

Employee retention strategies and organizational citizenship behaviour: Does career development practices matters? Evidence from environmental agencies in Kenya

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ABSTRACT

The main aim of the study was to determine the moderating role of career development practices on the relationship between employee retention strategies and organizational citizenship behaviour (OCB). Theories of Social exchange and Job embeddedness guided the study. A sample of 274 from a population of 935 employees drawn from the three Environmental Agencies within North Rift Region Kenya was randomly selected. The primary data was collected using closed ended questionnaires. Findings from hierarchical regression results indicated that employee involvement and leadership had significant and positive effect on OCB. The study further established that career development practices significantly and positively moderate the relationships between employee involvement and OCB, Leadership and OCB. The study concludes that employee involvement and leadership have a significant and positive effect on OCB which is crucial in the development of both public and private sector organizations and for OCB to thrive, the management should be encouraged to put more emphasis on career development practices. The study recommends that organizations should understand and develop a holistic approach of implementing career development practices and overall employee retention strategies which include employee involvement and leadership which focus on changing the demands of employees for sustained OCB.

Keywords: Career development practices, Employee involvement, Leadership, OCB.

JEL Classification: O15; J24.

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Highlights of this paper

- Employee involvement significantly and positively affect organizational citizenship behaviour.
- Leadership significantly and positively affects organizational citizenship behaviour.
- Career development practices significantly and positively moderate the relationships between employee involvement and OCB, Leadership and OCB.

1. INTRODUCTION

Organizational Citizenship Behavior (OCBs) is crucial for firm performance since employees go beyond their official job requirements and liberally give their energy and time to enable them succeed in the assigned roles. Organizational Citizenship Behavior (OCBs) is the behaviors willingly carried out by workers outside their formal job requirements and believed to reinforce organization's success. Past studies have shown a link between OCB and such factors like commitment, satisfaction, employee productivity, employee involvement in work, perceived organizational support, overall evaluations of quantity of output, performance effectiveness and turnover (Foote & Li-Ping Tang, 2008).

For several years studies on organizational citizenship behaviour have dominated the private sector. This therefore calls for more studies to be conducted in the public sector organizations exploring OCB. Furthermore, most of the literature developed in the past decades looked specifically at OCB as the factor that affect organizational outcomes, yet more research is needed to determine how organizational outcomes such as retention strategies affect OCB. Erasmus, Grobler, and Van Niekerk (2015) defined employee retention as the process of designing and implementing goals, plans and strategies that enable employees to be retained within an organization hence help in achieving strategic goals. Employee retention strategies involves various aspects such as training, which helps employees develop their abilities, enhance their current skills and get ready for future a part from just receiving promotion, open communication, employee recognition, work life balance leadership and employee involvement (DeCenzo, Robbins, & Verhulst, 2016). Research conducted in several organizations in developed countries have established that aforementioned retention strategies enhances OCB (Northouse, 2018). Yet an understanding of how these strategies enhances employee discretionary behaviour in many organizations in developing countries remains unclear (Njoroge & Yazdanifard, 2014). In this regard there is need for more studies at the local context focusing on the causal relationship between retention strategies and OCB.

The components of retention strategies have a significant and positive consequence on OCB (Olendo & Muindi, 2017). Therefore, it can be inferred that having the right retention strategies in place could send a positive signal to employees about the organization's concern about them, thus supporting and inculcating various retention strategies is essential for the attainment of discretionary behaviour. Nevertheless, many studies on employee retention strategies have failed to fundamentally link it with OCB. Further, there are several organizational factors, which can affect the relationship between employee retention strategies and OCB. This is justified by the fact that employees do not live in a vacuum and are therefore victims of organizational dynamics, which they perceive differently. However, retention strategies as Human Resource Management practices do not suffice for individuals to be involved OCB.

Therefore, it can be concluded that the interrelations of this variable with OCB have an indirect character (Kataria, Garg, & Rastogi, 2012). In other words, HRM practices activate OCB only when the employees are good fit to organization. This calls for an all-round development of the employees in tune with the changes in the organizational environment for employee retention and organizational citizenship behaviour. This expounded by Rothwell et al. (2005) who posits that successful career development gives an organization competitive advantage by attracting and retaining the best staff begetting OCB. They are part of the organization and every organization

has career development aspect, which can impact on their employees' extra role behaviour. Career development practices helps organizations in placing and developing workers according to their personal interests, career needs and goals (Greenhaus, Callanan, & Godshalk, 2010).

High performances are only realized if the organization has well managed well-motivated, well led employees who are always willing to work and re-skill. Once the on boarding exercise is over, career development starts which entails employee orientation, short courses, on the job training, professional courses, diplomas and postgraduate degrees. Career development is mostly used to reduce or close the gap between present performances and future expected performances (Noe, Hollenbeck, Gerhart, & Wright, 2017). Thus, career and development opportunities also moderated the indirect relationship between openness to experience and intention to quit through perceived sacrifice commitment (Kraimer, Seibert, Wayne, Liden, & Bravo, 2011). Alternatively, if the provisions of organizational professional development policy are not in line with employees' expectations, then the employees would be forced to neglect their work and only fulfill the duties that are formally within their job description (Okurame, 2012). This gives credence to the fact that the success or failure of retention strategies used is exclusively dependent upon the perception of employees regarding these strategies, which supplicates the importance of interrogating the role of contingent factors on the relationship between employee retention strategies and organizational citizenship behaviour.

