

# Human Resource Management Practices and Employee Retention in Kenya's Devolved Governments: A Case of Embu County

<sup>1</sup>Rachael Wanza Muiya & <sup>2</sup>Dr. Moses M. Muthinja

*1. Masters Student, Department of Public Policy & Administration, Kenyatta University, Nairobi, Kenya.*

*2. Lecturer, Department of Public Policy & Administration, Kenyatta University, Nairobi, Kenya.*

*Corresponding Author Email: Rachaelwanzas@gmail.com*

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## ABSTRACT

This research aims to establish the link between human resource management practices and employee retention in Embu County Government. The goal of this research are to examine the impact of training on employee retention in Embu County Government, to determine the effect of compensation on employee retention in Embu County Government and to examine the effect of work-life balance on employee retention in Embu County Government. This study is guided by the Stacey Adam's Equity Theory. A target population of 1054 employees from different levels of management are chosen for the study and quota sampling is used to draw the sample size of 290 employees. Semi-structured questionnaires are employed to gather data from the respondents. A pilot study is conducted on 29 employees to find out the research instrument's reliability. The face validity of the chosen instruments is scrutinized by research professionals and supervisors. The researcher, in confirming the research instrument's reliability uses internal consistency of the responses. Descriptive statistics (percentages, mean) and inferential statistics (regression model) are employed to analyze the collected data. The university and other relevant authorities are requested for permission to conduct the study and gather data. The results revealed that human resource management practices; training, compensation and work-life-balance are important to employees and have significant impact on employee retention in Embu County Government. In Embu County Government, training techniques have a significant positive correlation with staff retention. ( $\beta = 0.404$   $p=0.000$ ), Compensation practices have a significantly positive impact on staff retention in ECG ( $\beta = 0.235$ ,  $p=0.000$ ) and Work-life-balance practices have a substantial positive relationship to staff retention in ECG ( $\beta = 0.378$ ,  $p=0.000$ ). The study recommended for frequent performance check-ups should be done to check for weak-spots that can be treated via training and that organizations should offer training that is well tailored for their employees. Monetary and non-monetary compensation should be given in accordance with an employee's qualifications, years of experience, and production. Other human resource management strategies, including performance management, recruiting and selection, talent management, and labor relations, should be studied further to see how they affect employee retention in different organizations.

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## I. INTRODUCTION

This research seeks to examine the influence of human resource management practices on employee retention in Embu County Government. This chapter discusses the study's background, the research problem, the study's objectives, the research questions, the study's importance, the study's scope, and the study's limits.

### 1.1 Background of the Study

Employees are an organization's most precious asset, thus keeping people in their positions is critical for all businesses (Ng'ethe, Iravo, & Namusonge, 2012). Globally, one of the toughest calls for managers is preventing its talented employees from leaving the organization (Mathew & James, 2012). Most organizations' human resource management practices encourage talented staff to remain with them for greater periods of time. Nationally, most organizations both public and private organizations have human resource departments that strongly advocate and practice human resource management methods such as adequate compensation and training so as to retain their talented employees to meet organizational goals.

Locally, Embu County seeks to find ways that motivate and retain its employees despite the employees' vast ability to be more marketable in the larger job market. Internal and external issues confront Embu County, including county politics, departmental leadership, a lack of staff skills, resource

mismanagement, and a conservative organizational culture that refuses to accept new ideas and influences from the outside world. According to Alande, human resource management practices are employed so that the efforts to devolve counties are not futile (Alande, 2014). This research will focus on impact of certain human resource management practices: training, compensation and work-life-balance on staff retention in Embu County.

### **1.1.1 Human Resource Management Practices**

These are activities, which help an organization attract, develop, and retain employees so that it can achieve higher levels of performance. Internal capabilities that are valued, unusual, imperfectly imitable, and non-substitutable are created by human resource management activities (Barney, 1991). These practices have a big influence on how people feel about their jobs (Chang, Gong, & Shum, 2011). Training is a large educational activity that is linked to the demand for people to enhance their job performance and acquire the skills, information, and attitudes necessary to handle their jobs and advance their careers in a changing workplace (Armstrong, 2001). It is better for businesses to keep well-trained personnel rather than squandering training funds and having to start the induction process all over again (Mehta, Kurbetti, & Dhankhar, 2014).

Hassan, Razi, Qamar, Jaffir, and Suhail (2013) investigated the impact of training on staff retention in the telecommunications industry in United States and discovered a positive association. Mapelu and Jumah (2013) investigated the link between training and staff turnover in the hotel industry, Kisumu County Kenya, and discovered that when staff are given training, they are less likely to leave. Pallangyo (2020) looked at the impact of training and development on staff retention in Tanzania's banking business, and found a good correlation between training and retention. Damei (2020), investigated the influence of training on staff retention in three Somali telecommunications companies. Employee retention had a positive link to job instruction, job rotation, coaching, and mentoring.

Compensation is what an employee receives in the form of direct and indirect payments in exchange for their job in order to drive them to achieve higher levels of productivity (Wayne, 1995). Compensation draws skilled individuals to an organization, motivates them to achieve higher levels of performance, and keeps them on board for a long time (Flippo, 1984). A research by Chiekezie, Emejulu, and Nwanneka (2017), on the influence of compensation on staff retention in Nigerian Commercial Banks and discovered a positive association between the variables.

Candra, Hana, and Wulandari (2018), investigated the influence of compensation on staff turnover intentions in the coal mining industry in South Kalimantan. Appropriate compensation schemes resulted in decreased turnover rates in the mining industry, according to the findings. Bibi, Pangil, Johari, and Ashfaq (2017) looked into the influence of remuneration and promotion chances on staff retention in academic institutions, with a focus on the regulating function of the work environment. Staff retention is strongly linked to adequate compensation management and promotional possibilities, according to the findings. Mwangi (2017), investigated the influence of compensation on staff retention in Jubilee Insurance Company and observed a strong link between compensation and retention.

Work-life-balance is a double strategy: organizational approach that focuses on what organizations do for individuals, and an individual approach, that focuses on what people do for themselves (Joshi, et al., 2002). It entails reaching a level of equilibrium, symmetry, or stability in one's life that promotes harmony and synchronization (Clarke, Koch, & Hill, 2004).

Hashim, Azman, Ghani, and Sabri (2016), investigated the impact of WLB on staff retention in middle management at World Vest Base in Malaysia and discovered a positive correlation between WLB and staff retention. In another study, Garg and Yajurvedi (2016), investigated the influence of WLB on staff retention and how it affected organizational performance in an IT firm, and found a substantial link between WLB and organizational performance. At the Commission on Revenue Allocation (CRA), Mulanya and Kagiri (2018), evaluated the influence of WLB on staff performance and established a favorable association between the two factors. WLB has a positive link to work satisfaction and a negative link to turnover intention, according to Fayyazi and Aslani (2015), who evaluated the impact of WLB on work satisfaction and turnover intention of the staff.

### **1.1.2 Employee Retention**

This is a voluntary commitment of a business to create an environment that keeps its staff engaged for extended periods of time (Chaminade, 2007). It refers to management practices that keep employees from leaving an organization, such as reward systems, ensuring friendly and cooperative relationships among employees and managers, and providing a healthy and safe workplace (Mahal, 2012), all while meeting the organization's operational needs (Mita & Ravneeta, 2014). According to Harris (2007), HR managers face a significant difficulty in retaining competent staff since individuals in a global market have the luxury of choice. Organizations must focus more on engaging their people so that information is not only created, shared, and transformed, but also preserved for cost-effective organizational solutions (Rastogi, 2000). Successful firms

seek out, develop, and retain people who can manage a "bigger" organization that is responsive to customers and uses technological improvements (Armstrong, 2001).

### **1.2 Statement of the Research Problem**

County Governments employ through the County Public Service Board and rely heavily on its Human Resource to reach its set goals and objectives. However, a study by Alande (2014), revealed that County Governments have neglected their Human Resource (HR) in major decision making, yet they are not equipped to handle the increasing demands of their employees since the rise of devolution in Kenya (Alande, 2014). Embu County has been condemned for failing to function efficiently in a number of departments, including health, education, trade, agriculture, and transportation, according to KIPPRA (2015), due to its inability to follow policies targeted at accomplishing long-term goals.

Hassan, Razi, Qamar, Jaffir, and Suhail (2013) carried out a research in the telecommunication industry in the United States, while Damei (2020) conducted a study on telecommunication firms in Somalia, according to studies on training in the background of the study. Pallangyo (2020) did a research in Tanzania's banking sector. The study contexts had little to do with ECG because the many of the studies were carried out in foreign countries and in organizations that had nothing to do with ECG. Mapelu and Jumah (2013), on the impact of training on worker turnover rates in the hotel industry showed a conceptual gap.

