition statistics are not documented. The absence of documentation is due to ineffective data management (IMF, 2011). The lack of proper implementation of human resources practices to ensure retention has discouraged employees staying with these organizations. According to walker (2001), some of the factors that influence retention in an organization include the lack of compensation and appreciation of work, providing development and promotion opportunities, the good atmosphere within the organization, positive relationship between colleagues and good communication within the organization. These factors highlighted by walker, resonates well with the problems being faced by institutions in The Gambia.

1.2. Statement of Problem

The problem is that Gambia Public and Private Sector institutions have the tendency of attracting highly skilled employees but do little to keep them in the institutions. The way organizations are managed coupled with the culture and climate could be factors influencing employees intention to leave. Leaders fail to realize that to have a successful organization, there need to be motivated employees to drive performance. Employees are not managed effectively in terms of meeting their requirements. The right culture is not created to motivate employees, work is not compensated, and no appreciation is shown if

work is done correctly, however, there are development and training opportunities but it is normally not distributed fairly leading to certain employees feeling left out in the organization. The above statements among others are problems employees face in these institutions.

1.3.Purpose of The Study

The intent of this quantitative study is to explore if organizational climate has a relationship with employee retention and whether this relationship is facilitated by employee engagement in public and private sector institutions in The Gambia. The results of this research will further emphasize the importance of having the right environment and engaging employees in an organization. The results of this study will also be shared with the bodies in both the public and private sector institutions responsible for the recruitment and maintenance of employees to assist them in the restructuring of their various institutions. Furthermore the conclusion of this study will not only add to the wealth of literature on Organizational climate, employee engagement, and Employee retention but it will reveal the relationship organizational climate has on the retention of employees which is lacking in the literature.

1.4. Rationale

The rationale of the study is to provide Gambian organizations with a better understanding of the importance of engaging, retaining and providing a convenient climate for its employees. The level of employee engagement significantly influences an employee's quality of work and his/her wish to remain with an organization (Wagner, 2006). Since all organizations are working towards becoming more efficient, a part of improved efficiency includes having and maintaining a skillful workforce, this research

will go a long way in providing these organizations with the understanding required to carry out these reforms.

The research will further investigate closely the importance of organizational climate and the role it plays on retention and how employee engagement compliments this relationship. As indicated by Patterson et al (2004, p.204), organizational climate impacts the productivity of an organization by influencing employee learning, behaviors, and attitudes.

1.5. Research Questions and Hypothesis

The quantitative investigation will seek to answer the following questions:

1. How influential is organizational climate on employee retention?
2. Does employee engagement compliment the relationship between organizational climate and employee retention?
3. Are engaged employees more likely to stay with the organization?

Ha_1: organizational climate affects employee retention

Ha_2: There is a relationship between organizational climate and employee engagement. (Engaged employees are elements of a good organizational climate)

Ha_3: There is a relationship between employee engagement and employee retention

Ha_4: Employee engagement mediates the relationship between organizational climate and employee retention

Ha_5: There is a difference between private sector employee's retention levels and

public sector employee's retention levels.

Ha$_6$: There is a difference in the level of education of employee's perceived organizational climate, engagement and Employee Retention levels.

1.6. Significance of the Research

The significance of the Research is to investigate the impact of organizational climate on employee retention in Gambian organizations. Further, the research will add to previous studies done on organizational climate, employee engagement, and retention and provide a best practice model showing the relationship between organizational climate and employee retention.

The results derived from this study will assist managers of public and private sector organizations in implementing reforms that can better their respective institutions.

1.7. Definition of Terms

Organizations: According to Hatch (2013) organizations can be described in three different perspectives: modern, symbolic and post-modern. *Modern perspectives* see organizations as 'objectively real entities, operating in the real world. When effectively managed and designed they are systems of actions and decisions driven by norms of rationality, efficiency, and effectiveness directed towards set objectives'. *Symbolic perspective* described organizations as 'Socially constructed realities where webs of meaning create bonds of emotion and symbolic connection between members'. *Post-Modern perspective* describes it as 'sites for enacting power relations, giving rise to oppression, irrationality and falsehood but also humor and drama'. (p.15)

Public Sector: Public sector institutions are run and financed by the government for the purpose of serving the general populace. They are politically driven and focus on planning in order to nurture social values and attain public objectives (Darling and Cunningham, 2016).

Private Sector: Private sector institutions are profit-focused institutions that run on economic efficiency to satisfy customers and increase performance (Euske, 2003).

Organizational Climate: Refers to employee's perceptions and values attached to the policies, practices and procedures and how rewards, support and expectations are justified in an organization (Schneider et al, 2013 p. 362).

Employee Engagement: Engagement refers to the state in which an employee is highly involved in their work and organization at the same time possessing a strong feeling of enthusiasm and pride when carrying out task (Macey & Schneider, 2008).

Employee Retention: The steps organizations take to maintain employees who posses talent, knowledge and skills to perform the job (Chen et al, 2010).

Employee Intention to Quit: When employees voluntarily resign from their jobs (Parry, 2008).

Turnover: The challenges faced by organizations when employees voluntarily resign from the organization (Parry, 2008)

1.8. Assumptions and Limitations

Assumptions made are as follows:

Participants would respond accurately to the questionnaires without feeling any

pressure. That is to say questions are answered based on how they feel rather than answering to questions fearing that they would be found wanting. Participants would understand the importance of the research conducted. Participants understand the way their organizations work. Participants would voluntarily take the survey.

Limitations

The time frame involved in the completion of the surveys and the sample size created a limit. Participants completed the questionnaires on voluntary terms. Participant's respond may be subjected to social pressure.

1.9. Organization of the Remainder of the Study

The research consists of five chapters:

Chapter one presents the background of the study with the problem statement, significance of the research, rationale, research questions and hypothesis. Chapter two discusses the literature review in reference to the research variables: organizational climate, employee engagement and employee retention also highlight the Research theoretical framework. Chapter three looks at the Methodology outlining the research design, sample, instrument and measures, data collection methods. Chapter four, presents the results of the data analysis and hypothesis testing and Chapter five discusses results of the findings and presents implications and recommendations for future research.

2. LITERATURE REVIEW

The literature review discusses relevant literature related to organizational climate, employee engagement and employee retention in relation to organizations. The study utilizes literature from academic journals, articles, researches and conclusions to assist in better understanding the variables to be explored in the model used for the research. Employee retention is of paramount importance to an organization in this current Global climate. The literature review and theoretical contributions presented will assist in appreciating the relationship the writer intends to explore in this research. Additionally, the literature presented will be useful in the methodology and presentation of findings of the research.

2.1. Organizational Climate

Organizational climate as the independent variable in this research has been studied since the 1930s and the concept has broadened in academics studies over the years, however, there is still some aspects of it that have not been explored in regards to its relationship with employee engagement and employee retention. As human beings, the environments we find ourselves in can rapidly influence our actions. Thus, the same goes for employees in an organization, the environment they are faced with can influence every aspect of their work either negatively or positively. The organizational climate concept has been used to study work and organizations situations for a better understanding of the behaviors of individuals and organizations (Asif, 2011, Ostroff, Kinicky, & Tamkins, 2003). Given that organizations seek to have effective employees to assist in the attainment of objectives, the effectiveness of an employee is a consequence of many factors, which includes organizational psychological climate (Williamson et al, 1997).

Ostroff (1993, p. 60) stated that climate could exist at two different levels for the employee: it can be the shared opinions of employees about the overall organization environment or the psychological level opinions of an employee about the work environment. To further emphasize on Ostroff's definition Schneider, Bowen, Ehrhart & Holcombe (2000), affirmed that the climate of an organization is best described as the psychosomatic aspect of the work environment and the employee's perceived opinions about policies procedures and structures of an organization.

Organizational climate is said to be the process by which employees perceive and emotionally respond to their work environment (Glisson & James, 2002). Schiender et al, (1996), further added that organizational climate is the perceptions employees have on the environment in which they work and how that environment affects them personally. The climate of an organization can be measured by looking at the factors that define the characteristics of that climate, these factors might include, hostility, conflict etc. According to Schiender et al (1996 p.10), the culture and climate of an organization are inherently linked and if a climate impacts negatively on employees then the culture of the organization needs to be changed, to allow for a change in the climate. Organizational climate perceptions are said to influence employee attitudes, behavior and job outcomes. The attitudes and behaviors possess by employees in the long-term impacts on the dedication and fulfillment of employees (Parker et al, 2006). Wilderom et al, (2000) further stated that variables that affect employee performance and retention stems from the issues relating to their organizational climates such as low levels of organizational commitment, role conflicts, low levels of job satisfaction and high levels of emotional exhaustion.

Organizational climate according to James et al (2008) consists of structures, processes, relationships, administration, employee behavior, growth opportunities and other factors that are part of an organization. These outlined factors help to shape how employees

interpret their work environment. These interpretations according to Schulte, Ostroff, & Kinicki (2006), are later transformed into shared perceptions among employee in the organization. From this, it could be said that if employees perceive the environment as not good, it might negatively affect their behaviors, which would eventually reflect on their commitment and motivation level leading to turnover. Denison (1996), further stated that an organizational climate is one in which members of the organization recognize and characterize their environment based on personal opinions and perceived value addition. According to Carr, Schmidt, Ford, & DeShon, (2003), if a strong psychological climate exists in an organization it allows for a shared perception among employees of the values, objectives and expectations of the organization. The presence of a strong climate can influence positive employee behaviors, which will lead to a reduction of employee turnover and increased productivity. Additionally, Schneider, Salvaggio, & Subirats (2002) put forward that strong psychological climates influence employee consistency which reflects on their organizational outlook and actions. On the other hand Dickson, Resick, & hanges (2006), found out in their research that uncertain climates can lead to employee demotivation and detachment from the set values and objectives

Researchers claim that a relationship seems to exist between organizational culture and climate and that one compliments the other. The fact that they offer a different and overlapping interpretation of an organization helps to give a complete picture of an organization. However, Dennison (1996) in his investigation on the difference between climate and culture concluded that cultural researchers are more focus on the evolvement of a social system whereas climate researchers focus on individual and organizational behaviors. Therefore it could be deduced from Dennison's statement that when individuals or organizations want to look at ways of improving behaviors it is better to look at the climatic aspect rather than culture. Due to the culture being rooted in the values, beliefs and assumptions whereas climates are based on the environment.

2.1.1. Dimensions of Climate

Organizational climate has been measured over the years using different dimensions. This is partly due to researchers tailoring their research to certain aspects of an organization. Initial assumptions in climate studies were that climate would be characterized by a number of specific dimensions. A measure with four dimensions that was common to many studies was created by (Campbell, Dunnette, Lawler, & Weick 1970). The dimensions include individual autonomy/ independence; warmth and support, reward orientation and consideration, the degree of structure imposed on the situation. However, over the years there has been a rise in the dimensions in climate measure. James & Mckintyre (1996) suggested a four dimension of climate measured across different organizational context: friendliness, and warmth, Job challenge and autonomy, role stress and harmony, leadership Facilitation and support and work group cooperation,. Schneider, Brief, & Guzzo (1996) also identified four dimensions of climate: the nature of interpersonal relationships, the nature of work, the nature of hierarchy and the focus of support and reward.

Stringer (2002), on the other hand, proposed a six-dimensional measure of climate that could influence employee behavior: Organizational clarity, responsibility, rewards, standards, conformity, and spirit. Momeni (2009) also presented a six dimension of climate measure: group commitment, responsibility, rewards, clarity standards, and flexibility. Furnham (1991), categorized fourteen dimensions of climate: conflict management, role clarity, respect, communication, reward system, planning and decision making, innovation, relationships, quality of service, direction commitment and morale, learning and training, and, teamwork and support career development. Glisson (2007, p 739), developed an eight-dimensional climate scale which reflected on three types of climate; stressful climate, functional climate and engaged climate, the dimensions are role conflict, role overload,

emotional exhaustion, personal accomplishment, personalization, growth and achievement, role clarity and cooperation. Despite the numerous multidimensional climate scales, this study would be utilizing a one-dimensional scale to ascertain a reliable analysis of the climate construct.

2.1.2. Types of organizational climate

Climate being a broad concept has been measured over the years with different types of measures and also been studied in different forms. Some of the different climate types include but not limited to these: Innovation, Growth, Leadership, Support and Justice climates are discussed below:

2.1.2.1. Innovation Climate

Innovative climate also referred to as creativity or change climate, has been a climate type of interest for both organizations and researchers (Ismail, 2005). Innovative Climate is an asset for an organization to gain competitiveness. It is defined as the permanent behavior displayed by an organization, which is deemed to be part of the organization, and its employees could interpret, understand and experience it (Sundgren, Selart, Ingelgard, & Bengtson, 2005). Shalley & Gilson (2004 p.34), suggested that a climate for innovation is characterized by how employees are encouraged to be creative through the provision of instruments, Procedures, and resources to allow for innovativeness. On the other hand it was referred to as the cognitive perceptions held by employees on organizations' having a high regard for open communication, challenging job assignments, tolerating risk and instability, openness, change and the creation and implementation of new ideas (Van der vegt et al, 2005; Ismail, 2005; Howell & Avolio,

1993; Schneider, Gunnarson & Niles-Jolly, 1994). Carmeli & Schaubroeck, (2007, p.37), further stated the innovative climate is subjective in the sense that is based on the thinking employees possess about their organization being innovative. The innovative or creative climate is more important for driving the performance of an organization and since we are in an era of changing organizations that is organizations are forced to change in order to remain relevant, Thus it is has become a requirement for organizations.

2.1.2.2. Growth Climate

Growth-climate describes the importance of learning in an organization and it involves the perceptions held by employees on what influences and hinders individual learning in an organization (Mikkelsen, Saksvik & Ursin, 1998, p.199). It was further described by Ostroff (1993), as the employees' opinions on the emphasis their organization place on skills development, personal growth and on the job training. Furthermore, Van Dam, Oreg, & Schyns (2008), defined development climate as the level to which an organization promotes the improvement of its employees and encourages individual and organization learning. Additionally, Meyers & Smith (2000 p.321), defined career development climate as the importance an organization attaches to the development and advancement of its employees. The concept of growth climate described above as development and career development climates provides a holistic view of the components of growth climate. Growth-climate has a lot of implications for an organization especially its impact on employee perceptions. If personnel recognize the availability of growth and development prospects in their organization they are more inclined to stay with the organization but if they perceive that little importance is given to employee learning, they are likely to voluntarily quit the organization.

2.1.2.3. Leadership Climate

Leadership climate has been treated as a group perception construct (a group of employees perception of their leaders) in the climate literature. Gavin and Hoffman (2002) argued that since employees are exposed to the same kind of leader it makes a lot of sense to treat it as a group perspective. Leadership climate has not been studied like other climate types leading to a limited literature on the construct. According to Chen and Bliese (2002 p.552), leadership climate as a group of employees' perception on their superior's provision of work-related direction, and socio-emotional support. A climate of supportive leadership involves the perceptions held by employees on their leader's supportive behavior and how they encourage their development. Leadership climate is about the needs and wellbeing of employees and facilitation of a climate that promotes interaction between leaders and employees (Schyns, Van Veldhoven, & Wood, 2009 p.651).

2.1.2.4. Support Climate

A supportive climate in an organizational would come from both the co-workers and supervisors. Supervisor support is deemed as the supervisor’s provision of compassionate and active assistance when the employee is faced with a difficult situation (Bacharach, & Bamberger, 2007, p.851). On the other hand, co-worker support refers to the social interactions that exist between employees, which enhances organization effectiveness (Campion, Medsker, & Higgs, 1993). A supportive climate does not only improve effectiveness but also enhance performance through perceptions held by employees on co-worker supportiveness (Bishop, Scott, & Burroughs 2000). It was further stated by Gentry, Kuhnert, Mondore, & Page (2007, p.1006), that despite social support that is received from many sources, employees are more interested in getting it from their co-workers and leaders which when given, has proven to improve employee well-being and performance.

2.1.2.5. Justice Climate

Justice climate is the perception held by employees about the level of fair treatment received from their superiors (Li & Cropanzano, 2009). According to Zoghi-Manriqe-de-lara (2010), the level of fair treatment received by employees can impact their attitudes towards the organization. Employees perceive justice through interaction, knowledge and information sharing. It was further defined as group level held perceptions "Divergent team level perception" regarding fair treatment of a team as a whole (Colquitt, Noe, & Jackson, 2002 p. 84), "Common opinions" of team equality in outcomes, conduct and supervisory interactions (Moliner et al, 2005 p. 101). This held perceptions are divided into three dimensions: Distributive justice regarding the perceived fairness of key organizational outcomes such as wages and annual holidays. Procedural justice, the perceived fairness on how outcomes are determined such as promotion and pay increase and finally interactional justice which was further divided into informational and interpersonal; informational meaning the perceived fairness on how the authorities make decisions and interpersonal on perceived fairness on how employees are personally treated in terms of respect and dignity (Colquitt, 2001).