However, limited studies have been conducted in the Kenyan context focusing on career development practices moderating the relationship between retention strategies and OCB. Besides, little is known on the role of career development practices on the relationships between employee retention strategies and organizational citizenship behaviour in Environmental Agencies, North Rift Region. Therefore, it was speculative how the presence or absence of career development affect the relationships between employee retention strategies and organizational citizenship behaviour. Based on the foregoing, this study looked at how career development practices moderate the relationships between employee retention strategies and Organizational citizenship behaviour of employees at Environmental Agencies, North Rift Region.

2. REVIEW OF LITERATURE

Based on Armstrong and Taylor (2014a) that supportive leadership and employee involvement improves on employee retention ability. Thus, study reviewed effect of leadership and employee involvement improves on OCB.

2.1. Employee Involvement and Organizational Citizenship Behaviour

Employee Involvement is created when individual workers are given chance to contribute on decision making in the company (Busck, Knudsen, & Lind, 2010). Employee involvement is rather a management style not an aim of any organization and which results in long-term gains leading to organizational effectiveness (Amah & Ahiauzu, 2013). Employees who are fully involved in the organization according to past studies displays high levels of OCB (Stone-Romero, 2011). Suazo and Stone-Romero (2011) in their study established a significant positive link between employee involvement and OCB.

Employee involvement has a greater influence on retention of key employees in the organization (Nadiri & Tanova, 2010). It is therefore, advisable for every organization to look for ways of empowering their employees in order to minimize turnovers. Job stress, low commitment, job dissatisfaction, lack of opportunities for self-development and lack of good work relationship in the workplace can be the key causes of employee turnover (Hong, Hao, Kumar, Ramendran, & Kadiresan, 2012). According to Judge and Gennard (2010) participative decision making is a technique of employee involvement that describes the extent to which managers engage their workers

in making important decisions for the company. Engaging of employees through involvement and achieving higher job performance is the main aim of participative decision making (Latham, 2012). Nonetheless, participative decision making also referred to as a power-sharing plan where the top management and the employees shares decision making roles (Hu, Dinev, Hart, & Cooke, 2012). Participative decision making should involve all the employees in the organization for it to be effective since it seeks to solve employee's problems and enhance decision making (Locke & Schweiger, 1979).

Kuye and Sulaimon (2011) investigated the link between employee involvement in decision making and firms' performance in the manufacturing sector in Nigeria. According to the study results there was a statistical significant link between employee involvement in decision making and firms' performance. For firms with deep employee involvement in decision making and those with shallow employee involvement in decision making, the study revealed a significant difference in their performances. For improve performances to be realized, the study implicated that a high degree of organizational commitment to employee involvement in decision making should be observed.

Mildred and Mercy (2018) studied the effect of employee involvement on job performance in the medical research industry in Kenya. Descriptive research design was adopted. According to study findings it was revealed that workers were always updated by their supervisors concerning the future of the company. For good performances to be realized the study revealed huge role of representative participation as a strategy of involving employees. It can therefore be concluded that increased job performance can only be achieved by involving and allowing workers participate in matters that affect them at work.

2.2. Leadership and Organizational Citizenship Behaviour

Leadership involves motivating, influencing and enabling employees to deliver towards organizational success Armstrong and Taylor (2014b). Leadership plays a key role in retaining employees because they have a positive effect on job satisfaction and performances of employee (Parzinger, Lemons, & McDaniel, 2012). Leaders also shapes employees' attitude, establish rewards and punishments, motivations and behaviours that is crucial in retention of top talented employees (Yidong & Xinxin, 2013). Therefore, it is worth noting that the leader follower relationship is critical rendering weak relationship between the two parties a reason for turnovers in most organization (Hughes, Avey, & Nixon, 2010). Employees' decision to remain with the organization depends on the relationship that exists between them and their leaders (Wells & Welty Peachey, 2011). For leadership influentiality to be realized, workers should be willing to show or portray their workplace emotional attachment (Riaz, Akram, & Ijaz, 2011). In a case where the leader is motivational with interest and concern for employee well-being, provide positive feedback, build trust and recognition then employees will opt to stay longer with the organization (Liden, Wayne, Zhao, & Henderson, 2008).

