

## **Communication as a Driver of Job Attraction and Retention: Evidence from Generation Z Employees in Kenya's Private Sector**

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### **Abstract**

This study examines the role of communication as a determinant of job attraction and retention among Generation Z employees in Kenya's private sector. Positioned within a labor market characterized by rapid digital transformation and intensifying competition for talent, the study adopts a qualitative, interpretivist design to explore how communication practices are experienced and evaluated by young employees. Data were collected through semi structured interviews and focus group discussions involving 240 participants across Nairobi, Mombasa, Kisumu, and Eldoret. The findings demonstrate that communication functions as a continuous evaluative mechanism through which employees assess organizational credibility, relational intent, and prospects. Specifically, timely and transparent communication during recruitment enhances organizational attractiveness, while consistent feedback and accessible communication structures sustain engagement and strengthen retention. In contrast, delayed, ambiguous, or hierarchical communication creates uncertainty, weakens trust, and contributes to cumulative disengagement and turnover intentions. The study further shows that digital communication, though efficient, introduces interpretive challenges when misaligned with message complexity. By integrating job attraction and retention within a single communication-based framework, the study extends existing human resource and organizational communication literature and offers practical implications for improving workforce stability in emerging economies.

**Keywords:** Communication practices, Generation Z, job attraction, employee retention, organizational communication

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