Studies on compensation in the background of the study, revealed that Chiekezie, Emejulu, and Nwanneka (2017), conducted a study in Nigerian commercial banks; Candra, Hana, and Wulandari (2018), investigated the coal mining industry in South Kalimantan; Bibi, Pangil, Johari, and Ashfaq (2017), conducted a study in academic institutions and Mwangi (2017), conducted a study in Jubilee Insurance Company. The majority of these researches were conducted in foreign nations and by organizations with no ties to ECG. Candra, Hana, and Wulandari (2018), looked into the effect of compensation on staff turnover intent, and Bibi, Pangil, Johari, and Ashfaq (2017), investigated the effect of remuneration and promotion chances on staff retention, focusing on the regulating role of the work environment.

Studies on WLB from the background of the study reveal that Hashim, Azman, Ghani, and Sabri (2016), conducted a study in World Vest Base in Malaysia; Garg and Yajurvedi (2016), conducted a study in IT firms and Mulanya and Kagiri (2018), and conducted a study on CRA, Kenya. These studies were carried out in organizations that have no relation to ECG. Garg and Yajurvedi (2016), examined the effect of WLB on staff retention and how it affects organizational performance; Mulanya and Kagiri (2018), looked into the impact of WLB on employee performance; and Fayyazi and Aslani (2015), looked into the effect of WLB on employee satisfaction and intention to leave. As a result, the influence of WLB on county staff retention has remained largely unexplored.

The studies described above are conducted in countries and organizations that are significantly different from ECG, resulting in contextual gaps. The few studies that have been conducted in Kenya are likewise unrelated to ECG. As a result, no research has been conducted in Embu County Government on the influence of certain HRM practices; training, compensation, WLB, on staff retention. As a result, there exist conceptual gaps in the area of study, making it mostly unexplored and therefore the study's focus point.

### **1.3 Objectives of the Study**

- i. To examine the effect of training on employee retention in Embu County Government.
- ii. To determine the effect of compensation on employee retention in Embu County Government.
- iii. To examine the effect of work-life balance on employee retention in Embu County Government.

### **1.4 Research Questions**

- i. What is the effect of training on employee retention in Embu County Government?
- ii. What is the effect of compensation on employee retention in Embu County Government?
- iii. What is the effect of work-life balance on employee retention in Embu County Government?

### **1.5 Significance of the Study**

This research is beneficial to ECG as it attempts to find workable and reasonable solutions to the global problem of employee retention. It provides in-depth understanding of some HRM practices in the Embu County Government and their effects on employee retention. Employees in ECG departments are the subject of this investigation. The study can be used as a reference point in extensive researches, as secondary data, as an aid to boost productivity and performance and as a yardstick against other County Governments.

### **1.6 Scope of the Study**

The investigation is limited to Embu County Government. There are many HRM practices, but just three were discussed: training, compensation, and work-life balance, and they were looked at in terms of how they may be used to retain staff in the county government. Employees of the county government departments were the

intended target audience. The research will take place between June and November. The study's main purpose is to improve findings on the impact of HRM practices on an employee's willingness to stay with a company.

### **1.7 Limitations**

Corona Virus outbreak has led to less socialization therefore the researcher will not be able to collect data with much ease as before. There are precautions that will need to be taken such as social distancing and sanitizing oneself and the respondents during interviews.

### **1.8 Conclusion**

The purpose of this study is to determine the influence of human resource management practices on staff retention in Embu County Government. The reviewed studies studied the impact of certain HRM practices on other variables such as organizational performance and employee satisfaction rather than employee retention. The studies were also conducted in countries and environments that do not relate to ECG settings making this study the more relevant.

## **II. REVIEW OF RELATED LITERATURE**

### **2.1 Introduction**

The research variables: employee retention and human resource management practices are the focus points of this chapter. It conducts empirical literature reviews on the two variables in order to identify and fill knowledge gaps. Stacey Adam's Equity Theory, Social Learning Theory and Person-Learning Theory all support the study. Finally, the chapter presents the conceptual framework, which is a diagrammatic expression showing the two variables and their measures inside this research.

### **2.2 Empirical Review**

This section summarizes the literature on the study's variables: human resource management practices and staff retention. The gap that has to be filled by the study is identified by a review of the literature.

#### **2.2.1 Employee Retention**

Employee retention is primarily concerned about maintaining talented people from leaving the organization (James & Mathew, 2012). Organizations face significant obstacles in retaining their personnel, such as fierce rivalry from competitors and the inability of organizations to forecast future employee requirements and therefore take corrective action (Eldridge & Nisar, 2011). Compensation, training opportunities, perks and security, work flexibility, reward orientation, and rapid vertical growth are all variables that have an effect on staff retention in firms, according to Das (1996).

James and Mathew (2012), emphasized the importance of training and development opportunities, reward and recognition, flexible work time, career planning, financial support, mentorship and coaching and performance appraisal, in a research on employee retention in the IT sector. As a consequence of job-related training, employees' conflict solving abilities increase, and they become more motivated, confident, and committed to their jobs, making them more than likely to stay with the firm (Hong, Hao, Kumar, Ramendran, & Kadiresan, 2012). Retaining talented personnel is less expensive than hiring new ones (Sinha & Sinha, 2012).

#### **2.2.2 Training and Employee Retention**

Hassan, Razi, Qamar, Jaffir, and Sidra (2013) examined the impact of training on staff retention. A sample of about 100 Telenor Telecommunication's employees in the United States was used, and 100 survey questionnaires were administered to them. Frequencies, tables, and percentages were used to analyze the responses. It was a "gender-wise" study. Employees, both female and male, expressed an interest in training, according to the findings. Employees, regardless of gender, demanded rewards and supervisory support, according to the research. The study concluded that job satisfaction and employee retention are impacted by training and its varieties, length, supervisory support, and rewards. Employee retention and training were found to have a positive relationship. The research was done in a foreign country, United States, and in the telecommunications sector, which has nothing to do with ECG. The goal of this study is to see how staff retention is affected by training in ECG, Kenya.

Damei (2020), investigated the impact of job training on staff retention in three Somali telecommunications companies: Somtel, Nation Link, and Hormuud. The study's main goals were to look into the effects of job training, job rotation, coaching, and mentoring on employee retention. A total of 260 employees from the three communications companies were given questionnaires, with a sample size of 150 responses. Findings revealed that job instruction, coaching, mentoring and job rotation have a significant positive association with employee retention. They suggested that, in order to boost employee performance and retention, management should develop ways to implement employee training programs. The study was done in

Somalia in the telecommunications industry, which has no relevance to ECG. This resulted in a contextual gap. The study in ECG, Kenya, targets to investigate the effect of training on staff retention.

Pallangyo (2020), researched on the influence of training and development on staff retention in Tanzanian banks. To guarantee sample representativeness, a stratified sampling procedure was adopted. Eleven banks were strategically selected, and 370 workers were drawn using a basic random sampling method. Collected information was analyzed using binary logistic regression analysis. Findings showed training and development has substantial impact on staff retention, and its features; career planning and growth opportunities, and has a positive relationship with staff retention in the banking industry. The findings revealed employees appreciate retention policies that represent career planning and growth prospects as well as training and development attributes the most. Because the research was conducted in the banking business in Tanzania, there is a contextual gap. This has nothing to do with the ECG. The study also looked at the impact of employee development on retention, but the goal of this research is to solely concentrate on the impact of training on retention in ECG, Kenya.

Mapelu and Jumah (2013), examined the impact of training and development on staff turnover in selected medium-sized hotels, Kisumu County Kenya. Six hotels with a total of 187 employees and 24 managers were chosen for the research, and all were handed questionnaires. Employee turnover in the hotel business is reduced when suitable training and development is implemented, according to the research. They suggested that, while training is important, hotels should consider other techniques and practices that can improve commitment. Although training has numerous advantages, it has a considerably bigger impact when combined with a human resources strategy that encompasses a variety of organizational practices and policies. Rather than the variables in question: training and staff retention, the research concentrated on the influence of training and development on staff turnover. Despite the fact that the research was conducted locally, there is a contextual gap in that the study's focus, medium-sized hotels in Kisumu, has no relevance to ECG.

The majority of the studies mentioned above were conducted in industries such as telecommunications, banking, and hotels, none of which have anything to do with Kenyan county governments. The study by Mapelu and Jumah (2013), looked at the effect of training on other factors like staff turnover. This shows that training improves not only employee retention but also staff performance, contentment, effectiveness, and dedication to the firm, as well as decreased turnover rates. This study is confined to the influence of training on staff retention. As a result, no research has been conducted at the Embu County Government on the impact of training on staff retention.