Chitiga (2018) opined that leaders can demonstrate ethical behavior in decision making to their employees to generate OCB (Brown, Thomas, & Bosselman, 2015) and this include acting as a role model, supporting career opportunities and providing psychological support to employees. Brown et al. (2015) states that when a leader acts, and behaves ethically in making decision, employees will be inclined to show more OCB directed to the organizations and colleagues. Further, employees will be motivated to put more effort to their job and will be more willing to solve problems that arise to the management. Hopkins (2002) researched on ethical leadership among school administrators and the organizational citizenship behaviors of the staff and concluded that ethical leadership had a significant effect on the employees' organizational citizenship behavior. This indicates that organizational citizenship behavior is correlated to both, informal and formal leadership in an organization.

2.3. Moderating Role of Career Development Practices

The idea of employees quitting their job has become a crucial issue for the top management in every organization since it carries with it negative consequences. As a result, firms will lose their skilled workforce and face increased cost of recruitment and training of new employees (Hassan, Akram, & Naz, 2012). Therefore, it is recommended for employers to come up with ways and means through which employee retention can be enhanced. Several scholars have proposed several ways of retaining employees (Allisey, Noblet, Lamontagne, & Houdmont, 2014; Brown et al., 2015). Chew and Chan (2008) conducted a study in nine Australian organizations on the relationship between human resource practices, organizational commitment and intention to stay. Their findings showed that career development was significantly related to intention to stay. There was no significant link between training and career development and organizational commitment.

Manzoor, Wei, Bányai, Nurunnabi, and Subhan (2019) investigated the moderating role of training on sustainable HRM Practices and Job Performance. A significant effect of employee empowerment, participation and selection on employee job performance was established. The study recommended that future studies should be performed by investigating the model in other less-developed nations to boost generalizability of the outcomes. The study also used training which is a career development practice as a moderator but looked at job performance as an outcome. Besides the study didn't focus on open communication, leadership and work life balance but employee involvement amongst others. These altogether provides room for further research on retention strategies, career development practices and OCB.

Rurkkhum and Bartlett (2012) examined the moderating role of employee perceptions on human resource development practices on the relationship between employee engagement and organizational citizenship behaviour in Thailand. 522 respondents from four large Thai organizations participated in the study. The results showed positive relationships between employee engagement and every construct of OCB. There was strongest relationship for the civic virtue a component of OCB. However, the results did not support the hypothesized moderating effect of HRD practices between employee engagement and OCB. Career development is a component of HRD practices therefore it can be hypothesized that career development doesn't moderate this relationship. Retention strategies are salient antecedents of employee engagement. However, this study is bereft of generalization to the relationship between the current study variables thus problematizing the need for further research on the moderating role of career development practices on the relationship between retention strategies and OCB.

Hayat Bhatti et al. (2019) examined the mediating role of affective and cognitive trust and the moderating role of continuous commitment on participative leadership and OCB. 400 employees from the hotel industry in Pakistan utilized structural equation modeling and confirmatory factor analysis. The study findings established that participative leadership and OCB were significantly mediated by affective trust. Furthermore, participative leadership and OCB were significantly moderated by continuous commitment. Continuance commitment as the moderator and affective and cognitive trust as the mediator were used in this study to explore a deep understanding of OCB in the hospitality sector. The study was conducted in the private sector besides didn't use career development practices as a moderator but justified the fact that the relationship between leadership and OCB is indirect.

2.4. Theoretical Foundation and Hypothesis Development

Organizational citizenship behaviour is seen as one of the core outcomes of social exchanges in employment relationship because of its discretionary nature (Bankins, 2015). According to social exchange theory, organizational

citizenship behaviour develops as an effect of social exchanges between employees, their employers and therefore organizations. Therefore, the employer has to provide a warm environment for OCB growth to enhance employee commitment hence their retention is made possible. The practical application of this theory is that employees feel pleased to perform more than expected from them when the firms cares for them. From the reviewed literature, the aspects of leadership play an important role in engendering satisfaction amongst employees in most organizations hence OCB (Brown et al., 2015; Chitiga, 2018; Yidong & Xinxin, 2013). Thus, this study proposes that:

H: Employee involvement positively affects organizational citizenship behavior.

H: Leadership positively affect on organizational citizenship behavior.

Job embeddedness theory outlines the key organizational factors that make employees remain in their jobs and techniques which employers can use to promote employee retention. There are three components proposed by this theory; links, fit and sacrifice examined in different organizational contexts (Mitchell, Holtom, Lee, Sablinski, & Erez, 2011). The noticeable evident connections between people and institutions are referred to as a relationship (Mitchell et al., 2011). Job embeddedness is beneficial as it enables the firm to know the reasons as to why employees decide to stay or leave thus coming up with appropriate retention strategies that suit the organization (Mitchell et al., 2011). Based on Job Embeddedness Theory, when an employee is more embedded within their organization, they are less likely to quit. Unlike simpler measures of job satisfaction or self-reports of engagement, job embeddedness looks at three aspects of the employee-organization relationship. Existing literature reveals that employee retention strategies has a significant influence on organizational citizenship behaviour. Arising from the literature reviewed, evidence linking career development practices and OCB is limited. The conclusion that can be drawn from this empirical literature and theory is that the existing framework for analyzing OCB is inadequate and fails to explain how career development practices and employee retention enhance OCB in public sector. Based on the literature reviewed, the main focus of the studies was identified and knowledge gaps highlighted which informed the current stud, thus, it was hypothesized that:

H: Career development practices moderate the effect of employee involvement on organizational citizenship behavior.