2.1.3. Organizational Climate Antecedents

Numerous studies have been conducted on organizational climate construct in trying to establish its link to different other constructs. Viitala, Tanskanen, & Santti, (2015, p.606-620) conducted a study on the connection between organizational climate and well-being at work, the results of their research showed that the different types of organizational climate (Relaxed and friendly, encouraging and supportive, prejudiced and clinging to old ways, strain and quarrelsome and tense and competitive) were linked to different levels of

employee well-being. They also found that positive climate (relaxed and friendly) were more connected to well-being than negative ones. Another study investigating the relationship between organizational climate and performance in retail pharmacies done by Feng Jing, Avery, & Bergsteiner (2011, p.224-242), revealed a positive relationship between organizational climate and performance variables (financial performance, staff satisfaction, and customer satisfaction) in small businesses. Positive climates were found to have a relationship with organizational performance in pharmacies studied.

Bamel, Rangnekar, Stokes & Rastogi (2013, p.198-218) did a study on the relationship between dimensions of organizational climate and managerial effectiveness in Indian organizations. The findings of the study suggest that organizational climate dimensions (organizational process, altruistic behavior, role clarity and communication, results-reward orientation and certain types of interpersonal relationships influences managerial effectiveness. Randhawa and kaur (2015, p.65-78), also found in a study of the impact of organizational climate on organizational citizenship behavior found that organizational climate dimensions such as supervisory support, performance feedback, clarity of organizational climate, autonomy, pressure to produce, welfare and participation had a high impact on organizational citizenship behavior.

Suliman and Al Harethi (2013, p.410-424), in their study on the perceived work climate and employee performance of public security organizations in the UAE, found a positive relationship between work climate and work performance. Another study on the influence of organizational climate on the sustainable relationship between organization and employees by Rota, Reynolds, & Zanasi (2012, p.125-140), revealed that organizational climate had a relationship with sustainable relationships (trust, satisfaction, commitment, collaboration history) between organization and employees.

There is a lot of literature on organizational climate as a construct and its dimensions use as either moderators or dependent variables. However, studies on the

relationship between organizational climate and organizational outcomes have not been exhaustive. We have seen studies on its relationship between job satisfaction, performance, commitments, organizational citizenship behavior and turnover. An organizational outcome like retention is lacking in the literature, this study intends to close that gap by exploring the relationship between organizational climate and employee retention.

2.2. Employee Engagement

The concept of Employee engagement was derived from the study of khan (1990) on personal engagement at work. In his study, Khan described how employees could be found either engaged or disengaged in their work. Employee engagement as defined by Harter, Schmidt, & Hayes (2002), is a "person's involvement, satisfaction and enthusiasm for work "(p, 269). Schaufeli and baker (2010) further defined employee engagement as the state at which an employee possesses a positive behavior and invests positive energy in his or her duties in an organization. That is to say, the employee is mentally and emotionally attached to an organization, values the objectives of the organization and does all that it takes to achieve them. For Thomas (2009), employee engagement is when an individual is so involved in his/her work to an extent that he/she is found self-managing at the job. Thomas added that at this level the employee is fully aware of the mission and vision of the organization and carry out duties diligently, ensuring that whatever is required of them is accomplished. Employees, when engaged will invest in their jobs and the overall organization way beyond what is expected of them because there tends to be a link between the employee and the organization (Gebauer & Lowman, 2009). In addition Cummings & Worley (2005), identified factors that promote engagement in an organization. Power, Information, Knowledge, Skills and Rewards if present, not only adds to the smooth execution of responsibilities but also motivates the employee to stay with the organization. Aon Hewitt the human resource experts defined engagement as the "psychological and

behavioral outcomes that lead to better performance" Aon's engagement model has three variables: *say*, *stay* and *strive*. Say meaning employees express good things about the organization to their fellow employees and outsiders. *Stay* meaning to be willing to remain with the organization and *strive* to exert energy in the attainment of organizational objectives (Aon Hewitt, 2015, p. 9).

Macey and Scheinder (2010), stated that employee engagement is essential in the overall objective of an organization and given that it is a behavioral and attitudinal factor it represents involvement, commitment, passion, excitement, energy, and determination.

The pioneer of engagement research has linked it to the Psychological state of an individual. He defined engagement as the connection between employees and their organizational roles. He believes that when employees are engaged they are attached emotionally, mentally, physically and cognitively (Khan, 1990). Another Human resource organization; The Gallup Group has been doing a lot of research on employee engagement, they defined engagement as the excitement, involvement, and contentment employees feel with their work. Gallup further stated on a research done in 142 countries worldwide that only 13% of employees are engaged (Crabtree, 2013). Gallup Group divided employees' into three categories: engaged, Actively engaged and actively disengaged. Engaged employees put extra effort in accomplishing their work objectives, not engaged employees are not concern about the organizational goals, they just try to get their job done and normally do as they are told. Actively disengaged employees according to Alfes (2010), are not happy and unsuccessful in their work. Actively disengaged employees tend to spread the negativity they feel and can be dangerous for an organization.

From this, it could be deduced that a lot of work need to be done to get employees to be psychologically attached to their work and organizations. On the other hand, Saks (2006) developing on the thoughts of Khan, defined employee engagement as related to employee thinking, attitudes, and emotions related to performing their work roles. It could

be added that for employees to possess positive attitudes and thinking towards their job, there need to be in place a right environment coupled with leadership and a system that allows for it. The studies on employee engagement have been done from 20 years ago and it still continues to date. However, it has gain-increased popularity over the years due to organizations realization that it is what was needed and still needed to drive performance. Fleming and Asplund (2007), put across that when employees are engaged they are likely to be more productive and profitable and they are more willing to come to work and drive organizational success. Additionally, Rothbard (2001), indicated that employee engagement has two components; attention and absorption; Attention referring to the thinking put in the job role and absorption the amount of energy and focus that is applied to carry out the job function. The thinking aspect of employee engagement is largely influenced by the thoughts employees hold about their working environment, their superiors and the organization (Kular et al, 2008).

Andrew & Sofian (2012), pointed out that employee engagement is the level of immersion and attachment an employee has to the goals and objectives of an organization, they further stated that the willingness of an employee to engage in an organization is dependent on the resources they receive from the organization. In addition Robinson, Perryman & Hayday, (2004) put forward that employee engagement is to do with the attitude of an employee. If an employee values the organization and its objectives then that employee is viewed as engaged. Engaged employees will understand the business the organization is into and would work with colleagues unwaveringly to promote the organization's performance. In seeking to drive individual and organization performance engaged employees are usually good-spirited, portrayed through optimism, having meaningful relations with co-workers and investing vigorous intellectual energy into their work (Alfes et al, 2010). Additionally, Wellins & Concelman (2005), argued that Engagement stimulates employees to perform better and it shows the level to which

employees are happy with their job and organization.

Truss et al (2006) further stated that engaged employees feel motivated, loyal, energetic and included and those feelings are reflected in the way they carry out their work. Paulsen, Callan, Ayoko, & Saunders (2013) put across that it has been widely agreed that engaged employees are those that possess a high level of enthusiasm and positively contribute to their job through creativity, personal and professional development, teamwork, commitment, and performance. From the different perspective highlighted in the literature on engagement, it can be deduced that employee engagement is a two-way approach; both the organization and its employees have a part to play. Given that organizations have a lot more to loose than employees in this instance, organizations need to have the right factors in place to promote engagement.

2.2.1. Measuring Employee Engagement

Employee engagement has been measured in different forms. A lot of different scales have been developed in this regard. Some of the most used ones in organizational studies are the Gallups employee engagement scale, the Utrecht work engagement scale, which will be used in this research and ISA engagement measure. Gallups employee engagement is one of the most popular engagement measures which constitutes of 12 questions. Gallup estimated that among US organizations 17% of employees are actively disengaged, 54% are disengaged and 28% are engaged. Gallup believed that the 12 questions not only help organizations measure engagement but also assist organizations to identify their strength (Feld, 2011).

The Intellectual, social and Affective engagement scale (ISA) created by Soane et al 2012, was built on Khan 1990's theory. The main aim of the researcher was to develop a three-dimensional employee engagement scale that reflected a focus on the job-role,

motivation, and positivity.

The Utrecht work engagement scale (UWES) developed by Schaufeli, Salanova, Gonzalez-Roma, & Bakker (2002), to measure employee engagement was defined as the state of positive fulfillment characterized by vigor, dedication, and Absorption. This research would be utilizing this engagement measurement scale.

The UWES scale was measure through the collection of data in 10 countries (Schaufeli, Bakker, & Salanova 2006). The findings of the study showed that work engagement was a positive aspect of employee held behaviors and that the instrument could be used in the study of organizational behavior.

Other measures of employee engagement such as saks (2006), measuring both organizational and job engagement used a 6-item measurement scale. His study tried to differentiate between job and organizational engagement. The institute of employment studies (IES) also (Schaufeli, 2006) developed an engagement measure consisting of different dimensions (Robinson et al, 2004). The latter highlighted measures even though looks at employee engagement but is more focus on the organization rather than the work.

2.2.2. Employee Engagement Antecedents

Employee engagement as highlight above has different measurements some focusing on the employee and others on the organization. Numerous studies have been done to find a relationship between employee engagement and many organizational variables. Anitha (2014, p.308-323) studied the different determinants of employee engagement and its relationship to employee performance. The findings of the study showed that the determinants of employee engagement (working environment, leadership, team and co-worker relationship, training and career development, compensation programs,

policies and procedures and workplace wellbeing) were all related to employee engagement. However working environment and co-worker relationships had higher impacts to employee performance. Ibrahim & Al Falasi (2014, p.562-582), studied the relationship between employee loyalty (organizational commitment) and employee engagement. The finding of the study showed that there was a significant relationship between loyalty and engagement. It further indicated that affective commitment was more influential on employee engagement as oppose to continuance commitment.

Additionally, Choo, Mat, & Al-Omari (2013, p.3-10), examined the impact of organizational practices on employee engagement. The findings indicated that three dimensions of organizational practices (organizational communication, reward and recognition and employee development) impacted engagement, however, employee development among the three dimensions were more influential on engagement. Rich, Lepine, & Crawford (2010), in their study on the mediating role of engagement on well-known concepts relationship with job performance, found that the relationship between value congruence, perceived organizational support, core self-evaluation and job performance dimensions (task performance & organizational citizen behavior) was mediated by engagement. Lu, Chieh Lu, Gursoy, & Neale (2016, p.737-761), explored the comparison between supervisors and line employees using work engagement, job satisfaction, and turnover intentions. Work engagement was measured using UWES scale and it had an influence on job satisfaction and turnover intentions. Supervisors were reported to have had higher job engagement than line employees. Line employees were found to be more satisfied with their work if they were absorbed in it and Dedication was found to be highly influential on job satisfaction. Therefore if employees lack dedication they are likely to be dissatisfied with their work and would feel like quitting the organization.

Going through the literature on employee engagement, it can be seen that

employee engagement is still a fairly new construct in organizational studies that has not been explored extensively. This research would contribute to the missing gap in literature as it seeks to explore a relationship that has never been studied.

2.3. Employee Retention

Employee retention is becoming significantly important for organizations. The changing global environment coupled with improved access to higher education has avail individuals the possibility to not remain with an organization but can choose to change jobs whenever they find an organization unfavorable. Employee retention is the process by which organizations create an environment were in employees are determined to stay with the organization (Sandhya & Pradeep Kumar, 2014). Retention is the work organizations put on their employees to drive organizational objectives (Frank, Finnegan, & Taylor, 2004).

According to Delong & Davenport (2003), employee retention avails organizations the opportunity to maintain a competitive workforce. Mor barak, Nissly, & levin (2001) highlighted that organizations factors such as work stress, role definition, co-worker support, superior support, individual and professional development, organizational working conditions strongly influence the retention of employees.

According to Van knippenberg (2000), an employee would be more prepared to remain with an organization when he/she classify themselves as being part of a faction and adds to the attainment of the desired faction's objectives. Research over the years has identified multiple reasons that compel employees to remain with an organization. Birt, Wallis, & Winternitz, (2004) identified factors that effect retention, some of which include the readiness of thought-provoking and important work, prospects for growth, empowerment, managerial advancement and integrity and responsibility. Walker (2001)

also put across seven elements that drive employee retention in an organization which includes incentives and work performance appreciation, the availability of a challenging work, growth opportunities, good association with other employees, acknowledgment of competencies and performance contribution, good work-life balance and Effective communication within the organization. Hannay & Northam (2000), in their research on low-cost strategies for employee retention discovered that factors such as having the right work environment that provides a challenge, autonomy, respect and opportunities highly influence the retention of employees, as individuals like this kind of work environments and if found are inclined to stay. The workplace environment plays an important role in the retention of employees, as it is where employees learn to collaborate and socialize therefore is has to be positive in order for employees to want to stay in an organization (Rai, 2012). Spence Laschinger, Leiter, Day, and Gilin, (2009) in their research on the retention of health workers concluded that a positive working environment is a pre-requisite in retaining employees. They further stated that an environment conducive to the retention of employees is one where the working experience is pleasant, there is flexibility and resources are adequate. Horwitz, Heng, & Ouazi (2003) further argued that if workers are to be retained, the workplace should be a fun place. On the other hand, it is suggested that an accurate leadership style coupled with management support helps to retain employees (Paille, 2013).

2.3.1. Intention to leave

An employee's intention to leave is said to be an incident wherein an employee voluntarily quits the organization (Parry, 2008). The intention of an employee to leave an organization has to do with the relationship between satisfaction and the dedication level of the employee to the organization. Employees who are not satisfied or dedicated to their jobs are likely to voluntarily quit the organization (Lambert & Paoline, 2010). In addition to

satisfaction and commitment other variables impacting turnover includes workplace environment, leadership, stress, family issues, performance among others. According to Mitchell et al, (2001), factors like the desire for personal development, family issues, job-stressors, new job offers influence employees to seek employment in other organizations. Zeffane & Mcloughlin (2006) indicated that work place stress has a relationship to employee level of performance and intent to leave. They further stated that when employees feel that they do not posses the required skills to do the job, this results to stress and eventually the feeling of wanting to quit. Yursichin & Park (2010) further added that employees that get their job done in an effective manner were less likely to leave their organization as opposed to low performers, moreover when there is a discrepancy between the job requirements and the skills the employees possessed, turnover increases (Abu Elanian, 2009).

On the job training influences retention, some individuals' preference to seek employment and continue working for an organization is to do with on the job training and personal development (Berta, 2008). Employees are more committed when provided with on the job training (Benson, 2003). This reduces employee's intention to leave. Messmer (2006) stated that employees who were engaged with the organization were those that are likely to receive continuous training from the organization. Messmer further pointed out that the monetary aspect also contributes to commitment and satisfaction. If organizations can provide competitive wages then they are likely to be able to reduce the intention to leave and increase retention of employees.

Additionally Zeffane & Mcloughlin (2006) put forward that effective communication, good perceptions of management and teamwork could promote employees commitment to the organization and eventually retention. Employees would have a positive opinion about their organizations if they feel the organization supports their personal development (Mohammed, Taylor, & Hassan 2006). A supportive organization coupled

with employee's feeling a sense of belonging to the organization increases commitment and discourages turnover (Akdere & Schmidt, 2007). When employees have a sense of recognition with their organization, they are less compelled to leave. Organizations have to work tirelessly in ensuring that they keep their skillful employees. Providing a conducive working environment along with job security, employee development, fair treatment and benefit packages will go a long way in reducing the intention to leave of employees (Anon, 2004, p.13).

2.3.2. Retention Factors

Retention factors have varied in different organizational studies some of which have been highlighted above. This study, however, looks at retention factors such as job satisfaction and organizational commitment.

2.3.2.1. Organizational Commitment

Organizational commitment according to Saleh et al (2013) is an employee's willingness to stay with an organization, which results from the employee's identification of the workplace and the level of involvement with the job. An employee's level of emotional attachment to his/her organization is related to that employee's level of commitment to the organization (Mckay et al, 2007). In order for organizations to be able to have and maintain employees, the employees need to feel that there is a degree of workplace fairness in place. According to Cho & Sai (2012), workplace fairness procedures directly affect employee's level of commitment. Cho & Lewis (2012) further stated that retention rates in an organization could be increased by valuing and treating employees fairly. In addition, they further highlighted that having committed employees is vital in any

organization as replacing employees can be very costly. Leadership also plays a huge role in influencing employee's intention to stay, when leaders use fairness in their decision-making strategies, employees are likely to commit to the organization (Bianchi & Bruckner, 2012).

The concept of organizational commitment is based on three levels of commitment: emotional attachment, perceived cost associated with leaving, and a sense of responsibility to continue with the organization (Meyer & Allen, 1991, p.64). Affective commitment reflects the level of emotional attachment, and it is described as the level of involvement employees have with the organization and determines their intention to stay with the organization (Balassiano & Salles, 2012). Continuance commitment involves the recognition that there are losses connected with leaving the organization (Balassiano & Salles, 2012). They further stated that lack of a replacement job, when they leave or choosing to move to a different organization would be costly. When employees choose to stay with an organization due to continuance commitment, the reason is normally directed by a need as oppose to want (Meyer & Allen, 1991). Balassiano & Salles further described normative commitment as a sense of moral obligation to continue with the organization. Normative commitment occurs when employees feel they need to "return the favor" that is give back to the organization after benefiting from it (Gelaidan & Ahmad, 2013). Committed employees go beyond their required duties to ensure organizational success. For this reason, organizations need to work hard to ensure that they keep committed employees to drive success.