### **2.2.3 Compensation and Employee Retention**

Chiekiezie, Emejulu and Aniekwe (2017), conducted a research on compensation management and staff retention in selected Commercial Banks in Anambra State, Nigeria. The goal of the research was to see if there was a link between pay and employee satisfaction. According to the study, salary and employee satisfaction have a weak positive association. Despite a supposedly decent income, employees were dissatisfied. According to the study, organizations should create, administrate, and implement excellent compensation plans to help them keep talented employees who might otherwise leave if better opportunities arise elsewhere. New and attractive strategies for motivating and retaining employees, such as a wide variety of non-monetary rewards, should be included in compensation schemes, according to the report. The research focuses on a contextual gap: Nigerian commercial banks in Kenya have no ties to ECG. The purpose of this research is to see how compensation affects employee staff retention.

Candra, Hana, and Deasy (2018), investigated the impact of compensation on turnover intentions in coal mining support companies in South Kalimantan. The study's purpose was to look into and analyze the influence of financial and non-financial incentives on staff turnover intentions, especially among those in heavy equipment repair and maintenance. To generate a sample of 60 employees, a census sampling technique was employed, and data was obtained via questionnaires, with hypotheses tested using multiple linear regression analysis. Both financial and non-financial rewards have a favorable and significant effect on turnover intention, according to the findings. The number of people exiting the company decreased. They advised mining company executives to see employees' financial and non-financial components of their work as a valued asset. The investigation was place in an entirely different environment than the ECG's main area of Kenya. Coal mining firms in South Kalimantan are unrelated to ECG in any way. Because the research concentrated on the impact of compensation on staff turnover intent rather than the impact of compensation on staff retention, the variables of the research produced a conceptual gap. Although a conceptual and contextual gap was discovered, the goal of this study is to close it.

Bibi, Pangil, Johari, and Ashfaq (2017), carried out a research on the effect of remuneration and promotion opportunities on staff retention in academic institutions, focusing on the regulating role of the work environment. A survey was conducted on 220 academic staff working in Pakistan's public universities to collect information. PLS route modeling was used to examine the data. Findings showed compensation and promotion opportunities have a significant impact on staff retention, and the work environment regulates both promotional

opportunities and retention and compensation and retention. Appropriate compensation management and opportunity for advancement both benefit employees. Although one of the research's goals was to focus solely on the impact of compensation on staff retention, it uncovered the influence of both salary and promotional possibilities on employee retention, creating a conceptual gap. ECG is unrelated to academic institutions. The goal of this study is to determine how compensation affects employee retention.

Mwangi (2017), investigated the impact of compensation on staff retention at Jubilee Insurance Company of Kenya Limited. The research employed a descriptive survey research approach. All permanent workers of Jubilee Insurance Company Limited were included in the target population. Questionnaires were given to 168 employees to complete. Descriptive and inferential statistics were used to analyze the data. Findings were shown by percentages, frequency charts, standard deviation and means. According to the survey, salary and pay, incentives, employee benefits, bonuses, commissions, and other perks all have an impact on staff retention. To improve employee retention at Jubilee Insurance Company Limited, the study recommended that the company provide better fringe benefits, raise salaries, implement a good reward program, allow staff to indulge in decision-making and provide incentives to motivate staff. Despite the fact that the study was conducted locally, Jubilee Insurance Company has no affiliation with ECG. The goal of the research is to figure out how compensation influences staff retention in ECG.

A review of the literature suggests that remuneration and employee retention have a significant relationship. The studies examined were done in industries other than county governments, such as insurance, commercial banks, academic institutions, and the mining industry. Furthermore, (Bibi, Pangil, Johari, & Ashfaq, 2017; Candra, Hana, & Deasy, 2018) looked at how compensation relates to other factors including promotion prospects and the likelihood of employee turnover. Consequently, the impact of compensation on staff retention in Embu County Governments has yet to be studied.

#### **2.2.4 Work-Life-Balance and Employee Retention**

A research done at World Vest Base in Malaysia, by Hashim, Azman, Ghani, and Sabri (2016) looked into the connection between WLB and staff retention among middle-level managers. Questionnaires and surveys were used to gather information from a sample of 108 employees. The research revealed a significant relationship between WLB and staff retention among middle managers. An organization's failure to maintain a work-life balance among its employees might have negative effects for the employees, which would have a direct influence on the organization. Managing the organization's work-life balance and retaining people is critical, as employees are the organization's backbone. The study's context, middle-level management at World Vest Base in Malaysia, has nothing to do with ECG, Kenya.

In a study, Garg and Yajurvedi (2016) looked at how WLB methods affect employee retention and how they improve firm performance. Samples were chosen using the convenience sampling method. The study was conducted using a sample of 200 IT industry personnel in the Noida region, and data was collected using structured questionnaires. Findings show that WLB methods have a direct impact on staff retention and performance of the organization, and WLB is a continuous worry to be managed rather than a one-time problem to be remedied. WLB challenges, according to the research, has to become a major component of human resource strategies and policies, and organizations must improve their practices to improve performance of the organization, including increased social exchange procedures, saving costs, productivity, and turnover reduction. The study's premise differed from the original research question, which was on the influence of WLB on staff retention. The study looked at how WLB affected employee retention and helped the company perform better. The IT Industry is unrelated to ECG. These are some of the holes that the study attempted to fill.

Mulanya and Kagiri (2018) investigated how WLB influences employee performance in Kenya, specifically how flexible hours, employee help programs, employee breaks and job sharing influenced staff performance. A descriptive survey and case study design were used to target the 68 employees from CRA. According to the findings, the institution did not have efficient flexible working arrangements, which impacted employee incentive to maintain well with the company and also their degree of autonomy over their work schedules. Job sharing agreements that were successful met the needs of both individual employees and work divisions, but the institution was not in favor of it. Employee breaks re-energized employees, allowing them to return to work more productively after their break. There were no efficient employee assistance initiatives in place at the company. CRA should improve schedule flexibility to allow employees to attend to personal and work matters, embrace job sharing, improve the leave package to suit current ways of life, team building initiatives, to guarantee employees are not distracted by their children, implement employee support initiatives like as child care unity and provide employee assistance programs. By focusing on employee performance rather than WLB and staff retention, the researchers uncovered conceptual gaps. Despite the fact that the study was conducted locally in CRA, it differs significantly from the ECG environment. These are some of the flaws that the study aims to fill.

Fayyazi and Aslani (2015), conducted research to see how WLB affects employee job satisfaction and turnover intentions. Data from 265 questionnaires filled out by personnel of an Iranian firm were analyzed using

regression analysis. WLB has a substantial negative connection to turnover intention and a substantial positive link to work fulfillment, according to the review. The connection between job happiness and intention to leave is directed by an employee's continued commitment. Unless personnel are unwilling to stay on the job, those with low WLB and work fulfillment may not have a high turnover intention. The study focused on other variables such as work satisfaction and employee turnover intent rather than the influence of WLB on employee retention, revealing a conceptual gap. A contextual gap is realized as the Iranian Industry is not related to ECG, Kenya. These gaps are what the study will seek to address.

The concept of WLB has been researched by a number of scholars in a range of contexts, as evidenced by the literature reviews above. Hashim, Azman, Ghani, and Sabri (2016), for example, looked into the link between employee retention and WLB and discovered they are linked in a positive way. Mulanya and Kagiri (2018) investigated the effect of WLB on work satisfaction and turnover intention, and discovered that they have a significant relationship. Fayyazi and Aslani (2015) looked into the influence of WLB on staff fulfillment and staff turnover intentions and found a strong correlation between the two variables. All of these were conceptual gaps that the study needs to resolve.

The studies focused on the IT industry, Manufacturing industry and locally, Commission of Revenue Allocation (CRA) but none focused on County Governments, despite its numerous challenges associated with employee retention. The impact of WLB on employee retention has only been investigated in a few studies. As a result, no research into the impact of WLB on employee retention has been done in the Embu County Governments. WLB's impact on other variables such as organizational performance, employee performance, job satisfaction, and employee turnover intent was mostly addressed in the studies, leaving the impact of WLB on employee retention in counties greatly unexplored.

## **2.3 Theoretical Framework**

### **2.3.1 Stacey Adam's Equity Theory**

It was founded in 1963 by John Stacey Adams. This theory is applicable to the objective; determining the influence of compensation on employee retention. This theory has proponents such as D. A. DeCenzo and S. L. Verhulst. It is founded on the notion that fairness in the workplace motivates people. It explores how employees regard their inputs and outputs at their workplace in comparison to that of other employees. Employee inputs include their time, skills, sacrifice, loyalty and effort, whilst outputs include salaries, bonuses, benefits, job security, praise, reputation and responsibility. According to Robbins and DeCenzo (2012), equity exists only when one's input-output proportion is equivalent to workers within the system (DeCenzo, Robbins, & Verhulst, 2012). In case an individual perceives that their peers are getting more rewards and recognition yet they are investing equivalent amounts of efforts in their job, it creates an imbalance and the employee may opt to leave the organization to seek better employment.