H: Career development practices moderate the effect of leadership on organizational citizenship behaviour.

In this study there is need to establish the relationship between employee involvement and leadership, with OCB. The effects of these variables on OCB could also be influenced by career development practices, which formed the basis of the current study.

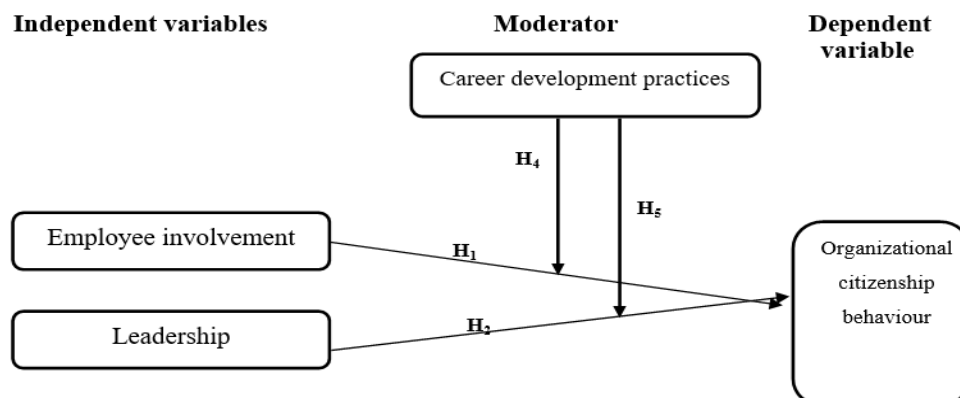


Figure 1. Association between retention strategies and organizational citizenship behaviour as moderated by career development practices.

Figure 1 illustrates the employee retention strategies (employee involvement and leadership) as independent variables which are hypothesized to affect OCB. The figure also show career development as moderating variable on the relationship between employee involvement and OCB and relationship between leadership and OCB.

3. METHODOLOGY

This study adopted a pragmatic research philosophy, which enabled the researcher to handle the traditional dualism of social interpretivist and positivist. The study adopted an explanatory research design. The design is concerned with assessing relationship among variables. The study involved the use of hypothesis testing to measure the relationships between variables and analysis of data using statistical.

3.1. Data Collection Instruments and Measurement Validation

The researcher employed closed ended questions with Likert type statements. The scale comprised of an interval scale of 1-5 (where; 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, and 5 = strongly agree). The study had two independent variables, one dependent variable and one moderator. The variables were:

3.2. Organizational Citizenship Behaviour

This is individual's voluntary behaviour, which is discretionary not directly or explicitly recognized by the formal reward system of the organization (Tambe, 2014). This behaviour is not contained in the job description but more of individual's personal choice. Employees can be recognized by their managers if they portray this kind of unpaid behaviour as it increases organizational success. A set of standardized tool was used for data collection on OCB. OCB usually have five dimensions including altruism, courtesy, conscientiousness, sportsmanship and civic virtue. The five dimensions were measured using a set of 24 items based on the conceptual work of Organ (1988) and developed by Podsakoff, Whiting, Podsakoff, and Blume (2009).

3.3. Employee Involvement

Involving employees is valuing their contribution in decisions affecting their work (Heckscher, 2018). According to Bhatti, Nawab, and Akbar (2011) investment in employee involvement in an organization show better results of employee engagement. Employee involvement is classified into three groups, which include informative participation, consultative participation and discretion (Heckscher, 2018). This study adopted informative, consultative and discretion participation as measures of employee involvement.

3.4. Leadership

Leadership is the ability of a manager to persuade his or her follower to do well what ought to be done (Michael, 2010). For achievement of organizational goals, the leader should be able to seek voluntary participation of employees. The study measured leadership using individualized consideration, intellectual stimulation and inspirational motivation by Long, Yusof, Kowang, and Heng (2014).

3.5. Career Development Practices

A career is a linked sequence of tasks in an ascending manner of responsibility and status. It consists of activities undertaken by the individual, organized to match employee career aspirations goals with the business needs of an organization (Adekola, 2011). Career development was measured using the following items: career

planning, training and development, coaching and mentoring, career counseling, talent management and succession planning (Wane, 2016).

To test validity of variables measurement, The principal component analysis and Varimax rotation were performed in all the items and those that had factor loadings lower than 0.50 were eliminated as postulated by Hair, Money, Samouel, and Page (2007). The factor analysis results of organizational citizenship behaviour, employee involvement, leadership and career development practices indicated that the Kaiser-Meyer-Olkin (KMOs) of 0.800, 0.790 0.762 and 0.785 respective and Bartlett’s Test of sphericity was significant ($p < .05$) Table 1. Items in Table 1 had loadings greater than threshold value of 0.50. It was, therefore, concluded that career development practices employee involvement, leadership and career development practices items and were used in subsequent analysis,

Table 1. Measurement validation.