2.3.2.2. Job Satisfaction

Employee Job satisfaction is an important organizational construct that largely impacts employee retention is described as the opinions individuals have towards their job

(Robbins, 2005). It was further defined by Yang (2009) as the accomplishment felt by employees as a result of the attainment of job objectives. Tella et al (2007), further added that employee's job satisfaction levels are measured based on how well their superiors and the organization treats them. Rad and Yamohammadian (2006), outlined that employee job dissatisfaction influences absenteeism, turnover, employee morale and quality of work. The managers in an organization can influence employee retention. According to Yousef (2000), The behaviors managers display largely increase or decrease employee job satisfaction. Al Hussami (2008) added that low job satisfaction influences turnover. Another driver of job satisfaction and retention is pay, According to Lee, Gerhart, Weller, & Trevor (2008), when employees feel satisfaction with their pay and not their job they are likely to stay with their organization and when they are dissatisfied with their pay and not the job they are likely to voluntarily quit the organization. Griffeth, Tom, & Gaertner (2000), emphasized that if high performers are not rewarded accurately they would become dissatisfied which end up to turnover. They further added that if jobs do not provide enough incentives to encourage employees they are left with no option but to quit and if the opposite happen they stay. Additionally, Tella, Ayeni, & Popoola (2007) stated that not only the pay aspect affects job satisfaction but also other human resource variables like coworkers, promotions, supervision and job tasks.

Furthermore, if there is an existence of inadequate knowledge on how to accurately carry out the job, ambiguous prospects for employees and supervisors, unclear performance evaluation methods, High demands associated with the job, and lack of consensus on job objectives can lead to employees lacking interest and involvement in the organization, dissatisfaction and lack of commitment and eventually the feeling of wanting to quit the organization (Tor & Owen, 1997). The importance of organizations understanding job satisfaction cannot be overemphasized given the role it plays on retention. Tella et al (2007), elaborated on its importance by pointing out that the absence of job satisfaction affects all aspects of an organization and reduces commitment.

Organizations, in order to maintain satisfied employees and reduce turnover will have to ensure organizational factors such as having the right structure in place to guide employees attain their objectives, ensuring the right working conditions are created, employee security, employees are rewarded accurately either with promotion or pay increase, and strong communication within the organization and among employees. Communication also extends to knowledge sharing where every employee is aware of what is happening in the organization this results in employees feeling valued and appreciated by the organization.

2.3.3. Employee Retention Antecedents

Employee retention has not been studied extensively as other organizational variables. Employee turnover has been given more attention than retention. However over the past 10 years or so, organizations have realized that ensuring the retention of its employees was of paramount importance, leading scholars to shift their focus on retention rather than turnover. In their study Targeted employee retention: performance based and job-related differences in reported reasons for staying, Hausknecht Rodda, & Howard (2009, p.269-288), a model of twelve retention factors (job satisfaction, extrinsic rewards, constituent attachments, organizational commitments, organizational prestige, lack of alternatives, investments, advancement opportunities, location, organizational justice, flexible work arrangement and non-work influences) to test the reason for staying of employees in the leisure and hospitality industry. It was revealed that job satisfaction, extrinsic rewards, organizational prestige, constituent attachments and organizational commitment were the reasons why employees in that industry stay with their organizations. Another study by Chee Hong et al (2012, p.60-79), on the effectiveness of human resources management practices on employee retention concluded that employee training and development and performance appraisal system compensation are relevant to employee retention.

Ghosh, Satyawadi, Joshi, & shadman (2013, p.288-312) conducted a study to determine employee intention to stay, factors like goal clarity, autonomy, engagement, affective commitment, organizational culture, compensation and benefits and normative commitment were assessed and the results showed that employees who perceived the existence or non-existence of affective commitment, normative commitment and goal clarity would influence their intention to stay or leave the organization.

Additionally, Moncarz, Zhao, & Kay (2009, p.437-458) studied the employee retention initiatives practices on US lodging properties. They found that corporate culture, hiring and promotion and training practices influence non-management employee retention. Management retention was also found to be influenced by hiring and promotion. On the other hand organizational mission, goals and direction, employee recognition and rewards and compensation were found to influence reduced non-management employee turnover. Kim (2016, p.14-22) investigated the factors affecting retention of older workers in South Korea. The study findings showed that education level, job position, job type, work-related stress, health status and activity limitation due to old age were the reasons found to affect retention of older employees. Brown & Yooshioka, (2003, p.5-18) also studied on the influence of mission on employee retention in youth and recreation service organization, the findings provided that positive attitudes were showed by employees towards the mission of the organization and those positive attitudes were linked to satisfaction and intention to stay. However, dissatisfaction with pay tends to influence negatively employees attachment to the mission of the organization and subsequently wanting to leave the organization. They concluded that employee's attachment to the mission of the organization may be relevant but it is less effective in retaining them.

2.4. Theoretical Framework

The theoretical framework of the research was based on two theories:

Organizational support theory and Social exchange theory. Organizational support theory puts forward that employees have a tendency of having perceptions about how their organization's values and cares about their well-being, (Eisenberger, 1986, p.501). It was further noted that the actions taken by employees are a reflection of the organization's intentions rather than the employee's personal motives (Levinson, 1965). Levinson added that the perceived intents of an organization are policies, norms, and procedures that prescribe organizational behaviors, and employees use these intents to view the organizational as favorable or unfavorable. Organizational climate as defined by Schneider, Ehrhart, & Macey (2013, p.362), is the shared employee perception and the value attached to an organization's policies, practices and procedures they are subjected to in the workplace and the observed behaviors of support, reward, and acknowledgment. When employees perceive positive organizational support, they are encouraged to put extra effort in the attainment of the organization's objectives and the increase in commitment discourages turnover intentions.

Blau (1964) described Social exchange theory as the reciprocal relationship that exists between two or more individuals. The underlining assumption of SET is that various forms of social interactions are built on reciprocal exchanges, which simplifies reciprocity, psychological contracts and mutual exchanges (Cropanzo & Mitchell, 2005). They further stated that SET is one of the most influential concepts that have assisted in understanding organizational behavior. Aselage & Esienberger (2003, p.492) indicated that when individuals in a social relationship are willing to provide valuable resources to each other, the exchange or reciprocation in the relationship becomes stronger. Engaged employees normally invest their energy in their jobs and the organization whilst employees that intend to remain in an organization are committed, motivated and satisfied with the organization. The social relationship that exists between an organization and its employees is one that is interdependent, the organization wants loyalty and dedication from its employees and the employees in return want value, fair and beneficial treatment (Coyle-Shapiro, & Shore

2007).

2.5. Summary

The above-highlighted literature provided different perspectives on the variables of the study. The climate of an organization can either positively or negatively influence the perceptions of employees. Employees' having positive perceptions about an organization is a requirement for organizations to attain their objectives. Negatively held perceptions can be detrimental to an organizations' development and it reflects dissatisfaction and demotivation of employees. Organizational climate can exist in different forms in an organization and for that reason, past studies focused on dimensions that were related to the purpose of their research given rise to different dimensions under the climate construct. However, this study seeks to investigate climate as a one-dimensional construct. Employee engagement just as organizational climate is now been given attention in organizational studies as organizations have realized that it was a requirement to maintain competitiveness. It has been studied both at the organizational and at the employee level and different measures have been used to ascertain engagement in employees. Employee retention, on the other hand, has not been studied as much as the other two construct. More focus in the literature was on turnover intentions.

From the previous studies done, it can be seen that organizational climate was looked at on how it influenced performance both at the organizational and employee work level, employee well-being and employee citizenship behavior. Whilst employee engagement was also looked at on how it impacted on employee performance, and how organizational practices like reward and recognition, communication and the like influence engagement. Finally for retention as indicated earlier most on the studies were on the intention to stay and the studies explored mostly organizational practices like culture, hiring

and promotion, training etc. and its Influence on employees intention to stay.

With an extensive review of the literature on articles, journals, books, and reports, which produced diverse, views on the research variables. And the main ideas derived from it was that perceptions held by employees matter a lot in seeking to get them either engaged or retained. This research would further explore the unexplored relationship between employee retention and organizational climate and the role engagement plays in this, and moreover, establish implications and limitation of it.

3. METHODOLOGY

The quantitative study seeks to investigate the relationship between variables organizational climate, employee engagement and employee retention. This research intends to see if any relationship exists between organizational climate and employee retention in The Gambia. The methodology chapter would discuss the research methodologies to be applied in order to determine the research purpose. The chapter would outline the purpose of the study, the research design, the type of investigation being conducted, the sampling of the design, the study setting, measurement/ Measures, the data collection method, unit of analysis, validity & reliability and ethical considerations.

The research is a non-contrived field study, which would utilize a data collection instrument, and this chapter would investigate its reliability and validity. The conceptual framework was developed based on the social exchange theory and organizational support theory to ascertain the relationship between organizational climate, employee engagement, and employee retention.

3.1 Research Question

The purpose of the quantitative research is to explore the influence of organizational climate on employee retention. The theoretical framework based on social exchange and organizational support theories contributes to the understanding of the relationship between organizations' and employees. The research would contribute to the wealth of literature on organizational climate, employee engagement, and employee retention and also assist Gambia institutions (public and private) in making reforms based

on the outcome of the research to improve institutional efficiency.

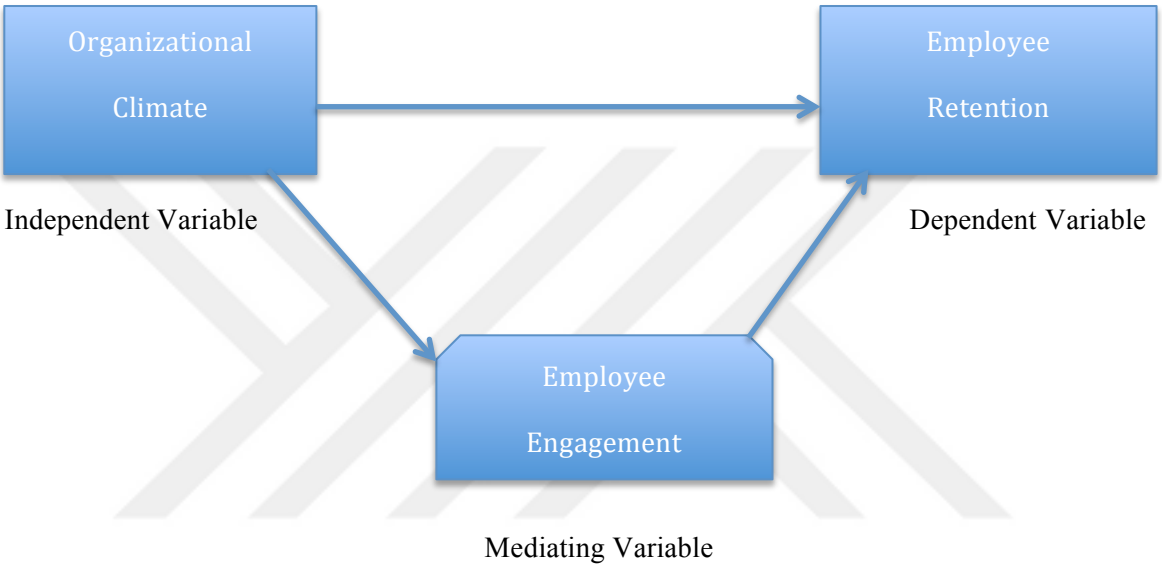


Figure 1: Conceptual Framework

The quantitative research seeks to answer the following questions:

1. How influential is organizational climate on employee retention?
2. Does employee engagement compliment the relationship between organizational climate and employee retention?
3. Are engaged employees more likely to stay with the organization?

The Following Hypothesis will be tested:

Ha_1: Organizational climate affects employee retention

Ha_2: There is a relationship between organizational climate and employee engagement. (Engaged employees are elements of a good organizational climate)

Ha_3: There is a relationship between employee engagement and employee retention

Ha_4: Employee engagement mediates the relationship between organizational climate and employee retention

Ha_5: There is a difference between private sector employee's retention levels and public sector employee's retention levels.

Ha_6: There is a difference in the level of education of employee's perceived organizational climate, engagement and Employee Retention levels.

3.2. Research Design

The quantitative research will consist of the conceptual framework, study settings, measurement and measures development, instrument, data collection and analysis, findings and recommendations. The study will utilize a survey instrument developed by the researcher based on different conducted surveys of the research variables. The survey type to be used in this research is a questionnaire. According to Patten (2014), questionnaires are a reliable way to access sensitive information, it poses as an efficient way to collect data and it is economical given that a diverse group can be accessed to fill it up through the use of online survey instruments or via emails. The study setting will be public sector and

private sector institution. The data will be collected via the use of a questionnaire. It would be distributed to employees and collected at a later time to allow for accurate filling of the instrument. The researcher outlined on the questionnaire that the data given in the questionnaire is confidential, also ensuring that no question that is likely to jeopardize the privacy of parties was included in the survey instrument.

Data will be collected from 300 full-time employees, 150 from private institutions and another 150 from public sector institutions in The Gambia. The main aim of the data collection is to convert the observations into the data analysis software; Statistical Package for Social Sciences (SPSS). This is necessary to facilitate data coding which transforms answers into figures (Park, 2007. p. 139). The software will be use to analyze mean, median, mode, correlation, regressions and other required statistical analysis.

The research posed three questions and six hypotheses. A quantitative correlational non-contrived field study will be utilized to answer the research questions and test the hypotheses. The consistent statistical approach to be used will allow for the clear analysis of the relationship between variables. And it will further show the influence the relationship has on Gambia public and private sector institutions. Given that the target participants for the survey are full-time employees of these institutions, it would reflect a general view of other institutions.

The data collection process will facilitate the conversion of the measurement and observations to be used in Spss for analysis of outlined relationships. A multiple regression and Pearson correlation analysis will be use in this research to test the relationship between variables. Armstrong (2015) added that the use of factor analysis and multiple regression analysis could assist in the verification of the questions to be answered in the research.

3.3. Sample

The sampling frame is defined as the group of individuals that a researcher can study and identify due to the similarity in characteristics (Creswell, 2005,p.145). The target population to be surveyed for the quantitative research is 300 full-time employees, 150 representing private sector institutions and 150 representing public sector institutions. A Likert scale questionnaire instrument will be used to collect data from the institutions. Demographical information in the questionnaire includes gender, age group, type of institution, the level of education, years in an institution, current position, years in current position and years in the organization. Targeting a sample of the population allows for a good representation of the entire population and the researcher intend to access accurate information from the selected group. Determining the sample size according to (Watson, 2001) is based on several factors, which include the objective of the research, precision of results, level of confidence and the degree of variability. The estimated sample size being 300, with a predicted 95% level of confidence, 5% margin of error and a targeted 250 response rate with 50% variability. Participants were assured of the confidentiality of the information they were giving and the researcher ensured that none of the demographic questions asked would pose any threat to their jobs or to them personally.

3.4. Setting

The sample setting of this research will consist of employees working in government and private sector organizations. A natural setting (Non-contrived) was opted for this research because the main aim is to explore a relationship between organizational

climate and employee retention. Employees in the private and public sector at all levels will par-take in the study as the relationship being tested can influence individuals at all levels of the organization. The research would be limited to one geographical location, which is the Kombo saint Mary's division because that is where government offices and private sector organizations are located.

The researcher was not required to write a formal consent letter for both types of organization to request the participation of employees in the completion of the survey instrument. The researcher being a government worker and having a relationship with different workers from other government ministries was able to ask informally various colleagues at all levels to participate in the survey. Given that the survey was distributed during working hours and employees would need to spend time from their busy schedule to fill it out. It was anticipated that it would take 5days to fill out the survey. To maintain the anonymity of employees in order to prevent circumstances that may lead to a backlash from superiors, questions that would reveal their identities were avoided in the demographic questions. The questionnaire was distributed to individual employees by the researcher and was picked up upon completion. The information given would be held with confidentiality and the findings of the research will be shared with top management of the different institutions upon request.

3.5. Instrumentation/Measures

The researcher, based on different measurements of the research variables, developed the instrument used in this research. The variables in the theoretical framework of the research are organizational climate, employee engagement, and employee retention.