Equity theory has many implications on employee retention, productivity and the morale of an employee. According to Carrell and Dittrich (1978), employees who sense inequity try to eradicate it by mentally distorting inputs and outcomes, physically changing inputs and outcomes, or leaving the company (Carrell, Dittrich, & Michael, 1978). It is therefore advisable for managers to seek means that create a sense of equity amongst employees at the workplace to retain their valued staff, lowering turnover rates and increasing employee retention in the organization. This can be achieved where the employee's inputs are reciprocated by equal outputs by the organization to avoid unfair treatment.

### **2.3.2 Social Learning Theory**

Albert Bandura founded the Social Learning Theory in 1977. B.F. Skinner is a well-known proponent of this perspective. Skinner is well known for his contribution to behaviorism. This theory can be used to the first goal, which is to find out how training affects employee retention. It highlights the necessity of observing, modeling, and copying other people's attitudes, emotional reactions and behaviors because as most human behaviors are taught by observing, modeling, and duplicating other people's attitudes, emotional reactions and behaviors. The persons who are being observed are termed models, and the learning process is termed modeling. Learning, according to Bandura, would be extraordinarily difficult, if not disastrous, if one had to solely depend on the consequences of their own deeds to determine what's what (1977). This theory identifies four steps that aid in determining whether or not a new behavior is learned. Firstly, Attention: The behavior to be replicated must first get the employee's attention before they may imitate it. Secondly, Retention: Because social learning is not instantaneous, this refers to how well an employee will recall the new behavior. Thirdly, Reproduction: The employee's ability to reproduce the observed conduct. Fourthly, Motivation: an employee's desire to replicate the witnessed conduct. It entails learning through observation of the results of other people's activities rather than through experience.

Social Learning Theory is the foundation of behavioral modification that is commonly used in training programs for employees to adapt new skills, knowledge and attitudes needed at their workplaces. The practice of the four processes of this theory positively impacts employee retention in organizations. Training is a

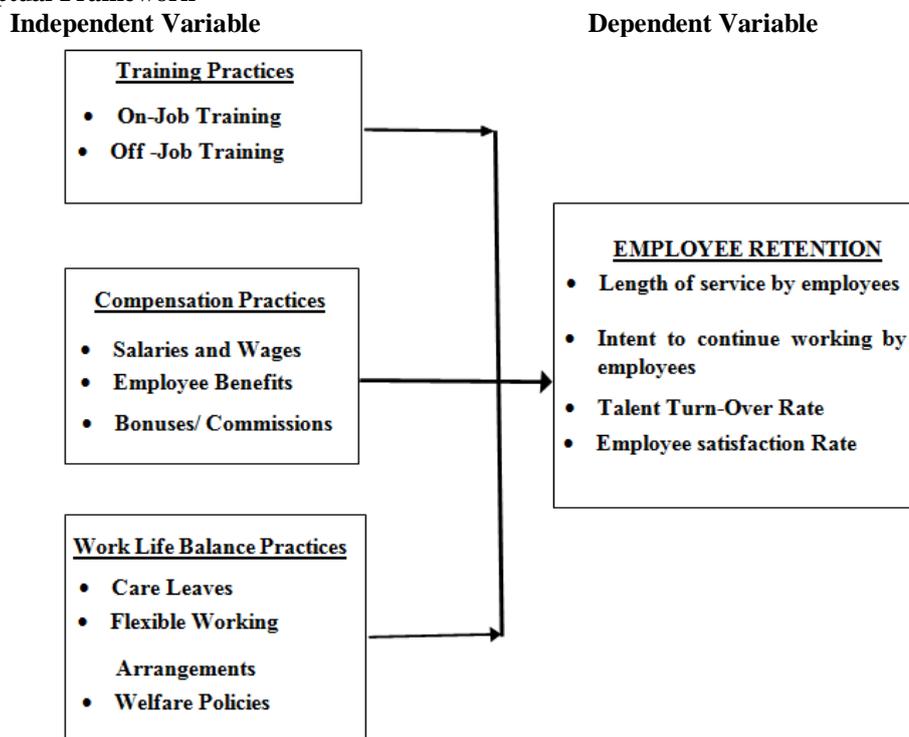
motivating technique for employee retention since it increases staff loyalty to the firm (Das, 1996). Staff feel valued when the company invests in them, thus highly motivates the employee to remain in the organization.

**2.3.3 Person-Environment Theory**

The Person-Environment Theory is traced back to Parsons (1909). Some proponents used this theory to lay foundation for their works; such as Henry Murray in the need-press model and Kurt Lewin in the field theory. The theory states that the environment is made up of stressful events (Rabkin & Struening, 1976), everyday annoyances (DeLongis & Lazarus, 1982), long-term stresses such as role ambiguity and conflict (Kahn & Rosenthal, 1964), job autonomy and job demand (Karasek & Theorell, 1990). The theory concentrates on the relationship between characteristics of a person and their environment, and how both affect each other. The environment changes continually in an on-going adjustment and people seek congruent environments (Chatman, 1991) and Changes in jobs, behavior, and perception can all help to resolve inconsistency. Individuals choose situations that permit exercising their skills and abilities, express their ideas and values, and engage in acceptable problems and duties, and the linkages between the individual and their environment define an employee's behavior.

Work environments that strike a balance for its employees work and life practices are best preferred (Chatman, 1991). This helps organizations retain their talented employees as they are not strained by their environment. This theory is applicable to the third object: examining the effect of WLB on employee retention. Employees will stay in an organization if they believe the workplace is sensitive of their personality and particular needs, according to the notion. Those who are currently employed are more inclined to stay in the job if they feel successful as a result of personal development opportunities provided by the organization.

**2.4 Conceptual Framework**



**Figure 1: Conceptual Framework**

**III. RESEARCH METHODOLOGY**

**3.1 Introduction**

The research design, research variables, target and sample populations, data collection and instruments utilized, pilot study, data analysis and presentation, and ethical considerations to consider while collecting data will all be covered in this part.

**3.2 Research Design**

This is a strategy for gathering data and reducing variance in order to answer the study questions (Ogula, 2005). This research employed the use of descriptive research design. Organizations, individuals, and phenomena are described using this study design (Creswell, 2003). The study will be used to characterize the characteristics of

the population because it will involve a large number of participants and will use both quantitative and qualitative data analysis.

**3.3 Variables of Analysis**

Human resource management practices are organizational actions designed to manage human resources and ensure that they are utilized to meet organizational goals (Wright, 2001). Employee retention as defined by Gayathri et al. (2012), is a mechanism that staff are motivated to stay with the firm for as long as possible or until the project is completed. This study aims to explore how certain training, compensation, and work-life balance affect ECG’s capacity to retain talented personnel. To determine the loops that this research needs to address, compensation, training, and WLB have all been placed in a field of past literature. Theories that support the objectives; Stacey Adam’s Equity Theory, Social Learning Theory and Person-Environment Theory were used to support the study.

**3.4 Target Population**

This is a group of personsthe researcher is interested in studying or wants to draw conclusions from (Mugenda & Mugenda, 2003). Employees from the County Departments are the study's target population. Health, Agriculture, Livestock, Fisheries, and Cooperative Development; Lands, Physical Planning, and Urban Development; County Public Service and Administration; Embu County Revenue Authority; Infrastructure, Public Works, Energy, and Transport; Trade, Tourism, Investment, and Industrialization; Education, Science, and Technology; Public Service Board; Youth Empowerment The study has enlisted the services of 1054 county employees.

**Table 3.3.1: Target Population**

Management	Population
Top level management (C.E.C.M, C.O, Directors)	65
Middle level management (Heads of Departments Deputy and Assistant Directors, HRM Officers and Assistants, Administrators)	352
Lower level management (Clericals, Support staff, Administrative Assistants, Enforcement Officers)	637
<b>Total</b>	<b>1054</b>

**Source: Human Resource Records (Embu County, 2021)**

**3.5 Sample Techniques and Sampling size**

Quota sampling technique will be used to draw a sample size for this study from the target population. A sample size represents employees that will be handed questionnaires to fill to gather representative information.

**3.5.1 Sampling techniques**

Quota sampling methodology, non-probability sampling method, will be utilized to collect representative data for this investigation. To draw the calculated sample population, quota sampling will be used on the target population. This will be done by creating quotas from the target population from certain traits, such as their job groups to categorize them into the appropriate level of management. The percentages drawn from the initial target population are retained to know the numbers for the sample population. Employees that have been retained for a longer time by the organization will best preferred for the sample size. This is because they are believed to have an in-depth knowledge on the organization and give the best responses.