	Loadings	KMO	Approx. chi-square	Eigen values	% of CV	Cronbach's alpha
Organizational citizenship behaviour (KMO=0.816)		0.816	2610.653	5.116	42.63	0.9
OCB1	0.518					
OCB2	0.541					
OCB3	0.614					
OCB4	0.589					
OCB5	0.596					
OCB6	0.679					
OCB7	0.655					
OCB8	0.762					
OCB9	0.615					
OCB10	0.712					
OCB11	0.626					
OCB12	0.536					
OCB13	0.5					
OCB14	0.539					
OCB15	0.68					
OCB16	0.575					
Employee involvement		0.790	356.451**	3.071	47.917	0.76
EI1	0.769					
EI2	0.747					
EI3	0.555					
EI4	0.628					
EI5	0.752					
EI6	0.701					
Leadership		0.762	519.934	3.528	55.275*	0.77
L1	0.665					
L2	0.759					
L3	0.615					
L4	0.708					
L5	0.563					
L6	0.594					
L7	0.675					
Career development practices		0.785	691.208*	3.907	45.52	0.84
CDP1	0.594					
CDP2	0.768					
CDP3	0.814					
CDP4	0.618					
CDP5	0.647					
CDP6	0.654					
CDP7	0.691					
CDP8	0.726					

Note: Extraction method: Principal component analysis.

**p<0.01, *p<.05

Source: Research data (2020).

In the current study, Cronbach's Alpha was used as a measure of internal consistency. The instruments were considered reliable when their reliability coefficients were above the recommended 0.7 thresholds (Fraenkel, Wallen, & Hyun, 2011). The study findings depicted that on overall the Cronbach's Alpha was 0.90 obtained from the 16 statements explaining organizational citizenship behaviour, employee involvement, leadership and career development practices dimensions in this constructs had exceeded the recommended threshold value of 0.70 for Cronbach's alpha coefficients demonstrating good internal consistency (Hair et al., 2007) which according to Nunnally and Bernstein (1994) were identified as acceptable and were therefore retained from further analysis.

3.6. Data Analysis

The study used hierarchical multiple linear regression to test for direct and moderation effects (Baron & Kenny, 1986). First, control variables in the model were regressed against OCB for potential direct effects. Secondly, control variables and retention strategies aspects were regressed against OCB. Thirdly, moderating variable was introduced and regressed together with other variables. Therefore, the interaction term between predictor and moderating variables was obtained by multiplying the two variables that produced an interaction effect done at different stages for each individual interaction.

4. RESULTS AND DISCUSSION

Out of the 274 questionnaires, 194 questionnaires were filled and returned. This represented 71 percent response rate. This response rate is considered satisfactory to make conclusions for the study. Any response rate of above 50 percent according to Benaquisto and Babbie (2002) is adequate for analysis while 60 percent and above 70 is good and very good respectively. Response rate of 71 percent is therefore very good. This response rate was achieved through making personal calls and visits to remind the respondents to fill-in and return the questionnaires.

4.1. Descriptive Results and Correlation Analysis

Data was transformed from categorical to interval scale by getting the average score for all items in each variable. Table 2 shows the results on data transformation. From the findings, leadership had the highest mean (4.16) followed by career development practices (4.02), and organizational citizenship behavior (mean = 4.02), while employee involvement had the lowest mean of (3.95). The implication is that the leadership of Environmental Agencies is keen in career development of its employees. The standard deviations for all the variables were less than 1 indicating less variation in the responses.

Pearson's correlation coefficients were used to test linearity assumption. The purpose of using correlation was to identify retention strategies that provide best predictions for organization citizenship behaviour when regression analysis is run. The inter-correlations among the variables are shown in Table 1. From the results, we conclude that there is a positive correlation between the retention strategies and organizational citizenship behaviour.. This implies that all retention strategies under study jointly have a positive and significant impact on organizational citizenship behaviour in Environmental Agencies within North Rift Region. There was also correlation between career development and organizational citizenship behaviour.

Table 2. Descriptive results and correlation analysis.

n=194	Mean	Std. dev	OCB	EI	L	CD
OCB	4.02	0.54	1			
Employee involvement (EI)	3.97	0.73	0.723**	1		
Leadership (L)	4.16	0.50	0.655**	0.557**	1	
Career development (CD)	4.02	0.52	0.795**	0.738**	0.715**	1

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

EI=Employee involvement, L=Leadership and OCB= Organization citizenship behavior.