The organizational climate scale was adopted from the work of Pena-Suarez, et al (2013, p.137-144), they conducted a study with the intention of developing a new one-

dimensional organizational climate scale. The scale initially consisted of 160 items, which included the different facets of organizational climate frequently measured in previous questionnaires. As a combination of historically used scales, the items were already tested for validity in the previous studies. However, the 160 items were later narrowed down to 50 after using a cross analysis exploratory factor analysis to test the validity of the scale. The factor analysis confirmed that the items of the scale formed a single dimension because the dominant factor of 34.29% of the total variance was obtained. After deletion of multiple items that had factor loading below 0.50, the total number of items reduced to 50 and a confirmatory factor analysis (CFA) was conducted. The sample of 50 was tested twice working with a matrix of observed covariance's and the correlation between indexes Root mean square error of approximation (RMSEA) and standardized root mean square (SRMS) confirmed the validity and reliability of the proposed one-dimensional organizational climate scale. The 50 items one-dimensional scale consisting of these climate facets (Autonomy, Cooperation, rewards, work hours & work life balance, work organization, participation, relations, innovation and attachment to the job) was used in this research for the analysis of the organizational climate variable.

The employee engagement measurement scale was adopted from the works of Schaufeli, Salanova, Gonzalez-Roma, & Bakker (2002, p.71-92), Utrecht work engagement scale (UWES) survey, has been used in several studies and been translated into 13 languages (Schaufeli, Bakker, & Salanova 2006), giving it extensive testing and validity. It is also said to be the most adopted measure of employee engagement by academic scholars (Christian, Garza, & Slaughter, 2011). The scale initially constituted 24 items, after various test and sampling the authors realized that some items were unsound and were therefore removed hence narrowing down the scale to 17 items.

The 17 scale items grouped into 3 dimensions (Vigor, absorption, and dedication). Vigor (6 items), Dedication (5 items) and Absorption (6 items) was used in this study. A

confirmatory factor analysis was done to confirm the validity of the three-dimensional construct and correlation between dimensions were found to be strong (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002). The confirmatory factor analysis of the scale showed its strong fit and validity. Correlation between the three dimensions was strong and the internal consistency of the scale was said to be good as the Cronbach alpha recorded was between .80 and .90.

The employee retention scale was adopted from the study of (Govaerts, Kyndt, Dochy, & Baert, 2011, p.35-55). The scale constitutes 9 items and 2 dimensions. 6 items measured intention to stay and 3 items measured intention to leave. The initial scale constituted 11 items but after conducting an exploratory factor analysis two of the items were removed. The results of the exploratory factor analysis confirmed the validity and reliability of the scale. Intention to stay had a Cronbach Alpha of 0.82 explaining 29.6% of the variance and intention to leave had a coefficient of 0.71 explaining 16.3% of the variance.

The three variable instrument (organizational climate, employee engagement, and employee retention) used a 1 to 6 point Likert scale measurement. 1 representing "strongly agree"…… 6 "representing strongly disagree". The 6-likert Scale is preferred in this study due to the strong validity and reliability it gives when confirmatory factor analysis and other analysis are carried out (Chang, 1994; Chomeya, 2010).

Also included in the instrument were demographic questions, Age, Gender, type of organization, and level of education were required to be answered by ticking the appropriate box whilst years of working in the organization, current position and years of working in that position were required to be answered by filling up the appropriate space provided.

3.6. Data Collection

Data was obtained from a sample of employees in public and private sector organizations. Employees were asked permission for participation through informal means and they were required to complete the questionnaire within 5 days in which the researcher was to collect them. The data collection process took 40 days to be completed. Participants were asked to complete the full questionnaire, which included a question on organizational climate, employee engagement and employee retention and also demographic questions that didn't reveal the identity of employees to avoid retaliation from superiors.

This research met the three requirements outlined by Creswell (2003), that a research design should contain the following characteristics (a) the understanding or assertions made by the researcher (b) the ways in which the research approach informed the procedures and (c) the process of data collection and analysis.

3.7. Data Analysis

The quantitative research will seek to answer the following questions:

1. How influential is organizational climate on employee retention?
2. Does employee engagement compliment the relationship between organizational climate and employee retention?
3. Are engaged employees more likely to stay with the organization?

In answering the above-outlined questions the research will utilize factor and regression analysis to ascertain the relationship between variables. According to Child, (2006) factor analysis utilizes scientific measures for simplified correlated methods to uncover a set of variable's patterns. Child further explained that factor analysis has two

forms Confirmatory factor analysis, which uses illustrations and confirmed hypothesis to outline variables and factors, and exploratory factor analysis on the other had tries to use data set and predictions to uncover complex patterns between variables. This study will be using exploratory factor analysis to uncover the relationship between variables. There are numerous types of regression analysis in statistical studies some of which include, simple linear regression, multiple linear regression, and structural equation modeling. Given that the theoretical framework of the research contains one dependent and one independent variable, simple linear regression will be applied to establish the correlation between variables and Hierarchical Regression to test the mediating effect. The demographic information will be analyzed with the use of frequencies and percentages. This study will be utilizing a correlational design; Creswell (2012) highlighted that correlational statistical test are used to determine the relationship between two or more variables. The analysis types highlighted above are a part of the correlational relationship that the researcher intends to explore. Regression analysis develops upon correlational analysis and it further shows the relationship between variables. Moore (2001), put forward that correlation measures the relationship between variables whilst regression further helps understand the strength of the relationship between variables (p. 209).

3.8. Validity and Reliability

Reliability and validity are important constructs in both quantitative and qualitative research; they are essential in proving the trustworthiness of the procedures carried out in a research (Robert & Priest, 2006). Reliability explains the consistency of a measure, and it is normally obtained through the use of different measures. Some of which includes item-to-total correlation, spilt-half reliability, Kuder- Richardson coefficient and Cronbach Alpha (Heale and Twycross, 2015). According to (Vogt, 2007) " Reliability coefficients should range from 0.0, for results that are completely inconsistent, to 1.0 for

measurement that is entirely consistent" (p 114 - p115). Validity, on the other hand, is described as the accuracy level of a measure a research intends to measure (Heale and Twycross, 2015). They further added that validity has three major types: content, construct and criterion validities.

The research survey instrument contained three different variables with a set of questions measuring each construct. The variables in the instrument utilized in this research were tested for validity and reliability. The organizational climate construct was tested for reliability and the internal consistency reported Cronbach alpha coefficient as .97 making it reliable. The validity of the measure was tested using factor analysis applying maximum likelihood method, and oblique rotation calculated from a Pearson correlation matrix. The internal consistency for the Employee engagement construct and its three dimensions was measured with Cronbach alpha with the three dimensions vigor, dedication and Absorption registering Cronbach range of .80 to .90, .88 to .95 and .70 to .88 respectively. The employee engagement survey has been used in numerous studies thus confirming its validity. The reliability of the third construct employee retention on the survey instrument was measured with Cronbach alpha and its two dimensions intention to stay and intention to leave obtained .82 and .71 respectively and the fact that the intended measure was accurately obtained confirms its validity.

3.9. Ethical Consideration

Research methodologies writers have emphasized the importance of following ethics when educational researchers conduct researches. Ethical issues with regards to data collection, data analysis, data presentation and reporting are to be met. The measure of appropriate controls (age, gender etc.) and sample sizes are highly recommended to enable the use of the required statistical test for the study (Creswell, 2012). In data analysis, proper reporting of findings and the correct use of measurements is encouraged (APA, 2010). The

reporting and presentation of data should be such that negative or contradictory evidence should not be omitted (Brown and Hedges 2009). They also added that it is ethical on the educational researchers part to be willing to share research outcomes and data with others.

This research intends to follow the due ethical process by ensuring that appropriate controls were included in the survey instrument. Since the research entails employees from private and public sector institutions, Bermont three principles respect for the person, beneficence and justice were carefully utilized in the process.

Cahana and Hurst (2008) affirmed that the three principles consider participants as those that can make their own decisions, do not risk being harm and equal fairness and outcomes are utilized in selecting them for the research process. The research did not, however, utilize a formal consent letter were participants were expected to sign, a brief introduction and request for participation in survey instrument were written on the survey instrument. With this, participants that accepted to fill out the survey did it on your own free will. The researcher ensured that the demographic questions in the survey did not reveal the identity of the participants and assured participants that any given information will be kept confidential.

The researcher plans to share the findings and outcomes of the research with public and private sector institutions to assist them in making strategic changes that will further the development of the respective organizations. Thus the organizations stands to benefit form the research.

3.10. Summary

The quantitative correlational study intends to answer the outlined research questions. A questionnaire survey instrument was utilized to collect data from 300

employees of private and public sector institutions in The Gambia. The survey instrument contains reliable validated data, the Utrecht Employee engagement survey, the organizational climate, and retention surveys. The data was collected in a manner that ensured the consent of employees was received and their confidentiality protected. The data collected will be inputted on to SPSS and analyzed using factor analysis and regressions analysis to explore the relationship between variables organizational climate, employee engagement and employee retention. The study ensured that ethical considerations are followed to ensure the proper conduction of the research.

The study will expand on the current body of literature on organizational climate, employee engagement, and employee retention. The findings of the study will be shared with Gambian institutions to assist in the decision-making and the policy development process.

4. RESULTS

Chapter Four presents the results of the quantitative analysis between organizational climate, employee engagement and employee retention. The analysis main aim is to test the outlined hypothesis and seek to answer the research questions. The chapter will further explain the analysis based on the data collection process, processing and analysis of the data. Descriptive, inferential and factor analysis would be utilized for the analysis and the results would be presented in tables and figure formats. All the variables of the questionnaire would be analyzed and test of standard deviation, and mean of various group of participants will be presented. Reliability of the data and correlation between variables will also be tested and the hypothesis will be tested with simple and hierarchical regression analysis. A difference test will also be conducted to compare private sector and public sector employees. Output tables from SPSS would also be included and a final summary of the chapter.

4.1. Data Collection and Response Rate

A questionnaire prepared by the researcher based on the organizational climate scale (Pena-Suarez, et al, 2013), employee engagement measurement scale (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002), and Utrecht work engagement scale (UWES) survey (Schaufeli, Bakker, & Salanova, 2006) was utilized. The questionnaires were

distributed to various public and private sector organizations; an informal verbal consent was sought and those that agree to participate were informed that the information given on the survey would be kept confidential. Distributed questionnaires were followed upon on and after a few days with the participant were collected by the researcher. An initial 40-day period was anticipated for the data collection, however 296 were collected within that period and when vetted, 14 of the questionnaires were incomplete and could not be used, so the researcher had to collect another 21 to be able to meet the target 300 sample size. The collection of the 21 questionnaires took almost 30 days due to political instability in The Gambia. Eventually, the 21 were collected and the target sample size of 300 was met. The data from the questionnaires were inputted in to SPSS for analytical purposes.

4.2. Data Analysis

The Data from the 300 questionnaires were coded into the SPSS statistical software. Descriptive and inferential data analysis was conducted. The demographic information of participants was presented in descriptive terms using mean and standard deviation. Factor analysis was conducted to test the variation of variables, Followed by a reliability analysis where reliability for 4 or more variables was set at Cronbach >0.70 and 2-3 items Cronbach >0.60. Correlation was done to check the linearity and mulitcollinearity of variable before going on to do both simple and hierarchical regression to test the research hypothesis.

The questions relating to the demographics of participants were based on gender, age, type of organization, level of education, years at organization and years in position. Table 1 shows the mean and Std. deviation recorded by the different demography. Gender recorded mean of 1.3233 and standard deviation of 0.46853, Age mean 1.9000 and std.deviation of 0.86361, type of organization 1.606067 mean and Std. Deviation of 0.49609, Level of education mean 2.5133 and Std. deviation of 1.01978, Years of work in

organization mean 5.8765 and Std. Deviation of 5.83720, years in position mean of 3.4843 and Std.deviation of 3.62891. There were 2 missing from each of the last two demographics.

Table 1

Demographics of Participants

		Gender of Respondent	Age of Respondent	Type of Organization	Level of Education	Years of work in organization	Years in Current Position
N	Valid	300	300	300	300	298	298
	Missing	0	0	0	0	2	2
Mean		1.3233	1.9000	1.6067	2.5133	5.8765	3.4843
Std. Deviation		.46853	.86361	.49609	1.01978	5.83720	3.62891

Note: From SPSS statistics for Mac 22.0

Table 2

Gender Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	203	67.7	67.7	67.7
	Female	97	32.3	32.3	100.0
	Total	300	100.0	100.0	

Note: From SPSS statistics for Mac 22.0

Table 2: Shows the statistics of the Gender of respondents. 203 males participated

in the survey representing 67.7% of the total sample population and 97 females representing 32.3% of the total population.

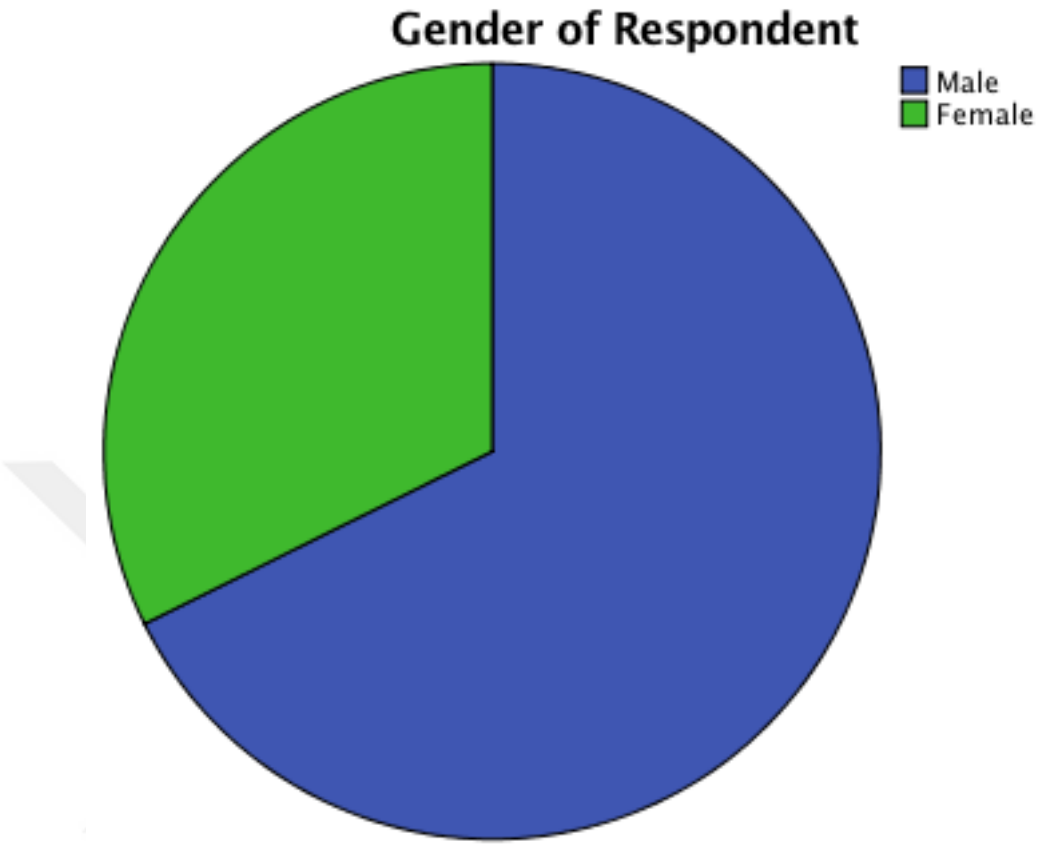


Figure 2: Gender Distribution Pie Chart

Note: From SPSS statistics for Mac 22.0

Table 3

Age Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	116	38.7	38.7	38.7
	30-39	109	36.3	36.3	75.0
	40-49	65	21.7	21.7	96.7
	50-59	9	3.0	3.0	99.7
	59 and above	1	.3	.3	100.0
	Total	300	100.0	100.0	

Note: From SPSS statistics for Mac 22.0

Table 3: shows the age distribution of respondents. 116 of the participants were aged between 18-29 accounting for 38.7% of the total population, and 1 participant was aged 59 and above accounting for .3% of the population which was the lowest.