**3.5.2 Sampling Size**

A sample size for the study will be drawnby the Yaro Yamane Statistical Formula (1967).

Formula:

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

**n = sample size**

**N = finite population**

**e = margin error (0.05/ 5%)**

**1 = constant**

Therefore;  $n = \frac{1054}{1 + 1054(0.05)^2}$   
 $n = 290$

**Table 3.3.2: Sample Size**

Management	Population	Percentage	Sample
Top Level Management (C.E.C.M, C.O, Directors)	65	6.2	18
Middle Level Management (Heads of Departments, Deputy and Assistant Directors, HRM Officers and Assistants Administrators)	352	33.4	97
Low Level Management (Clericals, Support staff, Administrative Assistants, Enforcement Officers)	637	60.4	175
<b>Total</b>	<b>1054</b>	<b>100</b>	<b>290</b>

**Source: Human Resource Records (Embu County, 2021)**

N=1054 (Target Population) and n= 290 (Sample Size) are the results of the computations. The percentages were calculated to show the sample size for each level of management in this research.

### 3.6 Research Instruments

This research will use primary data to collect information from the selected respondents. Primary data, according to Kothari (2004), is information that is gathered for the first time and is unique (Kothari, 2004). Respondents' information will be collected via semi-structured questionnaires. The questionnaire is partitioned into major portions; capturing the demographic data of the participants and the study objectives. Questionnaires will be tested along a Likert scale to check on the outcome of the research. The questions are posed under a scale showing extremes of how the respondents will agree or disagree with the questions asked.

### 3.7 Pilot Study

This is a pre-testing or "trying out" of a research instrument to see if it is acceptable or too complicated for the study. It will be carried out in Embu County Government to check for the reliability and validity of chosen research instruments.

#### 3.7.1 Data Validity

This pertains to the accuracy a research tool test measures what it claims to assess (Nachmias & Nachmias, 1996). Including the research objectives and questions in the questionnaire will ensure data validity. The research instrument's face validity will be ensured through the guidance and evaluation of several research professionals as well as my supervisor. This will ensure the questionnaire's contents and interview guide are relevant and appropriate for the research.

#### 3.7.2 Reliability of Data Collection Instrument

This is the consistency a research tool produces consistent data after multiple measurements of the same respondents under similar contexts (Gay, 1992). It will be done to ensure dependability (Kasomo, 2006). A study by Mugenda and Mugenda (2003), revealed data reliability will involve 10% of the sample size, which is 29 participants. The study instruments' dependability will be tested by administering questionnaires to 29 respondents who have been conveniently selected. Cronbach's alphacoefficient, which ranges from 0 to 1, will be used to evaluate how the responses correspond with one another. The scale's internal consistency improves when the Cronbach's alpha coefficient approaches 1.

### 3.8 Data Collection Technique

The researcher will administer the pre-tested and accepted questionnaires to the sample population. The respondent must be assured that the research would be kept entirely anonymous and utilized solely for academic purposes by the researcher. Through frequent check-ups on the respondents, the researcher is able to tell when to collect the completed questionnaires.

### 3.9 Data Analysis and Presentation

This is the procedure of sorting, structuring, and interpreting a significant amount of data (Mugenda & Mugenda, 2003). The questionnaires that will be collected will be examined for consistency and completeness. The collected data will be cleaned and classified to facilitate data analysis. To examine the acquired data, descriptive statistics as well as inferential statistics (regression model) will be employed. The study questions will be tested using a multivariate regression model that focuses on the link between certain HRM practices;

training, compensation, WLB and employee retention at a 0.05 significant level. Quantitative data will be represented using graphs, frequency tables, and pie charts.

$$\text{Formula: } Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Where:

**Y** Represents employee retention

**$\beta_0$**  Represents constant of the equation

**$\beta_1, \beta_2, \beta_3$**  Represents Beta coefficients

**$X_1$**  Represents Training

**$X_2$**  Represents Compensation

**$X_3$**  Represents Work life balance

**$\varepsilon$**  Represents Error term (0.05%)

Source: Adopted from (Draper & Smith, 1998)

### 3.10 Logistical and Ethical Considerations

A researcher must first receive a letter of introduction from Kenyatta University in order to gather data from Embu County Government Departmental offices. A permit must be collected from NACOSTI. The researcher then seeks authority from the officers in charge of the departments to collect data from the departments, such as the County Commissioner and the County Secretary.

Prior to collecting data, the researcher must inform the participants that the research will only be used for educational purposes. The respondents' anonymity should be guaranteed, and it should be made clear that their involvement is entirely voluntary, with the option to withdraw or decline at any moment during the research process.

## IV. RESULTS AND DISCUSSIONS

### 4.0 Introduction

The purpose of this study is to determine how staff retention in the Embu County Government is affected by training, compensation, and WLB practices. This section covers data analysis, presentation and interpretation of research findings. Descriptive and inferential statistics are utilized to characterize and represent the demographic data collected in this study.

### 4.1 Response Rate

The survey asked 290 staff in ECG departments for feedback, but only 222 answered, accounting for 76.55 percent of the overall sample size, as indicated in figure 4.0 below. A response rate of 50% is appropriate for analysis and reporting, 60-69 percent is good, and 70% and beyond is exceptional (Mugenda & Mugenda, 2003).

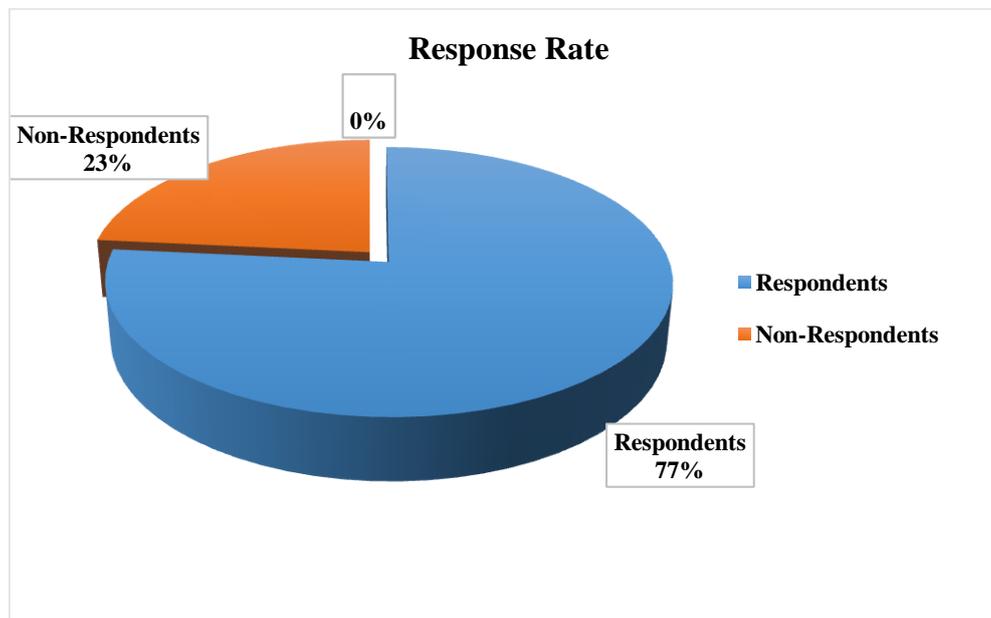


Figure 4.0: Response Rate

**4.2 Demographic Information**

This part focuses on the socioeconomic information that is gathered from the collected questionnaires administered to the sample. The gender, degree of education, age, duration of service, and profession of the sample were all gathered.

**4.2.1 Gender of the Respondents**

On the questionnaire, participants were asked to indicate their gender. The men made up 131 (59%) of the workers, while the women made up 91 (41%) of the workers, indicating that men made up the majority of the workforce.

**Table 4.0: Gender of the Respondents**

Gender	Frequency	Percentage
Male	131	59
Female	91	41
<b>Total</b>	<b>222</b>	<b>100</b>

Source: Survey Data (2021)

**4.2.2 Age Distribution of the Respondents**

The handed questionnaires had slots for the respondents to tick on to show their age bracket. According to Table 4.2, majority of the workers fall between 31-40 years with 88 employees (40%), followed by 41-50 years with 56 employees (25%), then over 50 years with 40 employees (18%) and finally under 30 years with 38 employees (17%). According to Jan and Stoeldraijer (2010), an employee’s age is directly proportional to their input and experience at the workplace. More experienced employees give the researcher a sense of confidence in the collected data, as they are believed to have the relevant skills and knowledge to respond appropriately to the questionnaires, as they are familiar with their work surroundings.