4.2. Test of Assumptions

The assumptions of regression analysis that are identified as primary concern in the research include linearity, independence of errors, homoscedasticity, normality and collinearity. To identify the normal distribution of the data in the study, Kolmogorov-Smirnov and Shapiro Wilks Tests were used (Shapiro & Wilk, 1965) which were calculated for each variable. The p-value of Kolmogorov-Smirnov-test and Shapiro Wilk-test in this study were greater than 0.05, hence the data was normal. Linearity was tested with the SPSS following the accepted procedures. The rule of thumb was if the deviation from linearity is > 0.05 , then the relationship between the independent and dependent variables is linearly related. However, the reverse was true if the value < 0.05 . The Levene's statistic for equality of variances was used to test for the assumption of homoscedasticity. Violation of homoscedasticity of variance is confirmed if the Levene's test statistic is found to be significant (alpha level of 0.05). As the Levene's statistics were above 0.05 (Martin & Bridgmon, 2012). The assumption of homoscedasticity of variance in this study was therefore supported.

Tolerance and Variance Inflation Factor (VIF) statistics were used to carry out the diagnosis. The results of the multicollinearity test reveal that the tolerances of the five constructs ranged from 0.27 to 0.44. VIF scores ranged from 2.279 to 3.764. The results were within normal bounds, indicating multicollinearity was not present among the explanatory variables. The assumption on multicollinearity was deemed to have been met. The Durbin Watson (DW) statistic used test for autocorrelation had values between 0 and 4. This implied non-violation of the autocorrelation assumption.

4.3. Hypotheses Testing

These hypotheses (H1, H2, H3 and H4) were tested using hierarchical regression. Prior to conducting hierarchical regression analyses, all study variables were standardized as z-scores to test for interaction terms (Aiken, West, & Reno, 1991; Jose, 2015). Z-standardization of the variables allows easy interpretation of the interaction effects (Dawson, 2014).

The first hypothesis stated that employee involvement positively affects organizational citizenship behaviour. Nonetheless, the study findings showed that employee involvement has a positive and significant effect on organizational citizenship behaviour basing on $\beta_1 = 0.18$ (p-value $< \alpha = 0.05$) implying that employee involvement results in increased organizational citizenship behaviour. The hypothesis is therefore accepted. The study findings are also supported by Singh (2014) that managers are encouraged to allow a high degree of employee participation and autonomy, which are intended to increase workforce commitment and to humanize the workplace with the intention of improving work performance and organizational good citizenship behaviour. Similarly, Shin and Milkman (2016) with regard to opportunity, it provides the platform for workers to utilize their ideas and energy to achieve their goals and organizational mandate. In the context of responsibility, the mandate of achieving organizational goals is internalized with each employee taking responsibility for certain outcomes and filling gaps which could lead to task execution failure, delivery delays and increased cost to the organization. The second hypothesis of the study stated that leadership positively affect organizational citizenship behavior. The study

findings showed that leadership had coefficients of estimate which was significant basing on $\beta_2 = 0.15$ ($p < 0.05$) hence supporting the hypothesis stating. The implication is that there is up to 0.234 -unit increase in organizational citizenship behaviour for each unit increase in leadership. Furthermore, the effect of leadership was stated by the t-test value = 4.267 which implies that the standard error associated with the parameter is more than the effect of the parameter. The results agrees with [Suazo and Stone-Romero \(2011\)](#) who found a significant positive relationship between employee involvement and OCB. [Ueda \(2011\)](#) also found that job involvement had a significantly positive relationship on civic virtue and helping behavior, and affective organizational commitment had a significantly positive effect on helping behavior and sportsmanship. The study results are supported by [Rizwan, Nauman, Ahmad, and Umair \(2014\)](#) findings transformational leadership effect on organizational citizenship behaviour. Also, [Tresna \(2016\)](#) showed that transformational leadership variables are in good categories, job satisfaction variable are in the high category, and OCB variables are in the high category. The statistical analysis shows that leadership directly and significantly influenced OCB by 30.2%. Meanwhile, transformational leadership significantly influenced OCB by 10.8% with job satisfaction as mediator variable.

Third hypothesis predicted that career development practices moderate the relationship between employee involvement and organizational citizenship behaviour. However, the regression results showed a positive and significant moderating effect of career development practices on the relationship between employee involvement and organizational citizenship behaviour ($\beta = 0.60, \rho < 0.05$). Hence, the hypothesis was supported. This implies that career development practices strengthen the relationship between employee involvement and organizational citizenship behaviour. Fourth hypothesis stated that career development practices moderate the relationship between leadership and organization citizenship behaviour. However, the regression results showed that career development practice positively moderated the relationship between leadership and organization citizenship behaviour ($\beta = 0.86, \rho < 0.05$), accepting the hypothesis. The moderating effect was also revealed by change in R squared ($R^2 \Delta 0.03$) and F change ($F \Delta = 55.717$). This suggests that career development practices facilitate the relationship between leadership and organization citizenship behaviour. [Table 3](#) illustrates the hierarchical regression on direct effect of employee involvement and leadership on OCB and moderating effect of career development practices on relationship between employee involvement and OCB and leadership and OCB.

Table 3. Hierarchical regression results for moderating effect of CDP on the relationship between retention strategies and OCB.