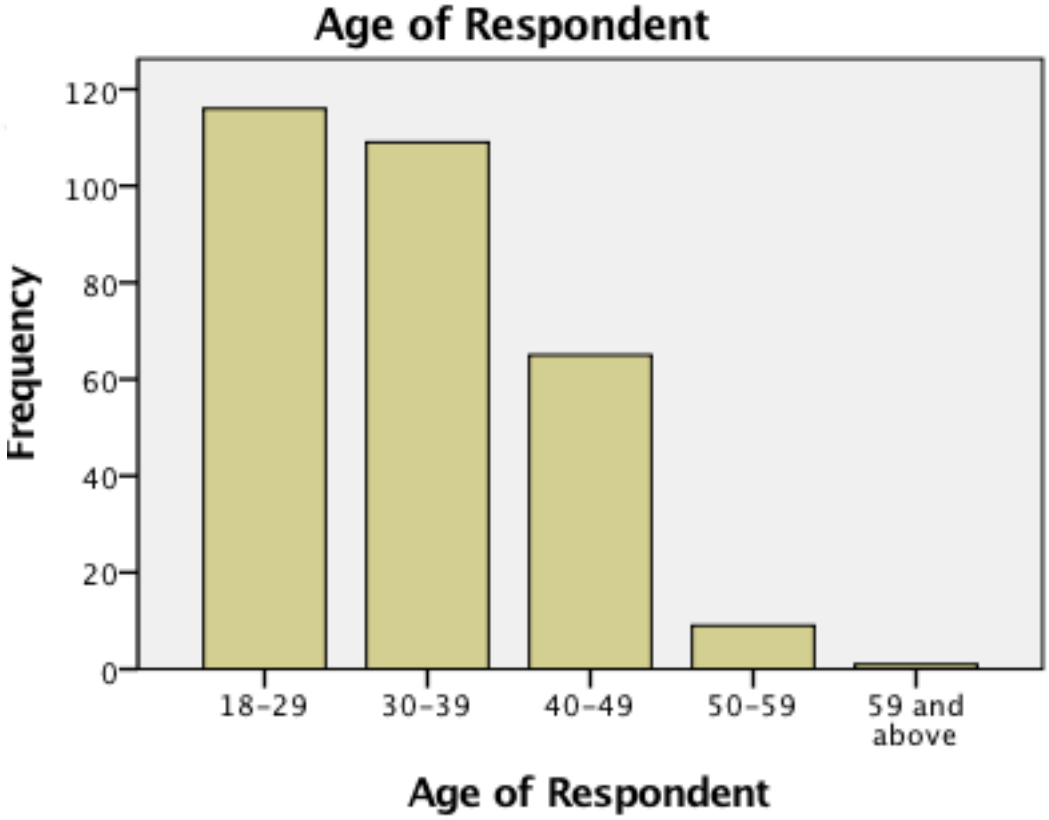


Figure 3: Age Distribution Bar Chart

Note: From SPSS statistics for Mac 22.0

Table 4

Organization Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Private	119	39.7	39.7	39.7
	Public	181	60.3	60.3	100.0
	Total	300	100.0	100.0	

Note: From SPSS statistics for Mac 22.0

Table 4: shows the distribution of respondents from the two types of organizations. 119 participated from the private sector accounting for 39.7% and 181 participated from the public sector accounting for 60.3%.

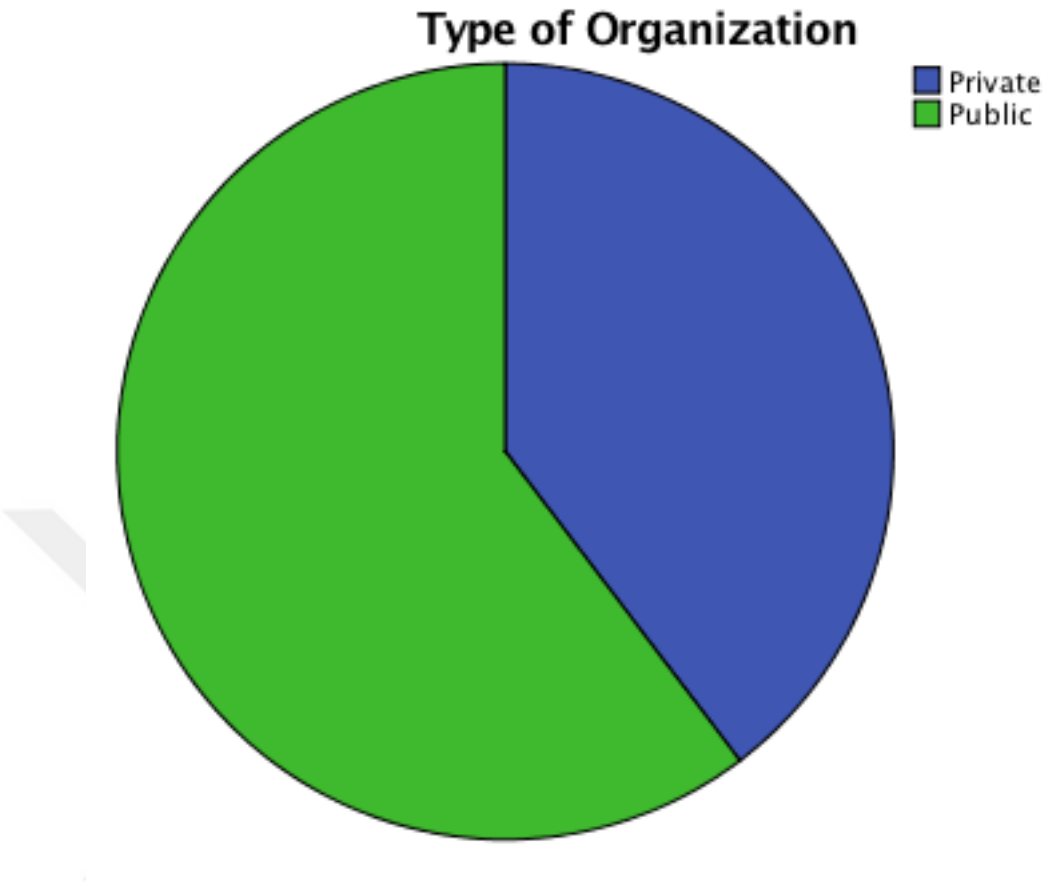


Figure 4: Organization Distribution Pie Chart

Note: From SPSS statistics for Mac 22.0

Table 5

Education Distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	61	20.3	20.3	20.3
	Undergraduate	80	26.7	26.7	47.0
	Professional Qualification	104	34.7	34.7	81.7
	Postgraduate	54	18.0	18.0	99.7
	PHD	1	.3	.3	100.0
	Total	300	100.0	100.0	

Note: From SPSS statistics for Mac 22.0

Table 5:shows the participant's level of education, professional qualification recorded the highest with 104 and the lowest was PHD with 1 participant. Accounting for 34.7% and .3% of the total population.

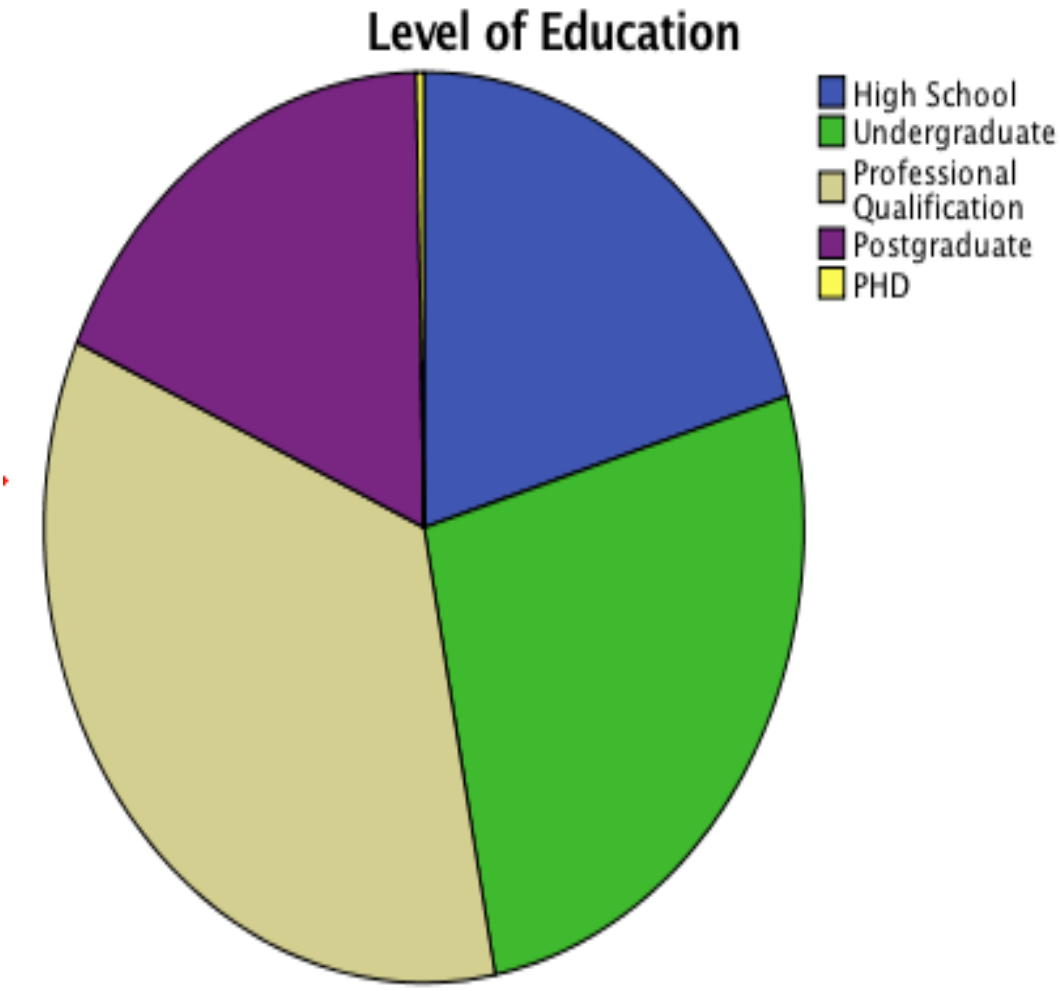


Figure 5: Education Distribution Pie Chart

Note: From SPSS statistics for Mac 22.0

Table 6

Years in Organization

	N	Minimum	Maximum	Mean	Std. Deviation
Years of work in organization	298	.01	36.05	5.8765	5.83720
Valid N (listwise)	298				

Note: From SPSS statistics for Mac 22.0

Table 6: shows the maximum, minimum mean and standard deviation of participants service to their respective organization. The minimum served time was .01 month and the maximum was 36.05 years.

Table 7

Years in Current Position

	N	Minimum	Maximum	Mean	Std. Deviation
Years in Current Position	298	.01	27.00	3.4843	3.62891
Valid N (listwise)	298				

Note: From SPSS statistics for Mac 22.0

Table 7: reveals the maximum, minimum mean and standard deviation of participant's tenure in their current position. The minimum served time was .01 month and the maximum was 27.00 years.

4.2.1. Factor Analysis

An exploratory factor analysis was conducted to explore the primary factors in the outlined research variables. According to Rietveld and van hout, (1993) factor analysis mains purpose is to bring together strongly related factors under a general factor. Three different factor analysis were conducted on the variables of the research model: Organizational climate, employee engagement and employee retention. For the organizational climate variable, a one-dimensional questionnaire consisting of 50 questions was utilized, the employee engagement variable consisted of 17 questions that were three-dimensional and employee retention had 9 questions that were two-dimensional. An exploratory factor analysis was carried out and for the Descriptives **Kaiser-Meyer –Olkin measure** of sampling adequacy (KMO-Test), The KMO-Test helps to check the usability of the sample size and the sample size is deemed adequate if KMO is ***>0.5***. The **anti-image matrix** was also selected which helps to understand the co-variances and correlations of questions and the scores should be ***>0.5***(Field, 2000 p.446)**.** Under the extraction, ***scree plot*** was selected and it shows the number of factors generated by the analysis. Factors to be chosen would have to have **Eigenvalues >1** and those factors are ones that are before the curve makes an elbow**.** An orthogonal **varimax rotation** was selected; this type of rotation helps present uncorrelated factors in a rotated component matrix (Field, 2000). For the option menu, **sorted by size** was selected which displays factor loading based on the highest amount.

4.2.1.1. Organizational Climate

The first factor analysis was done for the organizational climate variable; it was presented as a one-dimensional variable, however the results of the analysis showed that it

had four dimensions. After running the factor analysis and extracting the loading for the four factors, a reliability analysis was conducted for each of the four factors. Vogt (2007), explained that reliability shows the Internal consistency in the results of a model or design. Internal Consistency means, the level an item measures the same construct or concept. The reliability test carries out the 'Alpha' Function, which test the reliability by calculating the Cronbach Alpha. Hair, Babin, Money & Samouel (2003), explained that the Cronbach Alpha is deemed good and satisfactory if it ranges from 0.60 and above. However, 0.60 is acceptable if a particular item has 2-3 factors and 0.70 for more than 3 factors. The reliability for the first factor, which included 18 questions, recorded a Cronbach of 0.950 indicating that the questions are consistent and highly relatedly. The reliability analysis for Factor 2, which had 8 questions, recorded a Cronbach of 0.864 showing consistency, Factor three and four each of which had 2 set of questions recorded Cronbach of 0.920 and 0.723 individually also showed consistency.

Given that the factor analysis had four factors, the researcher renamed the four factors as Factor 1: **Relations**, Factor 2: **Work organization**, Factor 3: **Rewards** and Factor 4: **Participation**.

Table 8

Factor and Reliability Analysis for Organizational Climate

Factor Name	Items	Factor loadings	Cronbach alpha	Variance Explained (%)	Number of items
Relations	My job is well defined	0.770	**0.950**	32.981	18
	My bosses are kind to me	0.757			
	The relationship with my bosses are good	0.753			
	My bosses value the ideas I put forward for improving the job	0.723			
	The bosses are approachable	0.718			
	The goals of my work are clearly defined	0.708			
	The bosses are willing to listen to their employees	0.701			
	The contributions of new ideas are encouraged	0.699			
	When I do something well, my superiors congratulate me	0.698			
	In my job, innovative contributions are appreciated	0.698			
	My work is adequately valued	0.695			
	There is a good link between my job description and the task I carry out	0.692			
	My bosses encourage me when I have problems so that I can solve them	0.692			
	My superiors value the order and accuracy in my work	0.665			
	My bosses responsibilities are well defined	0.661			
	Socially, my work has the prestige it deserves	0.660			
	It is easy to find help when needed	0.644			
	The reasons for the decisions made are usually adequately explained	0.561			
work Organization	The goals and results obtained are concealed from the employees	0.787	**0.864**	14.246	8
	The methods of working in my section are old-fashioned and obsolete	0.726			
	My work is inadequately supervised	0.710			
	Where I work, there are people with unfair privileges	0.702			
	The orders received are contradictory	0.668			
	I feel as though I'm treated like a machine or a programmed object	0.659			
	My superiors behave in quite a despotic way	0.653			
	My superiors often pick on me about unimportant things	0.598			
Rewards	My efforts are adequately rewarded	0.815	**0.920**	7.072	2
	My efforts receive the recognition they deserve	0.778			
Participation	The job is organized along authoritarian lines	0.864	**0.723**	5.706	2
	Everything is decided from above	0.794			
Total				60.005	30
Kaiser Meyer Olkin Measure of Sampling Adequacy					0.933
Bartlett's Test of Sphericity:				**Approx. Chi-Square**	5588.434
				df	435
				Sig.	0.000

Table 8**:**shows the factor loadings for the Organizational climate variable and the details of %variance, KMO and Barlett's test of Sphericity. Relations contained 18 items, it recorded a Cronbach Alpha of 0.950, and percentage variance explained was 32.981%. Work organization contained 8 items and recorded a Cronbach of 0.864, and percentage variance explained of 14.246%. Rewards had 2 items, a Cronbach of 0.920 and a percentage variance explained of 7.072%. Participation had 2 items, a Cronbach of 0.723 and Percentage variance explained of 5.706%. The total variance explained amounted to 60.005% indicating a large variation amount factors. The **KMO** and **Bartlett's Test of Sphericity** were used to test the appropriateness of the factor analysis.

The approximate Chi-Square recorded at 5588.434 at a 435 degree of freedom and significance of .000.The KMO statistic of 0.933 is >0.50 denoting the adequacy of the sample.

4.2.1.2. Employee Engagement

Factor analysis was conducted for mediating variable Employee engagement. It was a three-dimensional item (Dedication, Absorption and Vigor), however after conducting the factor analysis, the results produced two factors. Within the two factors there was a mixture of all the dimensions. The First factor had 9 items, 5 of which were Dedication, 2 Vigor and 2 Absorption. The Second Factor had 4 items, 3 of which were Absorption and 2 Vigor. Given that Factor analysis presents intercorrelated variables under a factor and in this case even though the three-dimensions are mixed in to two. They were still measuring the same things. The researcher Renamed the two factors as **Dedication** and **Absorption**.

Table 9

Factor and Reliability Analysis for Employee Engagement

Factor Name	Items	Factor loadings	Cronbach alpha	Variance Explained (%)	Number of items
Dedication	My job inspires me	0.853	**0.903**	36.539	9
	I am proud of the work I do	0.831			
	At my job I feel strong and vigorous (active)	0.819			
	I find the work that I do full of meaning and purpose	0.805			
	I am enthusiastic about my job	0.784			
	I am immersed in my work	0.637			
	When I get up in the morning I feel like going to work	0.627			
	To me my job is challenging	0.624			
	I feel happy when I work intensely	0.560			
Absorption	It is difficult to detach myself from my job	0.743	**0.732**	18.842	5
	I get carried away when am working	0.734			
	At work I am very resilient mentally	0.650			
	At work I always persevere even if things do not go well	0.627			
	When I am working I forget everything else around me	0.569			
Total				55.381	14
Kaiser Meyer Olkin Measure of Sampling Adequacy					0.914
Bartlett's Test of Sphericity:				**Approx. Chi-Square**	1909.695
				df	91
				Sig.	0.000

Table 9: shows the factor loadings for the two Employee engagement Dimensions, Dedication and Absorption. Dedication registered Cronbach of 0.903 indicating internal consistency with a percentage variance explained of 36.539% and Absorption had a Cronbach of 0.732 showing high internal consistency with a percentage variance explained of 18.842%. Total variance explained was 55.381% showing a high variation between factors. The **KMO** and **Bartlett's Test of Sphericity** showed appropriateness of the factor analysis.