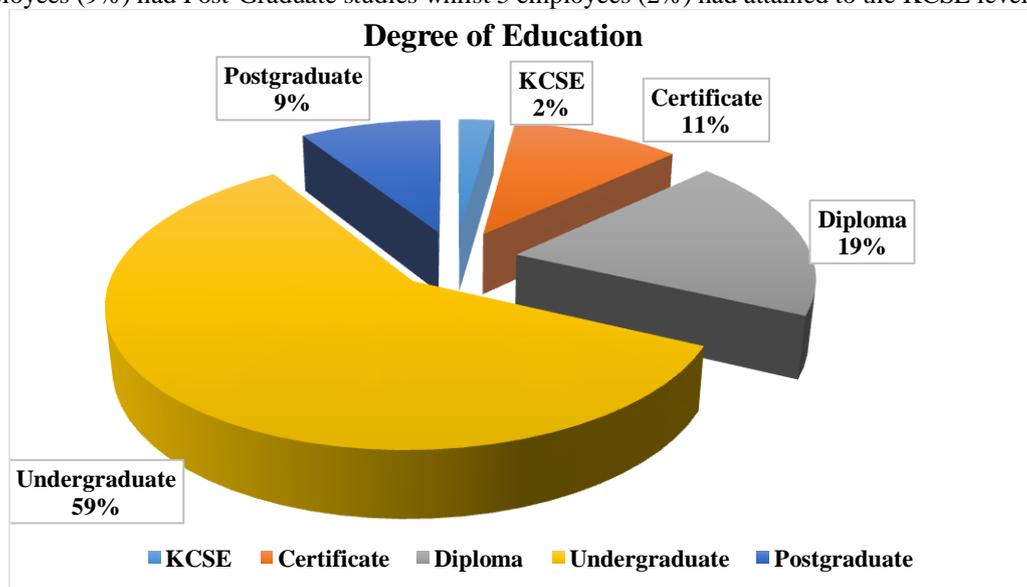
**Table 4.1: Age Distribution of the Respondents**

Age Bracket	Frequency	Percentage
Under 30 years	38	17
31-40 years	88	40
41- 50 years	56	25
Over 50 years	40	18
<b>Total</b>	<b>222</b>	<b>100</b>

Source: Survey Data (2021)

**4.2.3 Degree of Education of the Respondents**

On the surveys, the participants were asked to highlight their academic achievements. Figure 4.2 below clearly highlights that most of the employees had their degrees showing that they had been to universities. 131 of the employees (59%) had Degrees, 42 employees (19%) had Diplomas, 24 employees (11%) had Certificates, and 20 employees (9%) had Post-Graduate studies whilst 5 employees (2%) had attained to the KCSE level.



**Figure 4.1: Degree of Education**

**4.2.4 Duration of Service by the Respondents**

The participants were asked to indicate their years of public service that they served. Majority of the workforce, as seen in Table 4.3, 80, have worked 11-15years (36%), 56 employees have worked 6-10years (25%), 42 employees have worked 16-20years (19%), 22 employees worked 21-25years (10%) whilst 11 employees worked less than 5 years and over 25 years at a tie of 11 employees (5%) each. This shows that the respondents are suitable for this study as they are familiar with their work environment over their many years of experience. This study is therefore reliable, as majority of the employees have had a fair share of experience, giving credible information in the handed questionnaires.

**Table 4.2: Duration of Service of the Respondents**

Years of Service	Frequency	Percentages
Less than 5years	11	5
6 - 10 years	56	25
11 - 15 years	80	36
16 - 20 years	42	19
21 - 25 years	22	10
Over 25 years	11	5
<b>Total</b>	<b>222</b>	<b>100</b>

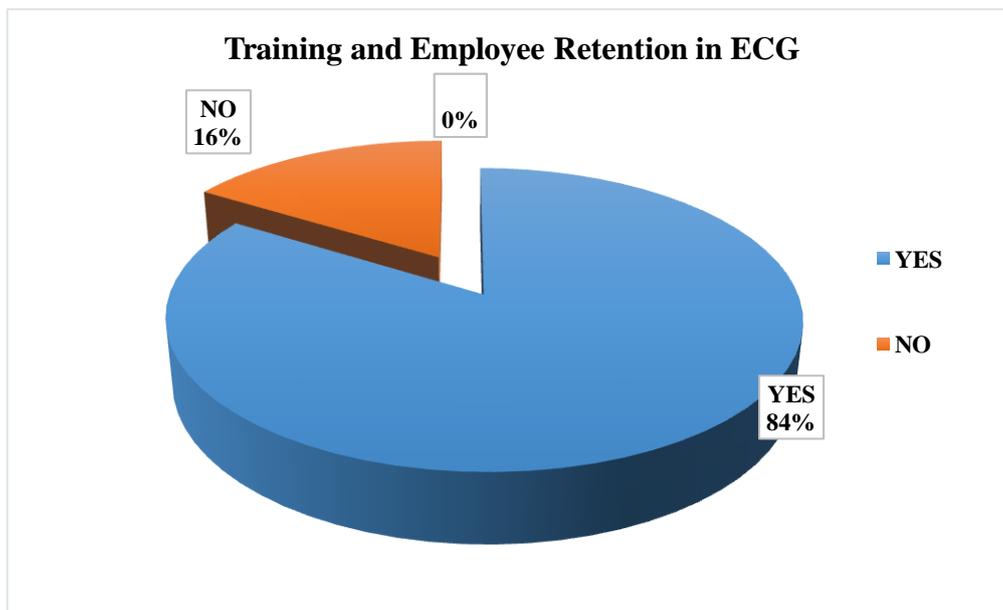
Source: Survey Data (2021)

**4.3 Human Resource Management Practices**

The research is guided by the three study objectives. The purpose of this research is to determine how employee retention in ECG is affected by training, compensation, and work-life balance. The data was evaluated using descriptive statistics, such as standard deviation and mean. The levels of agreement among the employees who replied to the questionnaires are shown in the tables below. The investigation was conducted on a scale of 1 to 5. 1-strongly disagree, 2-disagree, 3-undecided, 4-agree, and 5-strongly agree are the five levels of agreement.

**4.3.1 Training and Employee Retention in ECG**

The questionnaires were slotted for the respondents to tick on whether training practices had any influence on why they would choose to remain working for ECG. Figure 4.4 below shows that 186 employees considered training a very important reason to remain working for ECG. It shows that ECG has development opportunities for its employees.



**Figure 4.2: Training and Employee Retention in ECG**

The first goal was to investigate the impact of training on employee retention in ECG.

**Table 4.3: Training and Employee Retention in ECG**

Employees perception on training	N	Min	Max	Mean	SD

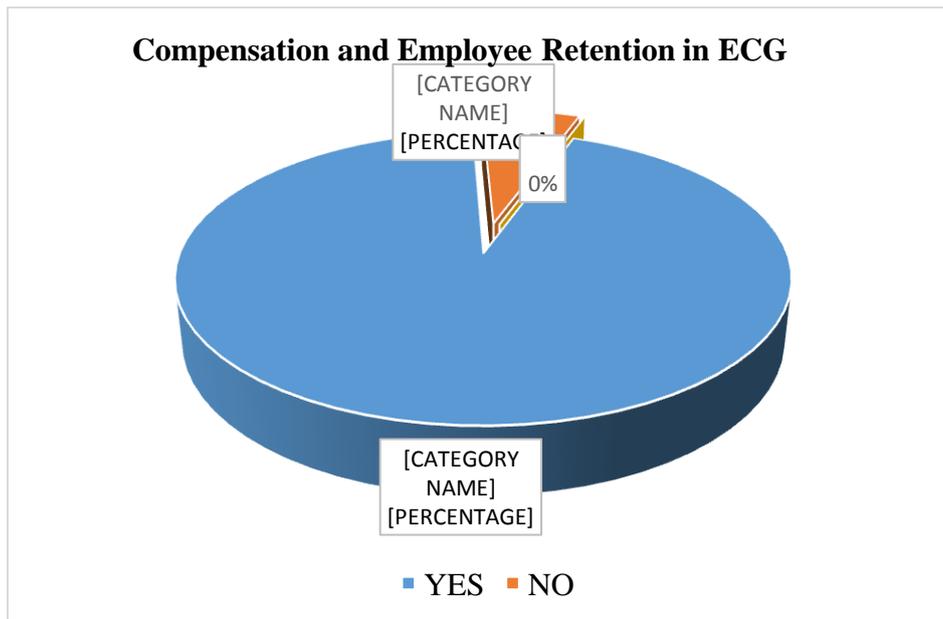
The organization has put in place various training practices that improve its employees' skills, knowledge and abilities.	222	1	5	3.847	1.194
The organization conducts performance appraisal mechanisms to identify its employees' training needs.	222	1	5	3.428	1.266
The organization has catered for my training and career development needs at various training institutions.	222	1	5	3.914	1.164
I have received training that enables me to work effectively and efficiently for the organization.	222	1	5	3.860	1.155
The training I have received from the organization, leads to achieving organizational goals.	222	1	5	3.329	1.257
The organization is committed to training its employees.	222	1	5	3.739	1.186
<b>Overall Mean</b>				<b>3.686</b>	<b>1.157</b>

N represents the entire population that gave back their responses in the questionnaires. The findings revealed that the vast majority of participants agree with many of the questions posed. This shows that ECG actively practices training practices that are favorable to its staff. Majority of participants agree that ECG has met their training and professional development needs at various training institutes, based on the above data; mean 3.914, SD 1.164, and that they have received training that allows them to work efficiently and effectively for the organization; mean 3.860, SD 1.155. The respondents confirmed that the organization has put in place various training practices that improve its employees' skills, knowledge and abilities; mean 3.847, SD 1.194, and that the organization is committed to training its employees; mean 3.739, SD 1.186.