	Model 1	Model 2	Model 3	Model 4
	B(s.e)	B(s.e)	B(s.e)	B(s.e)
(Constant)	0.00(0.03)	0.00(0.03)	0.02(0.03)	0.04(0.03)
EI	0.18(0.05)**	0.14(0.04)*	(-0.05)	-0.04(0.08)
L	0.15(0.04)**	0.07(0.04)	0.03(0.04)	-0.24(0.08)*
CDP		0.24(0.05)**	0.07(0.07)	-0.16(0.09)
EI×CDP			0.60(0.15)**	0.28(0.13)*
L×CDP				0.86(0.15)**
Model summary				
R	0.844	0.909	0.935	0.951
R square	0.712	0.826	0.875	0.905
Adjusted R square	0.698	0.816	0.867	0.898
Std. error of the estimate	0.634	0.495	0.421	0.369
Change statistics				
R square change	0.126	0.114	0.010	0.030
F change	20.090	119.231	15.197	55.717
df1	4	1	1	1
df2	184	183	181	180
Sig. F change	0.000	0.000	0.000	0.000

Note: Dependent variable: Zscore (OCB).

**p<.01, *p.05

EI=Employee involvement, L=Leadership and OCB= Organization citizenship behavior.

The results above can be plotted on Mod Graphs to provide a logical interpretation of interaction effects of career development practices on the relationship between retention strategies and organizational citizenship behaviour. The Mod Graphs are presented in Figures 1 and 2 respectively. The graph in Figure 2 revealed that when Environmental Agencies have high levels of career development practice, employee involvement contributes more to organizational citizenship behaviour compared to when there are low levels of career development practice, as shown by the steepness of the slope. The findings in Figure 2 indicate an enhancing moderation effect where increased levels of career development practice result to increased effect of employee involvement on organizational citizenship behaviour.

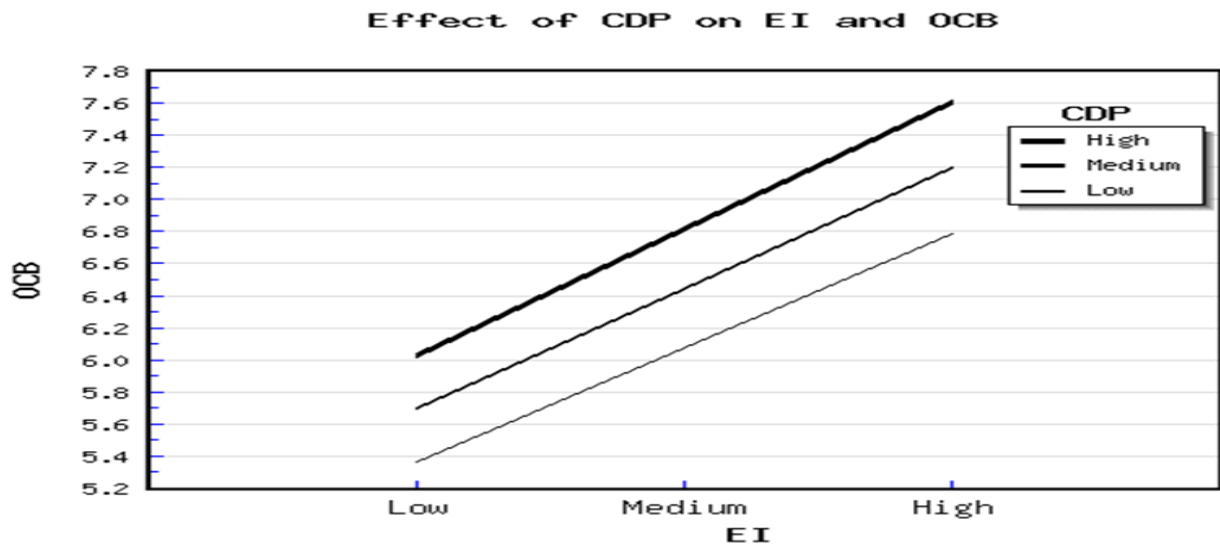


Figure 2. Moderated effect of career development practice on the relationship between employee involvement and organizational citizenship behaviour.