The approximate Chi-Square recorded at 1909.695 at a 91 degree of freedom and significance of .000. The KMO statistic of 0.914 is >0.50 denoting the adequacy of the sample.

4.2.1.3. Employee Retention

Factor Analysis conducted for Dependent variable revealed two factors, Intention to stay which had 6 items and intention to leave which had 3 items.

Table 10

Factor and Reliability Analysis for Employee Retention

Factor Name	Item Numbers	Factor loadings	Cronbach alpha	Variance Explained (%)	Number of items
Intention to stay	I love working for this organization	0.813	**0.828**	36.87	6
	I see a future for myself within this Organization	0.806			
	My work within this organization gives me satisfaction	0.777			
	If I wanted to do another job/function I would first look at possibilities within this organization	0.724			
	The work I am doing is very important to me	0.691			
	If it were up to me, I would be definitely working for this organization in the next five years	0.611			
Intention to Leave	I intend within a period of three years to move and work in another organization	0.780	**0.626**	19.665	3
	If I receive an attractive job offer from another company, I'll take the job	0.761			
	I have previously checked out a job in another company	0.711			
Total				56.535	9
Kaiser Meyer Olkin Measure of Sampling Adequacy					0.832
Bartlett's Test of Sphericity:				**Approx. Chi-Square**	779.518
				df	36
				Sig.	0.000

Table 10: shows the factor loadings for each item. Intention to stay recorded Crombach Alpha of 0.828, showing internal consistency of items and Percentage variance of 36.87%. Intention to leave recorded Cronbach Alpha of 0.626, given that it was a 3 item factor 0.60 Cronbach is acceptable thus internal consistency existed. Percentage variance of 19.665 was recored. Total percenatge variance explained for the two factors amounted to 56.535% showing high variation between factors. The **KMO** and **Bartlett's Test of Sphericity** showed appropriateness of the factor analysis.

The approximate Chi-Square recorded at 779.518 at a 36 degree of freedom and significance of .000. The KMO statistic of 0.832 is >0.50 denoting the adequacy of the sample.

4.2.2. Correlation and Regression

Correlation measures the degree of association between variables and the Correlation Coefficient normally determines its strength (Bower, 2000). Bower added that Pearson's (product-moment) coefficient(r) is used for parametric data with an interval measurement level and for non-parametric data with an ordinal level of measurement the Spearman rho (r_s) is utilized. To understand the value of the Correlation Coefficient, Bower stated that regardless of the method being utilized, the correlations would fall between a range of 0 and 1. Maximum Correlations are -1 or +1 and a minimum correlation would be 0 (p. 296). This study utilized the Pearson's coefficient(r) to determine the relationship between variables.

Table 11

Correlations

		ER_F1	ER_F2	EE_F1	EE_F2	OC_F1	OC_F2	OC_F3	OC_F4
ER_F1	Pearson Correlation	1	-.203**	.666**	.494**	.734**	-.339**	.504**	-.232**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	300	300	300	300	300	300	300	300
ER_F2	Pearson Correlation	-.203**	1	-.135*	.113*	-.157**	.059	-.078	-.048
	Sig. (2-tailed)	.000		.019	.050	.007	.312	.175	.408
	N	300	300	300	300	300	300	300	300
EE_F1	Pearson Correlation	.666**	-.135*	1	.507**	.744**	-.328**	.352**	-.311**
	Sig. (2-tailed)	.000	.019		.000	.000	.000	.000	.000
	N	300	300	300	300	300	300	300	300
EE_F2	Pearson Correlation	.494**	.113*	.507**	1	.407**	-.152**	.269**	-.216**
	Sig. (2-tailed)	.000	.050	.000		.000	.008	.000	.000
	N	300	300	300	300	300	300	300	300
OC_F1	Pearson Correlation	.734**	-.157**	.744**	.407**	1	-.512**	.601**	-.422**
	Sig. (2-tailed)	.000	.007	.000	.000		.000	.000	.000
	N	300	300	300	300	300	300	300	300
OC_F2	Pearson Correlation	-.339**	.059	-.328**	-.152**	-.512**	1	-.308**	.330**
	Sig. (2-tailed)	.000	.312	.000	.008	.000		.000	.000
	N	300	300	300	300	300	300	300	300
OC_F3	Pearson Correlation	.504**	-.078	.352**	.269**	.601**	-.308**	1	-.183**
	Sig. (2-tailed)	.000	.175	.000	.000	.000	.000		.001
	N	300	300	300	300	300	300	300	300
OC_F4	Pearson Correlation	-.232**	-.048	-.311**	-.216**	-.422**	.330**	-.183**	1
	Sig. (2-tailed)	.000	.408	.000	.000	.000	.000	.001	
	N	300	300	300	300	300	300	300	300

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

*. Correlation is significant at the 0.05 level (2-tailed).

OC_F1: Relations **EE_F1**: Dedication **ER_F1**: Intention to Stay

OC_F2: Work Organization **EE_F2**: Absorption **ER_F2**: Intention to leave

OC_F3: Rewards

OC_F4: Participation **Note: From SPSS statistics for Mac 22.0**

The correlation table above shows the relationship between variables and the Pearson coefficient displays the strength of relations between variables. The table helps to understand what factors are to be used in the final regression. It displays linearity and multicollinearity between variables. Based on the results of the correlation there was linearity between Dependent variable organizational climate; employee engagement and dependent variable employee retention. However, multicollinearity was found to exist between predictor variables organizational climate (Relations) and Employee engagement (Dedication). The correlations between the factors were high making it impossible for the two factors to be used simultaneously in a regression analysis.

The organizational climate variable was measured as a one-dimensional variable however the results of the factor analysis showed that it had four dimensions. The correlation revealed the relationship between variables. The independent variable organizational climate (OC) which has four factors labeled on the table as OC_F1, OC_F2, OC_F3 AND OC_F4 and the dependent variable Employee retention labeled as (ER) has two factors F1 (intention to stay) and F2 (intention to leave). Correlation was shown to exist between some factors and no correlation between others. Employee Retention factor 1(Intention to stay) was significantly correlated to the organizational climate F1 (Relations) registering a correlation of **.734,**Significance **p (two tailed)<0.01** it was negatively correlated to organizational climate F2 (work organization) registering a negative correlation of **-.339, p (two tailed)<0.01**and was again significantly correlated to organizational climate F3 (rewards), registering a correlation of **.504 p (two tailed)<0.01**and negatively correlated to organizational climate F4 (Participation), registering negative correlation of **-.232 p (two tailed)<0.01.**

Employee retention factor 2(Intention to leave) was negatively correlated to organizational climate F1 (Relations) registering a correlation of **-.157 p (two tailed)<0.01,** No significant correlation was showed to exist between dependent variable employee retention F2 (Intention to leave) and organizational climate factors F2, F3, F4 (Work organization, rewards and participation) registering Pearson correlations of **.059**, **-.078**, and **-.048** respectively

The independent variable organizational climate and the mediating variable Employee Engagement, which has two dimensions labeled as EE_F1 (Dedication) and EE_F2 (Absorption) both registered negative and positive correlations. OC_F1 (Relations) and OC_F3 (Rewards) were significantly correlated with EE_F1 (Dedication) registering correlations of **.744 p (two tailed)<0.01** and **.352 p (two tailed)<0.01;** Given that a high correlation was registered between OC_F1 and EE_F1 of ***>.70***, the two factors would not be use simultaneously in the regression analysis. OC_F2 (Work organization) and OC_F4 (Participation) were negatively correlated to EE_F1 (Dedication) registering correlations of **-.328 p (two tailed)<0.01** and **-.311 p (two tailed)<0.01**. OC_F1 (Relations) and OC_F3 (Rewards) were significantly correlated to EE_F2 (Absorption) registering correlations of **.407 p (two tailed)<0.01** and **.269 p (two tailed)<0.01;** on the other hand OC_F2 (Work organization) and OC_F4 (Participation) were negatively correlated to EE_F2 (Absorption) registering correlations of **-.152 p (two tailed)<0.01** and **-.216 p (two tailed)<0.01**.

Mediating variable Employee engagement (EE_F1 and EE_F2) and dependent variable Employee retention (ER_F1 and ER_2) showed correlation between factors. EE_F1 (Dedication) and EE_F2 (Absorption) were significantly correlated to ER_F1

(Intention to stay) registering correlations of **.666 p (two tailed)<0.01** and **.494 p (two tailed)<0.01** respectively. Whilst EE_F1 (Dedication) was negatively correlated to ER_ F2 (Intention to leave) registering a negative correlation of **-.135 p (two tailed)<0.05** and EE_F2 (Absorption) was correlated to ER_F2 (Intention to leave) registering a correlation of **.113 p (two tailed)<0.05**.

Regression analysis is a method use to predict an outcome variable from one or multiple predictor variables (Field, 2009). Simple and hierarchical regression is use in this research to test the hypothesis by analyzing the strength and direction of variables at the statistical significance (P) level of <0.05. The hypothesis are listed below:

Ha1: *Organizational climate affects employee retention*

Ha2: *There is a relationship between organizational climate and employee engagement. (Engaged employees are elements of a good organizational climate)*

Ha3: *There is a relationship between employee engagement and employee retention*

Ha4: *Employee engagement mediates the relationship between organizational climate and employee retention*

Ha5: *There is a difference between private sector employee's retention levels and public sector employee's retention levels.*

Ha_6: *There is a difference in the level of education of employee's perceived organizational climate and engagement levels*

Ha_1: ***Organizational climate affects employee retention***



Independent Variable Dependent Variable

The correlation between organizational climate OC_F1, OC_F2, OC_F3, OC_F4 (Relations, work organization, rewards and participation) and Employee Retention ER_F1 (Intention to stay) showed significantly correlation to OC_F1 (Relations) registering a correlation of **.734,** it was negatively correlated to OC_F2 (Work organization) registering a negative correlation of **-.339,** and was again significantly correlated to OC_F3 (Rewards), registering a correlation of **.504** and negatively correlated to OC_F4(Participation), registering negative correlation of **-.232.**

The model summary table from the regression analysis showed that Relations and Participation had an influential relationship to employee retention (ER_F1) registering R= .739, R^2= .546, F= 178.894 and Significance (P)= .000

Table 12

Regression for Organizational Climate and Employee Retention

Dependent variable: Employee Retention (ER_F1) Intention to Stay			
Independent variables:	**Beta**	**t-value**	**p-value**
Organizational Climate			
Relations	.774	17.958	.000
Participation	.094	2.185	.003

The regression showed that a relationship exist between organizational climate and employee retention, thus accepting $\mathbf{Ha_1}$. However the relationship is not fully influential given that some factors of the organizational climate variable is influential to only one dimension of retention that is intention to stay.

A simple linear regression analysis was done between dependent variable ER_F2 (Intention to leave) and Independent variable OC_F1, OC_F2, OC_F3 and OC_F4. Correlation between ER and OC_F1 (Relations), OC_F2 (Work organization), OC_F3 (Rewards) and OC_F4 (Participation) were **-.157, .059, -.078**, and **-.048** respectively.

The results showed in the model summary table indicated predictors OC_F1 (Relations) and OC_F4 (Participation) as registering R= .201, R^2=. 040, F= 6.238, and significance (P)= .002 whilst the rest of the factors were excluded as partial correlators.



Independent Variable Dependent Variable

Table 13

Regression for Organizational Climate and Employee Retention

Dependent variable: Employee Retention (ER_F2) Intention to leave			
Independent variables:	**Beta**	**t-value**	**p-value**
Organizational Climate			
Relations	-.215	-3.430	.001
Participation	-.139	-2.211	.028

Some factors of the organizational Climate variable (Relations and Participation) showed to have a relationship with ER_F2 (Intention to leave). The relationship however is a negative directional relationship meaning that if ER_F2 (Intention to leave) Increases relations or participation would decrease.

Ha_2: ***There is a relationship between organizational climate and employee engagement. (Engaged employees are elements of a good organizational climate)***



Correlation between Mediating variable employee engagement (EE_F1, EE_F2) and Independent variable organizational climate (OC_F1, OC_F2, OC_F3 and OC_F4) revealed, OC_F1 (Relations) and OC_F3 (Rewards) were significantly correlated with EE_F1 (Dedication) registering correlations of **.744** and **.352;** OC_F2 (Work organization) and OC_F4 (Participation) were negatively correlated to EE_F1 (Dedication) registering correlations of **-.328** and **-.311**. OC_F1 (Relations) and OC_F3 (Rewards) were significantly correlated to EE_F2 (Absorption) registering correlations of **.407** and **.269;** on the other hand OC_F2 (Work Organization) and OC_F4 (Participation) were negatively correlated to EE_F2 (Absorption) registering correlations of **-.152** and **-.216**.

A regression analysis was conducted putting EE_F1 (Dedication) as dependent variable and OC_F2, OC_F3 and OC_F4 (Work organization, Rewards and participation) as independent variables. OC_F1 was not included due to multicollinearity between EE_F1 and OC_F1. The model summary table shows R= .462, R^2= .214, F= 26.829, Significance (P)= .000.

Table 14

Regression for Organizational Climate and Employee Engagement

Dependent variable: Employee Engagement (Dedication)			
Independent variables:	**Beta**	**t-value**	**p-value**
Organizational Climate			
WorkOrganization	-.182	-3.205	.002
Rewards	.259	4.754	.000
Participation	-.204	-3.714	.000

A regression analysis was conducted putting EE_F2(Absorption) as dependent variable and OC_F1, OC_F2, OC_F3 and OC_F4(Relations, Work organization, Rewards and Participation) as independent variables. The results of the regression showed that OC_F1 (Relations) was the only predictor that had a relationship with EE_F2 (Absorption). The rest of the variables were excluded as recorded as partial correlators. The results summary table showed, R=. 407, R^2= .165, F= 59.045 and Significance (P)= .000

Table 15

Regression for Organizational Climate and Employee Engagement

Dependent variable: Employee Engagement (Absorption)			
Independent variables:	**Beta**	**t-value**	**p-value**
Organizational Climate Relations	.407	7.684	.000

From the results of both regression analyses, Rewards is shown to have a strong relationship with Dedication, Participation and Work organization also have a relationship but not at a same directional level rather when Dedication increases they decrease. Relations is strongly related to Absorption, thus **Ha_2** would be accepted.

Ha_3: ***There is a relationship between employee engagement and employee retention***



Mediating Variable Dependent Variable

The correlation between Employee engagement (EE_F1, EE_F2) and Employee retention (ER_F1, ER_F2) showed EE_F1 (Dedication) and EE_F2 (Absorption) were significantly correlated to ER_F1 (Intention to Stay) registering correlations of **.666** and **.494** respectively. Whilst EE_F1 (Dedication) was negatively correlated to ER_ F2 (Intention to leave) registering a negative correlation of **-.135** and EE_F2 (Absorption) was correlated to ER_F2 (Intention to Leave) registering a correlation of **.113**.

The model summary table from the regression showed that both EE_F1 (Dedication) and EE_F2 (Absorption) have a relationship with ER_F1 (Intention to stay) registering R= .691. R^2= .477, F= 135.362 and Significance (P)= .000

Table 16

Regression for Employee Engagement and Employee Retention

Dependent variable: Employee Retention (ER_F1) Intention to Stay			
Independent variables:	**Beta**	**t-value**	**p-value**
Employee Engagement			
Dedication	.560	11.489	.000
Absorption	.210	4.321	.000

The model summary table from the regression analysis between EE_F1 (Dedication), EE_F2 (Absorption) and ER_F2 (Intention to leave) showed R= .251, R^2= 0.63, F= 9.975, Significance (P)=. 000

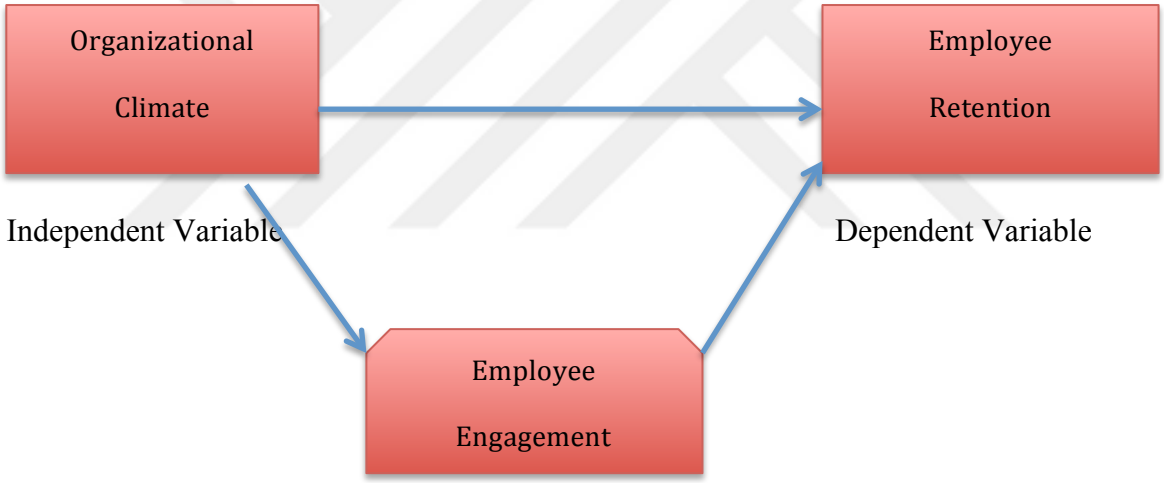
Table 17

Regression for Employee Engagement and Employee Retention

Dependent variable: Employee Retention (ER_F2) Intention to leave			
Independent variables:	**Beta**	**t-value**	**p-value**
Employee Engagement			
Dedication	-.260	-3.985	.000
Absorption	.245	3.760	.000

The results of the regression showed that a significant relationship exist between employee engagement and employee retention. However Dedication is more influential to Employee retention F1 (Intention to stay) than Absorption. On the other hand Dedication has a negative relationship with Intention to leave, showing that if intention to leave increase, dedication decreases and vice versa. Absorption has a relationship with intention to leave but at a very low level. Based on the regression **Ha_3** would be accepted.