Employees believe that the training they have received from the organization, helps them achieve the organizational goals; mean 3.329, SD 1.257. The results show that the respondents agree that the organization conducts performance appraisal mechanisms to identify its employees' training needs; mean 3.428, SD 1.266. ECG has greatly implemented training as a means of retaining its personnel, with a total mean of 3.686 and a SD of 1.157, but there is still more ECG needs to do to fully implement training.

#### **4.3.2 Compensation and Employee Retention in ECG**

The participants were requested to mark if compensation practices influenced their decision to remain in the organization. Yes, was selected by 210 employees, while No, was selected by 12 employees. Figure4.2 illustrates that the majority of the workers believe compensation to be a critical factor in their decision to stay with ECG.



**Figure 4.3: Compensation and Employee Retention in ECG**

Secondly, the goal was to investigate the impact of compensation on staff retention in ECG.

**Table 4.4: Compensation and Employee Retention in ECG**

Employees perception on Compensation	N	Min	Max	Mean	SD
The organization provides competitive, fair, equitable salaries and wages to its employees.	222	1	5	2.869	1.413
The organization offers better non-monetary benefits than other organizations, to its employees.	222	1	5	3.180	1.306
The salary, wages and benefits I receive form the organization, equate my responsibilities.	222	1	5	2.838	1.339
The organization rewards its hardworking and result oriented employees.	222	1	5	3.108	1.303
The level of compensation offered by the organization encourages me to stay working for the organization for a longer period.	222	1	5	3.338	1.455
<b>Overall Mean</b>				<b>3.067</b>	<b>1.317</b>

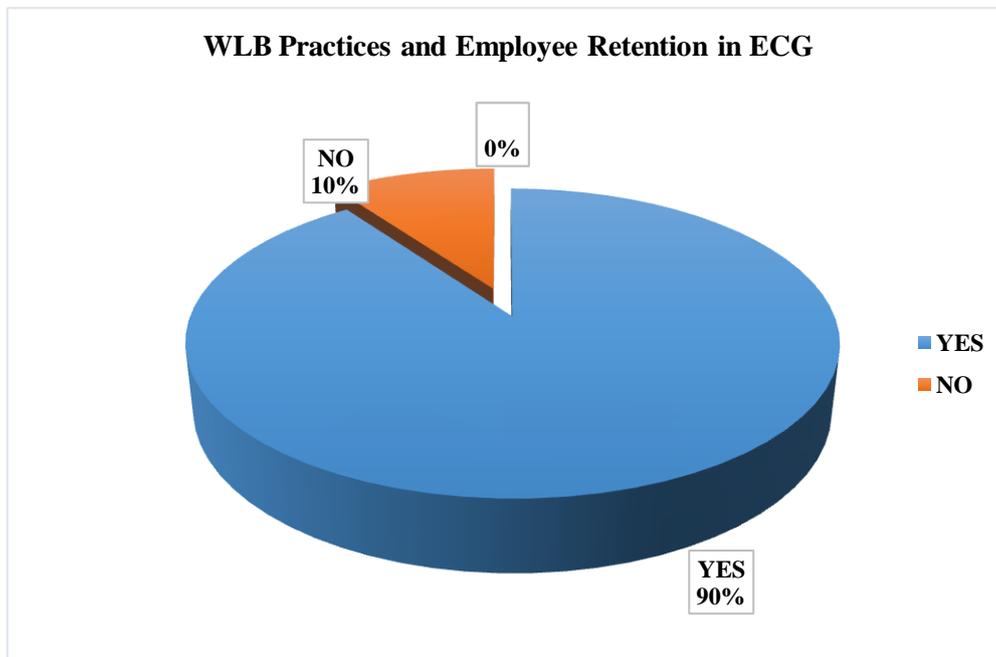
N shows the total number of respondents in the study, 222 employees. Under compensation in the questionnaire, the mean is calculated by taking the average of all the answers to all the questions. The findings indicate that participants were neutral on the organization giving its employees a competitive, fair, and equitable salary; mean 2.869, SD 1.413 and that salaries, wages and benefits they receive form the organization, equate their responsibilities; mean 2.838, SD 1.339. About 50 % of the participants agreed that the organization provides better non-monetary benefits to its employees than other organizations; mean 3.180, SD 1.306 and the organization rewards it's hardworking and result oriented employees; mean 3.108, SD 1.303. The

majority of respondents felt that the organization's level of compensation motivates them to stay with ECG for longer periods; mean 3.338, SD 1.455.

The above descriptive statistics revealed that compensation has been moderately adopted and is being practiced in ECG. Even though compensation has been fairly practiced, there is still more that has to be done to fully implement compensation in ECG, as evidenced by a mean of 3.067 and a SD of 1.317.

**4.3.3 Work-Life-Balance Practices and Employee Retention in ECG**

The questionnaires probed responses from respondents on whether work-life-balance practices had any influence on why they would choose to keep working in ECG. 200 respondents considered WLB practices an important aspect to retain their jobs.



**Figure 4.4: WLB Practices and Employee Retention in ECG**

The third goal was to look into the influence of WLB on employee retention in ECG.

**Table 4.5: WLB and Employee Retention in ECG**

Employees perception on Work-Life-Balance	N	Min	Max	Mean	SD
The organization practices various WLB practices that encourage employee retention.	222	1	5	4.072	0.924
The organization has caring and supportive supervisors that empathize with employees' needs.	222	1	5	3.410	1.304
The organization has in place welfare policies such as counselling and health programs that insure its employees and their dependents.	222	1	5	3.757	1.135
The organization allows its employees' to use their annual leave days and gives them care leaves such as medical, maternity and study leaves.	222	1	5	3.973	1.089
The extent to which WLB processes have been adopted by the firm motivates me to remain with the organization for a longer period.	222	1	5	3.977	1.048

<b>Overall Mean</b>	<b>3.838</b>	<b>1.041</b>
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N denotes the number of respondents involved in the study. Results confirmed that the organization practices various WLB practices that encourage employee retention; mean 4.072, SD 0.924. The majority of those surveyed agreed the organization allows its employees' to use their annual leave days and gives them care leaves such as medical, maternity and study leaves; mean 3.973, SD 1.089, and that the extent which WLB processes have been adopted by the firm motivates them to stay with ECG for a longer period; mean 3.977, SD 1.048.

The results showed that the respondents agreed to the organization having caring and supportive supervisors that empathize with employees' needs; mean 3.410, SD 1.304 and that the organization has in place welfare policies such as counselling and health programs that insure its employees and their dependents; mean 3.757, SD 1.135. With a total mean of 3.838 and a SD of 1.041, ECG greatly implements certain work-life-balance practices on their employees. However, there is still more that ECG can work on to fully implement work-life-balance practices.

#### 4.4 The Extent of Employee Retention in ECG

The goal of this review was to check on the link connecting HRM practices and employee retention in ECG. It sought to establish the extents of employee retention when subjected to various HRM practices; compensation, training and work-life-balance. The results below show the level of agreement on whether employee retention is a problem in ECG according to the respondents.