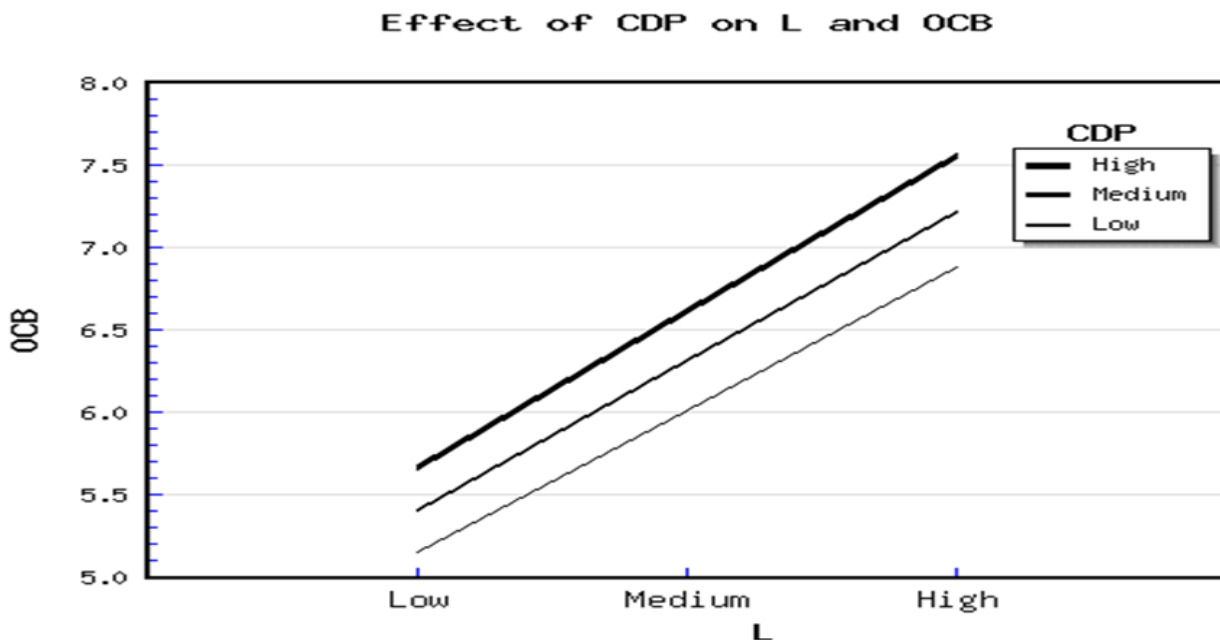


Figure 3. Moderated effect of career development practice on the relationship between leadership and organizational citizenship behaviour.

The interaction plot in Figure 3 displays an enhancing effect that as career development practice increases, the effect of leadership on organizational citizenship behaviour increases as well, as depicted by the steepness of the

slope. Hypothesis 5c was therefore rejected. Thus, career development practice positively and significantly moderates the relationship between leadership and organization citizenship behaviour.

5. CONCLUSION AND RECOMMENDATION

The study concludes that retention strategies are key in enhancing the organizational citizenship behaviour in Environmental Agencies as moderated by career development practices. This is evidenced by the fact that these constructs jointly and independently affect to some magnitude OCB as per the study findings. It therefore calls for the formulation, promotion of these employee retention strategies-oriented policies and focusing on their implementation in consequence, it would become ingrained in the management and operations of Environmental Agencies within North Rift Region and not just an additional component of organizational policies thus high OCB.

The current study provides absolute support to the suggestion that employee retention strategies should be recognized as a significant precursor for the OCB. It can be noted that with career development practices as a moderator retention strategy such as employee involvement and leadership become the greatest contributor to OCB. This asserts that the effect of all the employee retention strategies have different strength of relationship with OCB as moderated by career development practices. However, this does not devalue the role of the other retention strategies under study. This implies that the organization should synergistically bundle the employee retention strategies in order to secure maximal OCB besides taking cognizance of career development practices.

The findings of this study further underscore the role of employee involvement in ensuring OCB. In fact, employee involvement improves OCB either by affecting factors such as knowledge, skill and abilities or by increasing motivation of employees, which translates to OCB. Therefore, these results are providing sufficient ground to affirm that employee involvement has a significant effect on organizational citizenship behaviour in Environmental Agencies within North Rift Region. Therefore, instigating employee involvement remains a critical factor in the success and prosperity of any organization because employees are the organization's greatest assets. In this regard, consultative meeting in which employees are involved in setting performance targets and making decisions on issues affecting them would hold supreme in engendering maximal organizational citizenship behaviour. The organization should implement transparent and credible decision-making processes and rules, which are beyond reproach to increase employees' perception organizational justice to strengthen OCB.

With inclusion of a moderator variable which as per this study was career development practices it remains apparent that there is a need to look into developmental aspects of individual employees to help shape their behaviours so they are able to work as per organizational prospects. It potentiated the influence of retention strategies on OCB in Environmental Agencies. In this regard, the study concludes that career development practices moderate the influence of retention strategies on OCB in Environmental Agencies. This implies that the organization should synergistically bundle the employee retention strategies in order to secure maximal OCB besides taking cognizance of career development practices.

6. FURTHER RESEARCH

Arising from some of the implications and limitations of the study, recommendations for further research are made. While this study successfully examined the conceptualized framework of retention strategies, career development practices and OCB. It has also presented a rich prospect for other areas to be researched in future. In terms of industry, the study was only confined to the public sector. It would however be useful to carry out similar study across heterogeneous industries. Future research should therefore expand to other industries and contexts because human resource practices and organizational culture vary according to sector and country. Future research

may re-examine the conceptual model used in this research with a larger sample size so that the outcome can be generalized to a larger population. Besides, future studies may focus on the moderating effect of organizational culture on the relationship between employee retention strategies and OCB. However, it problematizes the other employee retention strategies, which can be effectively bundled to synergistically secure and sustain organizational citizenship behaviour.

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