Ha_4: ***Employee engagement mediates the relationship between organizational climate and employee retention***



A hierarchical regression was conducted to test Ha_4.

Table 18

Hierarchical Regression for Organizational Climate, Employee Engagement and Employee Retention

Dependent Variable: Intention to Stay				
Independent Variables	**Beta**	**T-Value**	**P-Value**	R^2= .594
Relations	0.682	15.604	0.000	F= 144.616
Participation	0.107	2.621	0.009	P=. 000
Absorption	0.24	5.92	0.000	
Dependent Variable: Intention to Stay				
Independent Variables	**Beta**	**T-Value**	**P-Value**	R^2= .555
Rewards	0.272	6.355	0.000	F= 91.939
Work organization	-0.079	-1.88	0.061	P= .000
Dedication	0.454	9.443	0.000	
Absorption	0.179	3.937	0.000	
Dependent Variable: Intention to leave				
Independent Variable	**Beta**	**T-Value**	**P-Value**	R^2= .063
Dedication	-0.26	-3.985	0.000	F=9.975
Absorption	0.245	3.76	0.000	P= .000
Dependent Variable: Intention to leave				
Independent Variable	**Beta**	**T-Value**	**P-Value**	R^2= .075
Relations	-0.294	-4.454	0.000	F= 8.045
Participation	-0.128	-2.066	0.040	P= .000
Absorption	0.205	3.351	0.001	

Due to multicollinearity between Relations and Dedication, they weren't run simultaneously in one regression. Four sets of hierarchical regressions were run with the dependent variable Employee retention (Intention to leave and Intention to stay). For the first regressions OC_F1 (Relations), OC_F2 (Work organization), OC_F3 (Rewards), OC_F4 (Participation) and EE_F2 (Absorption) were independent variables, the results showed that OC_F1 (Relations), OC_F4 (Participation) and EE_F2 (Absorption) were significantly related to ER_F1 (Intention to stay) registering Beta of .682, .107, and .240 respectively. It further showed that OC_F1 (Relations) registered the strongest relationship with to Employee retention ER_F1 (Intention to stay) and EE_F2 (Absorption) mediates this relationship.

For the second regression showed OC_F2 (Work organization), OC_F3 (Rewards), OC_F4 (participation), EE_F1 (Dedication), and EE_F2 (Absorption) were independent variables, the results from the regression showed OC_F3 (Rewards), OC_F2 (Work organization), EE_F1 (Dedication), and EE_F2 (Absorption) to have significant relationships with ER_F1 (Intention to stay), registering Beta of .272, -.079, .454, and .179 respectively. The mediating role of EE_F1 (Dedication) is higher than EE_F2 (Absorption), and both OC_F3 (Rewards) and OC_F2 (Work organization) have a relationship with ER_F1 (Intention to stay) however OC_F2 (Work organization) has a negative relationship, which means that as ER_F1 (Intention to stay) increases OC_F2 (Work organization) decreases and vice versa.

The third regression OC_F2 (Work organization), OC_F3 (Rewards), OC_F4 (Participation), EE_F1 (Dedication), and EE_F2 (Absorption) were independent variables, the results showed that EE_F1 (Dedication), and EE_F2 (Absorption) were significantly related to ER_F2 (Intention to leave) registering Beta's of -.260 and .245 respectively, however EE_F2 (Absorption) mediating effect was a negative one, meaning if ER_F2 (Intention to leave) increases EE_F2 (Absorption) decreases and vice versa.

The fourth regression-included independent variables OC_F1 (Relations), OC_F2 (Work organization), OC_F3 (Rewards), OC_F4 (Participation) and EE_F2 (Intention to leave), the results showed that OC_F1 (Relations), OC_F4 (Participation) and EE_F2 (Absorption) had a significant relationship with ER_F2 (Intention to leave) registering Beta of -.294, -.128 and .205 individually. It can be deduced that EE_F2 (Absorption) has a mediating effect however OC_F1 (Relations) and OC_F4 (Participation) has a negative relationship with ER_F2 (Intention to leave). Denoting a different directional relationship in which if intention to leave increases, relations and participation would decrease.

Ha_5: ***There is a difference between private sector employee's retention levels and public sector employee's retention levels.***

An independent sample T test was performed to check whether there was difference between employee retention level between public and private sector organizations.

Table 19

Independent T-test for Intention to Stay

Intention to Stay	Gender	N	Mean	Std.dev	t	df	P-value
Private	1	119	28.5552	6.50911	-.310	298	.826
Public	2	181	28.7939	6.54584			

Public sector participants experienced greater intention to stay (M=28.7939, SE=. 59669) than private sector participants (M=28.5552, SE= .48655). This difference was not significant 298, t (-.310) P>0.05.

Table 20

Independent T-test for Intention to Leave

Intention to leave	Gender	N	Mean	Std.dev	t	df	P-value
Private	1	119	11.7202	4.45023	1.147	298	.640
Public	2	181	11.1255	4.36346			

Private sector participants experienced greater intention to leave (M=11.7202, SE=. 40795) than Public sector participants (M= 11.1255, SE=. 32433). This difference was not significant 298, t(1.147) p>0.05.

Based on the results of the Independent sample T-test, **Ha_5** would be rejected because no significant difference was registered between private and public sector retention levels. A significance (p) of .826, which is >0.05 was registered for intention to stay and a significance of .640, which is >0.05 was registered for intention to leave.

Ha_6: ***There is a difference in the level of education of employee's perceived organizational climate, engagement and retention levels.***

A One Way ANOVA test was conducted to test whether a difference in educational level existed on the perceived climate, engagement and retention levels.

Table 21

Levene's Test for Difference in Level of Education

	Levene Statistic	df1	df2	Sig.
OC_F1	.121	3	296	.948
OC_F2	4.059	3	296	.008
OC_F3	.219	3	296	.883
OC_F4	1.616	3	296	.186
ER_F1	.905	3	296	.439
ER_F2	.289	3	296	.833
EE_F1	1.064	3	296	.365
EE_F2	.544	3	296	.653

Note:From SPSS statistics for Mac 22.0

The Test of Homogeneity was not violated because the recorded significance (P) was all >0.05 denoting equal variances except OC_F2 which had significance (P) of 0.008.

Table 22

ANOVA for Difference in Level of Education

		Sum of Squares	df	Mean Square	F	Sig.
OC_F1	Between Groups	213.111	3	71.037	.214	.887
	Within Groups	98307.439	296	332.120		
	Total	98520.550	299			
OC_F2	Between Groups	92.634	3	30.878	1.238	.296
	Within Groups	7382.062	296	24.939		
	Total	7474.697	299			
OC_F3	Between Groups	29.810	3	9.937	.989	.398
	Within Groups	2972.962	296	10.044		
	Total	3002.772	299			
OC_F4	Between Groups	210.905	3	70.302	6.863	.000
	Within Groups	3032.012	296	10.243		
	Total	3242.917	299			
ER_F1	Between Groups	52.775	3	17.592	.411	.745
	Within Groups	12663.443	296	42.782		
	Total	12716.218	299			
ER_F2	Between Groups	93.263	3	31.088	1.615	.186
	Within Groups	5696.231	296	19.244		
	Total	5789.494	299			
EE_F1	Between Groups	420.331	3	140.110	2.122	.098
	Within Groups	19547.525	296	66.039		
	Total	19967.856	299			
EE_F2	Between Groups	114.588	3	38.196	1.367	.253
	Within Groups	8271.627	296	27.945		
	Total	8386.215	299			

Note: From SPSS statistics for Mac 22.0

The ANOVA tables show significant differences between and within groups and from the table OC_F4 (Participation) has significance (P) <0.05.

Table 23

Scheffe Test

Multiple Comparisons

Scheffe

Dependent Variable	(I) reclevelofeducation	(J) reclevelofeducation	Mean Difference (I-J)	Std. Error	Sig.
OC_F4	1.00	2.00	1.56639*	0.54403	0.042
		3.00	0.97793	0.51615	0.311
		4.00	2.59821*	0.59512	0.000
	2.00	1.00	-1.56639*	0.54403	0.042
		3.00	-0.58846	0.47596	0.676
		4.00	1.03182	0.56061	0.337
	3.00	1.00	-0.97793	0.51615	0.311
		2.00	0.58846	0.47596	0.676
		4.00	1.62028*	0.53361	0.028
	4.00	1.00	-2.59821*	0.59512	0.000
		2.00	-1.03182	0.56061	0.337
		3.00	-1.62028*	0.53361	0.028

- The mean difference is significant at the 0.05 level.
- **1 High school 2 Undergraduate 3 professional Qualification 4 Postgraduate & PHD**

The results from the ANOVA showed a statistical difference between groups (F=6.863, P=. 000) with regards to OC_F4 (participation). The Scheffe test revealed that the Participation level of undergraduates1.566639 (P=0.042) was lower than Postgraduates and PHD 2.59821(P=0.000) in the organizations. A difference was also recorded between high school graduates -2.59821(P=0.000) and Professional qualifications -1.62028 (P=0.028) participation levels. High school showed higher participation level. An explanation to this, is that there are individuals that have been in the organization for a long time and managed to climb the ranks due to tenure without higher diplomas. Thus their participation levels would be higher. Therefore H_6 would be accepted.

4.3. Summary

The chapter presented a quantitative analysis of the 300 questionnaires; the demographic data was presented along side the tested hypothesis. The demographic analysis was done and the standard deviation and mean value of the different demographics were presented. A factor analysis was conducted to test the variation of the research model variables, which met the reliability, and significance to allow for further tests. Correlations were conducted to check for linearity and mulitcollinearity among variables, followed by a simple and hierarchical regression analysis to test the Hypothesis. A difference test was also conducted to compare group means. A discussion of findings will be presented in Chapter 5 alongside limitations, its implications and recommendations for future research.

5. DISCUSSION, LIMITATIONS AND IMPLICATIONS

This chapter seeks to give a discussion of the findings based on the research hypothesis, and also outline outcomes that answer to the research questions. Limitations and implications of the research would also be highlighted and then present recommendations for future research and finally a summary of the chapter.

5.1. Discussions

An analysis was conducted using SPSS and the Results of findings were presented in Chapter 4. The literature review gave an understanding of the research model variables and how they contribute to organizational success. A conceptual framework was developed to outline the relationship between variables. A questionnaire developed by the researcher based on instruments of organizational climate, employee engagement and employee retention was utilized. The questionnaire was applied to The Gambia Public and private sector organizations and 300 usable questionnaires were collected and used for this study. Inferential and Descriptive statistics alongside factor analysis was used to test the sample.

First a factor analysis was conducted to the test the variation of factors and also the appropriateness of the analysis using the Kaiser-Meyer –Olkin (KMO) /Bartlett's Test of Sphericity in the Research variables. A test of Cronbach Alpha was also conducted to test the internal consistency of the factors derived from the factor analysis. For the independent variable organizational climate a 50 questions one-dimensional instrument was used, however the one – dimensional questions were based on 9 different dimensions (Autonomy, Cooperation, Rewards, Work Hours & Work life balance, Work Organization,

Participation, Relations, Innovation and Attachment to the job). The results of the factor analysis showed that the organizational climate variable had 4 dimensions the researcher used personal judgment and renamed the 4 dimensions based on the way the questions were framed on the 9 dimensions of the instrument. The 4 dimensions were relations, work organization, rewards and participation. The 4 dimensions had KMO statistic >0.50 indicating sample adequacy and they also recorded a Cronbach Alpha >0.70 denoting strong internal consistency within factors.

The mediating variable employee engagement was a three-dimensional construct (Dedication, Absorption and vigor), however the results of the factor analysis produce a 2-item construct. The researcher renamed them as Dedication and Absorption. Both two dimensions had Cronbach Alpha>.70 and KMO >0.50 denoting internal consistency and adequacy of sample.

The dependent variable Employee retention was a two- dimensional (Intention to Stay and Intention to leave) construct. Intention to stay recorded Cronbach Alpha of >.70 and Intention to leave recorded Cronbach of >.60 given that it's a three item factor >.60 is normally acceptable. The results of the Reliability showed internal consistency and KMO of >.50 outlining sample adequacy. The results of the factor and reliability analysis met the required measure for the factors and items to be used for further analysis.

Second a correlations test was conducted using the Pearson's product moment coefficient(r). Pearson tests the strength of relationship between variables and outlines linearity and Multicollinearity. For the relationship between dependent variable Factor 1(Intention to stay) and organizational Climate variables (Relations, Work organization, Rewards and Participation) a significant relationship was registered. Relations registered the highest with .734 and participation the lowest of -.232. For the dependent variable Factor 2(Intention to leave) only relations recorded a significant relationship of-.157.

The relationship between mediating variable Factor 1(Dedication) and organizational climate factors showed Rewards having the highest relationship of .744 and participation the lowest of -.311. For the mediating variable Factor 2(Absorption), relations recorded the highest of .407 and work organization the lowest of -152.

The relationship between dependent variable factor 1(Intention to stay) and Employee engagement variables showed dedication registering the highest of .666 and absorption the lowest of .494. Dependent variable factor 2 (Intention to leave) showed dedication registering the highest correlation of -135 and Absorption .113. The result of the correlation showed significant relationship between and among variables, thus supporting the hypothesis.

Third a regression analysis was conducted to test the Research Hypothesis:

Ha_1: *Organizational climate affects employee retention*

The results of the regression analysis between organizational climate factors (Relations, work organization, rewards and participation) and Employee retention Factors (Intention to stay and Intention to leave) showed a significant relationship. Relations and participation were the factors that were related to employee retention. Relations and Participation had a same directional relationship with intention to stay that is if relations and participation increases employees tend to stay with the organization. However relations recorded the highest beta value denoting that Gambia employees value the relationship they have with their bosses and it influences their decisions to stay with an organization.

The relationship between relations and participation with Intention to leave with an organization was a different directional one; it showed that if relations and Participation

decreases, intention to leave would increase.

Ha_2: ***There is a relationship between organizational climate and employee engagement. (Engaged employees are elements of a good organizational climate)***

The results of the regression analysis between organizational climate factors (Relations, work organization, rewards and participation) and Employee Engagement Factors (Dedication and Absorption) showed a significant relationship. Work organization, rewards and participation were related to Dedication. Rewards had a same directional relationship to Dedication and Work organization and participation had a different directional relationship to dedication. This explains that if employees are rewarded they tend to be more dedicated and if work organization and participation decreases dedication increases. If work is organized in a positive manner and employees are involved in the decision making process, their dedication levels increase.

Relations was the only factor that showed to have a relationship with Absorption. The relationship was same directional denoting that if relations between employees and their superiors increase so was their work absorption levels.

Ha_3: ***There is a relationship between employee engagement and employee retention***

The results of the regression analysis between employee engagement factors (Dedication and absorption) and employee retention (Intention to stay and intention to leave) showed a significant relationship. Dedication and Absorption had a same directional

relationship with intention to stay denoting that employees that are dedicated and absorbed in their jobs tend to want to stay with an organization.

Dedication had a different directional relationship with Intention to leave and Absorption a same directional relationship with intention to leave. This explains that if employee's dedication levels decrease intention to leave would increase and Absorption in the job doesn't necessarily deter employees from intending to leave the organization.

Ha_4: ***Employee engagement mediates the relationship between organizational climate and employee retention***

The results of the regression proved that employee engagement mediates the relationship between organizational climate and employee retention. Dedication and absorption mediates the relationship between relations work organization, rewards and participation and Intention to stay. Absorption mediates the relationship between relations and participation and Intention to leave.

Ha_5: ***There is a difference between private sector employee's retention levels and public sector employee's retention levels.***

There was no statistical difference that existed between private and public sector retention levels. However the mean value indicated that public sector employees had greater intention to stay levels than private sector employees. And private sector employees had greater intention to leave levels than public sector employees.

An explanation for this difference is that the public sector has greater job security than the private sector. For the Gambia context even though public sector workers tend to

earn less than their private sector counter parts, their jobs are more secured. Given that private sector organizations are profit making entities and work towards achieving targets that promote their organization's growth, employees are required to reach their own set individual targets to meet the overall organization target and Performance management Systems are utilized to assess employee performance. The fear of under performing can threaten employee's job security and increase the intention to leave levels. On the other hand public sector organizations seeks to improve social needs of its populace and in the Gambia there are no Performance management systems in place, therefore employees know that they wont be assessed on their performance and are less threaten by job security thus increasing the intention to stay levels.

Ha_6: ***There is a difference in the level of education of employee's perceived organizational climate, engagement and employee retention levels.***

The results of the regression showed that the difference in the level of education did not influence the perceived levels of organizational climate, employee engagement and employee retention. However, for the organizational Climate factor (Participation) the difference in educational levels influence the participation levels of employees. It was revealed that the participation levels of undergraduate degree holders were lower than that of postgraduates and PHD degree holders in the organizations. An explanation to this is that those with higher degrees are given positions of authority and are required to participate more in terms of decision-making and other key aspects of the organization.

The Research examined the influence of organizational climate on employee retention with the mediating role of employee engagement on The Gambia Public and Private Sector organizations. With regards to the research questions *"How influential is organizational climate on employee retention*" it can be concluded that *"Relations and Participation"* climates are the factors that influence employee retention. There was no research that investigated this relationship (organizational climate and employee retention), however Shim (2009), identified that organizational climate and culture influences turnover intentions. It should be noted that *"Relations and Participation"* have a positive influence and in the case of Intention to stay and for intention to leave a negative influence. Having positive relations between employees and their supervisors and participative organizational climate influences intention to stay with an organization and if these are absent intention to leave increase. Therefore it can deduce from this research that if organizations want to retain their employees, there should be a strong supervisor-employee relationship climate and participative climate. The relationship between employees and their supervisors affect the psychological conditions of employees in the workplace (May, Glisson & Harter, 2004). May further stated that Psychological conditions include the employee being in a state of meaningfulness, safety and availability. Meaningfulness allows the employee to give his/her all to the job, being able to work without fear and the availability of resources to carry out the job. Strong employee –supervisor relations can boost employee job commitment and engagement and thus retention. A participative climate is an important element in success of organizations, Employees feel valued if they are involved. According to Gallon (2005), employee participation in the organization facilitates employee commitment and engagement, which drives organizational effectiveness. It was also stated by (Benn, Teo & Martin, 2015) that promoting employee participation in the organization

encourages employee commitment and retention. Organizations should ensure that relations and participative climates are ones that encourage knowledge acquisition and skills development, given that they influence retention and can help employees develop themselves and serve as knowledge banks that can easily transfer acquired skills to new employees.

The second research Question, *"Does employee engagement compliment the relationship between organizational climate and employee retention"*. It can be concluded that *"Dedication and absorption*" compliments relationship between Relations, work organization, rewards and participation and Intention to stay/ leave. *"Absorption*" positively compliments the relationship between Relations, Participation and Intention to stay. Both "dedication and Absorption" positively compliments the relationship between rewards; work Organization and Intention to stay. The research shows that engaging employees is a significant factor in retaining them. An organizational climate that encourages relations, Participation, rewards and effective work organization in a manner that increase employee dedication and absorption to their jobs boost job satisfaction, commitment and intention to stay.

"Absorption" positively compliments the negative relationship between relations, participation and intention to leave. This shows that employee's intention to leave is not affected by the absorption in their jobs. Intending to leave whilst absorption is positive is due to a reduced participation and relations levels thus reducing commitment and satisfaction. This shows that employees might have a degree of engagement in their jobs but still want to leave due to organizational climate factors that affect them psychologically in a negative way.

With regards to the research question "*Are engaged employees more likely to stay with the organization*" It can be concluded that "Dedication and Absorption" does influence intention to stay in an organization. This was in line with (Kingcade, 2010) study,

which outlined that employee engagement affects the turnover rates of employees.

This study shows that when employees are dedicated and absorbed in their jobs they tend to want to stay in the organization. As Highlighted by (Schaufali & Bakker, 2004) engaged employees are likely to be attached to their organizations and have a lower propensity to leave the organization. “Dedication” negatively influenced intention to leave; however “Absorption” positively influences intention to leave. It further explains that when employees are dedicated they would not think of leaving the organization but Absorbed in their jobs they would still want to leave the organization. It could be that even though they are absorbed, the job is not as challenging as expected thus influencing intention to leave.

The overall study is in line with organizational support and Social exchange theory. The study showed that employees perceived organizational climate influences them to stay in the organization. If participation in the organizations process and relations between supervisors are good they feel valued and hold positive perceptions that their ideas are appreciated and the supervisors respect them. And when engaged, they are dedicated and absorbed in their jobs there is a feeling of reciprocity, in that the organization trusts and values their participation and relations are held in high regards, they in turn return positive attitudes and intentions towards the organization.

The study further shows that no significance difference in employee retention levels among different sectors. Emphasizing the importance of organizational climate and employee engagement for the retention of employees. Employees care about their work environment. A positive or negative organizational climate influences employee engagement and that in turn influences retention in an organization.

It is of great importance that leaders work hard in creating organizational climates that favors employees, making sure to engage employees in all aspects of the organization that way when skilled individuals leave the organization, knowledge is not lost. This also

helps in reducing the amount spent on training new employees. In order for leaders to effectively implement favorable climates there has to be in place proper systems that track employee performance and also were employees are able to voice out problems being faced with the organizations / their individual supervisors this can eliminate disengagement and promote retention. The study contributed to the body of knowledge in organizational climate, employee engagement and employee retention. To the researchers knowledge it was the first study conducted on the relationship between organizational climate and employee retention with the mediating role of employee engagement and also the first to examine these factors in the Gambia public and private sector institutions.

5.2. Limitations

The results of the research showed that organizational climate and employee engagement are important factors in the retention of employees. It further showed that 4 organizational climate factors (Relations, work organization, rewards and participation) were factors that influenced retention. The highest influencers were relations and participation. And employee engagement a 3-dimensional scale was utilized however the results produced two dimensions, which had a mixture of all the dimensions. Therefore there is need to utilize other organizational climate and employee engagement scales on the same population to ascertain other predictors of employee retention.

Additionally the sample may be over representative of some population, Given that majority male (67.7%) was represented and majority from the public sector (60.3% thus lacking equal representation, which wasn't desired. Another limitation is that the study was measuring perceptions of employees about their organization; the response to the set of questions could be as a result of how they felt at that instance or what they deemed as appropriate.

5.3. Implications

5.3.1 Implications For Organizations

The results of the research were in line with the conceptual framework. The most important finding was that organizational climate influences employee retention. In order to retain employees, participation and relations are important climates that need to be promoted in Gambia organizations. It is therefore imperative upon organization leaders to be aware of the importance of organizational climate in retaining employees and driving organizational success.

Secondly employee engagement should be an integral practice in any organization as its influences intention to stay or intention to leave. Thus employee engagement levels are a reflection of the organizational climate. If the climate is one that encourages participation, relations and rewards, employees tend to be more dedicated and absorbed to the job and eventually a sense of commitment to stay with the organization. As a result organizations stand to benefit from engaging their employees. However it has also revealed that being absorbed would not necessarily deter employees from leaving the organization, therefore organizations need to provide more challenging and enjoyable task to employees in order to discourage turnover.

5.3.2 Implication for Policy Makers

The research showed that efficient organizational practices breed employee satisfaction and thus organizational success. Leaders need to understand the importance of organizational support theory and social exchange theory for organizational climate and

employee engagement. Organizational support theory puts forward that employees develop perceptions about their organizations based on the policies, practices, norms etc. that the organization creates and social exchange puts across the reciprocity perceptions employees hold if they feel they are treated right by the organization. Leaders should identify with their employee needs by consulting with them and providing resources that create a sense of obligation to encourage retention. Cropanzano & Mitchell (2005), highlighted the importance of managers understanding employee engagement as a long term factor that requires interactions overtime to generate reciprocity. Further more both organizational climate and employee engagement needs to be viewed as an all-level organizational strategy (Frank, Finnegan, & Taylor, 2004) that requires input and involvement of all organizational members (Robinson, Perryman & Hayday, 2004) through communication and interaction.

The study finally recommends strategy makers and drivers in both public and private sector organizations to understand the importance or promoting organizational climates that encourage employee engagement and thus influence retention. This study will provide support to strategy makers in understanding employee requirements to drive improvement in organizational practices.

5.3.3 Implication for Researchers

The findings of the research were not exactly in line with previous research as previous found researches were measuring organizational climate and organizational performance, organizational climate and employee turnover or employee engagement and employee retention. Therefore it could not be compared to other researches, as it seems it's the first to measure the influence of organizational climate on employee retention with the mediating role of employee engagement.

Given that the study measured organizational climate and employee retention based on the individual perceptions of their organization using a one dimensional climate instrument and the UWES employee engagement instrument. However self-reported surveys have limitations in that employees might hesitate to report negative perception about their work environment and engagement levels. Therefore it might be of importance to carry out further research on the said topic using alternative research approaches such as interviews and observations.

Further research could also be done in other West African countries to compare results and verify how organizational climate and employee engagement transpires in their organizations.

The study utilized a one – dimensional climate construct, which was based on multiple climate facets, the results of the factor analysis revealed it to have 4 dimensions (Participation, relations, rewards and work organization) and the UWES 3-dimensional (Dedication, Absorption, vigor) employee engagement instrument was utilized, however the factor analysis revealed 2-dimensions (Dedication and Absorption) to exist in our sample. There is need for further research utilizing other organizational climate and employee engagement instruments to ascertain other factors that might influence Retention in Gambia organizations.

This study revealed the influence of organizational climate on employee retention and how employee engagement is a good factor in strengthening the relationship. Further study needs to be done to look at the relationship between organizational climate and organizational performance with the mediating role of employee engagement.

6. CONCLUSION

The quantitative research study sought to examine the influence of organizational climate on employee retention with the mediating role of employee engagement. A questionnaire survey based on a one-dimensional climate construct, UWES 3-dimensional employee engagement survey and a 2-dimensional retention scale was utilized for the study. The results of the research analysis provided answers to the research questions and did prove that organizational climate has an influential relationship with employee retention and employee engagement mediates this relationship.

The Research conceptual framework was based on the three research variables (organizational climate, employee engagement and employee retention). The relationship between variables was tested through the hypothesis. The results of the analysis confirmed the hypothesis. It revealed that relations and participation were the most influential organizational climate factors that encouraged retention in Gambia organizations. Employee engagement factors dedication and absorption played a huge role in the relationship between organizational climate factors and intention to stay. Absorption however was also positively associated with intention to leave indicating that absorption did not deter employees from leaving and that however absorbed when they find their jobs not as challenging as expected they are bound to think of leaving the organization. A difference test was also carried out which revealed no difference existed between retention levels of public and private sector employees. The organizational climate factor "Participation" was the only item among other organizational climate factors, employee retention factors and employee engagement factors that showed to have had a difference

based on educational levels.

The research showed that employees in all kinds of organizations would be enthusiastic to stay with their organization if good organizational practices are in place. Organizational climate and employee engagement are two organizational practices that strengthen organizational support theory and social exchange theory. These theories are built on perceptions that employees have about their organizations and mutual benefits. The way organizations treat their employees and the strategies, policies, norms and practices they put forward if favorable to the employees would result to employees in turn developing trust and commitment towards the organization. Leaders should ensure to have positive climates that encourage engagement, which will in the long-term lead to retained employees. It has been proven in other studies of organizational climate and employee engagement that its influences organizational or employee outcomes. Therefore it is of utmost importance for organizations to promote organizational practices that boost organizational success through skills and knowledge retention, which also reduces cost of hiring and training.

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APPENDIX

Request for participation

Dear Sir/ Madam,

My name is Aji Sainabou Jallow a student at Marmara University Turkey currently doing a masters degree in Management and Organization. As a prerequisite for the successful completion of a master's degree in management and organization, I am required to carry out a quantitative research on the selected topic ***An analysis on the relationship between organizational climate and employee retention: Evidence from the Gambia.***

The purpose of the research is to investigate to what extent the climate of an organization can impact employee retention and how employee engagement moderates this relationship.

To enable me do a proper analysis of the above highlighted topic, I would require your assistance in filling out this short survey.

Please note that information given in this survey will be strictly confidential.

Demographic Information

Please tick (✓) the appropriate box.

Gender?

Male □ Female □

Age?

18-29 □ 30 -39 □ 40- 49 □ 50-59 □ 59 and above □

What is your organization?

Private □ Public □

What is your highest level of Education?

High School □ Undergraduate □ Professional Qualifications □
Postgraduate □ PHD □

How long have you been working with this organization? ……. Years, ……Months

What is your current position in this organization?

……

How long have you been in this position? ……. Years, ……Months

Please tick (✓) from the items below which of the statements best describe the climate of your organization

1 = Strongly Disagree 2 = Moderately Disagree
3 = Disagree a little 4 = Agree a little
5 = Moderately Agree 6= Strongly Agree

Organizational Climate	1	2	3	4	5	6
My workplace is pleasant						
The relationship with my bosses are good						
My bosses responsibilities are well defined						
My superiors encourage a critical spirit						
My work hours fit my needs						
I have the means necessary for doing my work						
My efforts are adequately rewarded						
My superiors value the order and accuracy in my work						
My bosses value the ideas I put forward for improving the job						
My bosses encourage me when I have problems so that I can solve them						
My suggestions about the job are listened to						
I really feel supported by my bosses						
Opportunities for training are offered						
I have independence in organizing my own work						
If I need help because of a heavy workload, I am given the necessary means						
My bosses take an interest in my work problems						
The goals of my work are clearly defined						
The bosses are approachable						
The bosses are willing to listen to their employees						
Socially, my work has the prestige it deserves						
My bosses are kind to me						
In my job, innovative contributions are appreciated						
When I do something well, my superiors congratulate me						
There is a good link between my job description and the task I carry out						

1 = Strongly Disagree 2 = Moderately Disagree
3 = Disagree a little 4 = Agree a little
5 = Moderately Agree 6= Strongly Agree

Organizational Climate	1	2	3	4	5	6
The contributions of new ideas are encouraged						
My job is well defined						
It is easy to find help when needed						
The reasons for the decisions made are usually adequately explained						
My work is adequately valued						
Deadlines are adequately met						
The organization takes sufficient advantage of new technologies						
My efforts receive the recognition they deserve						
My bosses seem to me to be too authoritarian						
My superiors often pick on me about unimportant things						
My bosses watch me closely						
My superiors do not respond to demands						
I think I give more emotionally than I receive in my job						
My work is inadequately supervised						
My superiors behave in quite a despotic way						
I don't have much chance of showing my worth unless I change my job						
The atmosphere is impersonal						
The bosses keep important information to themselves						
I feel as though I'm treated like a machine or a programmed object						
Everything is decided from above						
The long –term planning of the work defies explanation						
The job is organized along authoritarian lines						
Where I work, there are people with unfair privileges						
The goals and results obtained are concealed from the employees						
The orders received are contradictory						
The methods of working in my section are old-fashioned and obsolete						

To what extent do you agree with the statements listed below? Please rate according to level of agreement

1 = Strongly Disagree	2 = Moderately Disagree
3 = Disagree a little	4 = Agree a little
5 = Moderately Agree	6= Strongly Agree

Employee engagement	1	2	3	4	5	6
At work, I feel bursting with energy						
I find the work that I do full of meaning and purpose						
Time flies when I am working						
At my job I feel strong and vigorous (active)						
I am enthusiastic about my job						
When I am working I forget everything else around me						
My job inspires me						
When I get up in the morning I feel like going to work						
I feel happy when I work intensely						
I am proud of the work I do						
I am immersed in my work						
I can continue working for long periods at a time						
To me my job is challenging						
I get carried away when am working						
At work I am very resilient mentally						
It is difficult to detach myself from my job						
At work I always persevere even if things do not go well						

Please Tick (✓) the appropriate from the listed statements that best describe your opinion about it.

1 = Strongly Disagree	2 = Moderately Disagree
3 = Disagree a little	4 = Agree a little
5 = Moderately Agree	6= Strongly Agree

Employee retention	1	2	3	4	5	6
My work within this organization gives me satisfaction						
If I wanted to do another job/function I would first look at possibilities within this organization						
I see a future for myself within this Organization						
I love working for this organization						
I intend within a period of three years to move and work in another organization						
If it were up to me, I would be definitely working for this organization in the next five years						
The work I am doing is very important to me						
I have previously checked out a job in another company						
If I receive an attractive job offer from another company, I'll take the job						

Thank you for filling out the survey!