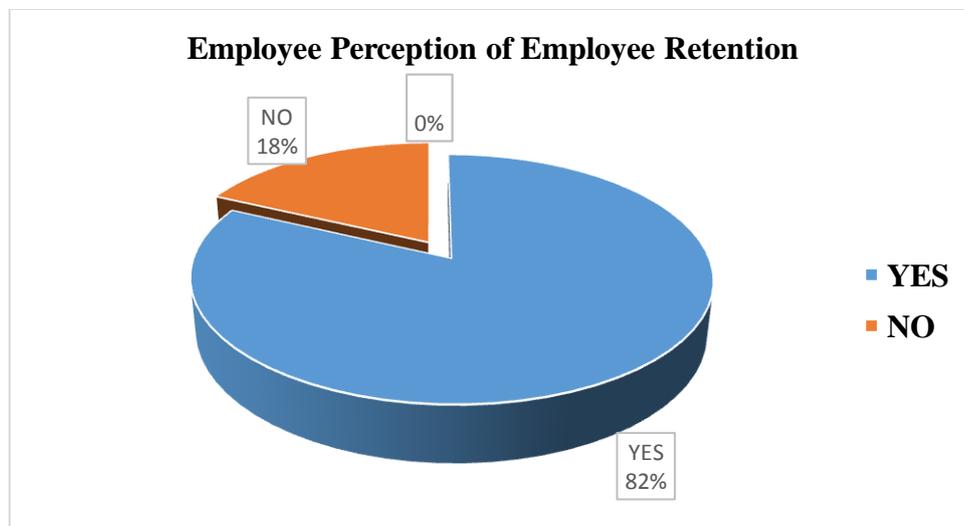


Figure 4.5: Perception of Employee Retention

Table 4.6: Employee Retention Perception

Employees perception on Employee Retention	N	Min	Max	Mean	SD
The organization practices various HRM practices that enhance employee retention.	222	1	5	4.059	1.047
My relationship with my supervisors impacts the length of service to the organization.	222	1	5	4.072	1.026
I am attached to the organization and I am willing to work for longer periods of time.	222	1	5	3.707	1.244
I am seeking a better job in a different organization and may leave when I get it.	222	1	5	2.752	1.416

I am satisfied working for the organization and would recommend it as a great working place.	222	1	5	3.667	1.250
I have no intent to resign from the organization.	222	1	5	3.662	1.214
I can stay with the company for the remainder of my working life.	222	1	5	3.225	1.409
<b>Overall Mean</b>				<b>3.592</b>	<b>1.155</b>

N represents the entire respondents in the study. The results show that there is an almost neutral response to the respondents seeking better jobs in different organizations and may leave when they get it; mean 2.752, SD 1.416. Majority of the participants agreed ECG practices various HRM practices that enhance employee retention; mean 4.059, SD 1.026 and their relationship with their supervisors impacts the length of service to the organization; mean 4.072, SD 1.026. A large share of the respondents confirm that they are satisfied working for the organization and would recommend it as a great working place; mean 3.665, SD 1.250 and they have no intent to resign from the organization; mean 3.662, SD 1.214. The majority of the populace firmly felt that they were attached towards the organization and would work for longer lengths of time; mean 3.707, SD 1.244. A fair number of the respondent agree that they can stay with ECG for the remainder of their working life; mean 3.225, SD 1.409. ECG places a high priority on employee retention, a total mean of 3.592 and a SD of 1.555.

**4.5 Regression Analysis**

This is a form inferential statistic used in this study to identify the effect of training, compensation and WLB practices on staff retention. The  $\beta$  co-efficient is used in regression analysis to forecast the relationship between the independent and dependent variables. The equation is as shown:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Where;

Y Represents employee retention

$\beta_0$  represents constant of the equation

$\beta_1, \beta_2, \beta_3$  Represents Beta coefficients

$X_1$  Represents Training

$X_2$  Represents Compensation

$X_3$  Represents Work life balance

$\epsilon$  Represents Error term (0.05%)

**4.5.1 Regression Model Summary**

**Table 4.7: Regression Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.992 <sup>a</sup>	.985	.985	.14230	.985	4778.692	3	218	.000

a. Predictors: (Constant), WLB, COMPENSATION, TRAINING

Table 4.7 above shows the entire regression model summary that discusses the relationship between training, compensation and work life balance procedures and staff retention. Findings revealed a significant and positive relationship (R-square .985, F-change 4778.692,  $p < 0.000$ ) between the study variables. According to the survey, Embu County's human resource management practices are responsible for 98.5 % of the changes in employee retention. An F ratio of 4778.692, significant at the 0.000 level, indicates there is a linear relationship, where the increase of one variable increases the other. Employee retention in Embu County is increased by increasing the use of the independent variables, human resource management methods (compensation, training, and WLB).

ANOVA Model

Table 4.8: ANOVA Model

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	290.308	3	96.769	4778.692	.000 <sup>b</sup>
	Residual	4.415	218	.020		
	Total	294.722	221			

a. Dependent Variable: ER

b. Predictors: (Constant), WLB, COMPENSATION, TRAINING

As shown in Table 4.8,  $F(3, 218) = 4778.692$  was significant at a 95% confidence level. This demonstrates the regression model was able to adequately describe the association between human resource management strategies and employee retention.

Table 4.9: Regression Co-efficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
1	(Constant)	-.069	.043		-1.615	.108	-.154	.015
	COMPENSATION	.235	.019	.268	12.257	.000	.197	.272
	TRAINING	.404	.045	.405	9.027	.000	.316	.492
	WLB	.378	.042	.341	8.923	.000	.295	.462

a. Dependent Variable: ER

Beta values ( $\beta$ -.992,  $t$ -12.257,  $p < 0.000$ ) shows a unit change in compensation, will result to a 99.2% increase in employee retention. This shows that compensation positively impacts employee retention in the study. A one unit increase in all the independent variables (compensation, training, WLB) lead to a 99.2% increase in employee retention in ECG. This demonstrates that ECG staff retention is influenced by HRM practices.

The regression model then appears as below:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

$$Y = -0.069 + 0.235X_1 + 0.404X_2 + 0.378X_3 + 0.043$$

Y Represents employee retention

$\beta_0$  represents constant of the equation, where if all the independent variables (compensation, training, WLB) were at zero, employee retention would be at -0.069.

$\beta_1, \beta_2, \beta_3$  Represents Beta coefficients of the study variables that measure the strength of the relationship between the independent and the dependent variables.

$\beta_1 = 0.235$  represents a unit change in training practices produces a 0.235 unit change in employee retention.

$\beta_2 = 0.404$  represents a unit change in compensation practices produces a 0.404 unit change in employee retention.

$\beta_3 = 0.378$  represents a unit change in WLB practices produces a 0.378 unit change in employee retention.

$\epsilon$  represents the standard error, which is 0.043.

Compensation (coefficient 0.235), training (coefficient 0.404), and WLB (co-efficient 0.378) all have a significant impact on staff retention, according to the findings. Employee retention is linked to HRM practices (compensation, training, and work-life balance), according to the positive regression co-efficient. The dependent variable increases in proportion to the independent variable.

4.6 Discussions and Findings

4.6.1 Training and Employee Retention in ECG

The initial goal of this research was to investigate into the influence of training techniques on employee retention in ECG. According to the findings, training procedures in Embu County have a significant positive link with staff retention at ( $B = 0.404$   $p = 0.000$ ), indicating that staff retention increases by 0.404 units for every unit change in training procedures.

Hassan, Razi, Qamar, Jaffir, and Sidra (2013) conducted an investigation on the impact of training on staff retention, revealed that training positively impacted employee retention in Telenor Telecommunication sector in USA (Hassan, Razi, Qamar, Jaffir, & Sidra, 2013). Damei (2020) carried out another study on the impact of

training on staff retention in three Somali telecommunications companies: Somtel, Nation Link, and Hormuud, revealed that job instruction, coaching, and mentoring and job rotation have a significant positive association with staff retention (Damei, 2020). Pallangyo's (2020) study of the influence of training and development on staff retention in Tanzanian banks discovered a positive association between the two variables (Pallangyo, 2020).

The above studies revealed that training practices positively impact employee retention. However, the studies are not without fault. The studies were carried out in areas that have no relation whatsoever to ECG: Telecommunication Sectors in USA and Somalia and Banka in Tanzania. As a result, this study adds to our understanding on the impact of training on staff retention in Kenya's devolved governments, ECG Kenya.

#### **4.6.2 Compensation and Employee Retention in ECG**

The research's second goal was to investigate into the influence of ECG's compensation methods on staff retention. Compensation practices were concluded to significantly positively influence staff retention in ECG ( $B = 0.235$ ,  $p = 0.000$ ), indicating that a 0.235 unit change in compensation results in a 0.235 unit change in employee retention.

Other studies, such as Omamo (2004) on parameters utilized to entice and retain personnel in a competitive surrounding: a case of radio presenters in chosen FM facilities operating in Nairobi, corroborated the findings (Omamo, November 2004). Job stability, financial and non-financial advantages, advancement, flexible work arrangements and basic pay were some of the prominent elements that tended to impact the presenter's decision to stay or quit an organization, according to her research. A study on remuneration on staff retention at selected Commercial Banks in Anambra State, Nigeria, by Chiekezie, Emejulu, and Aniekwe (2017) found that a variety of non-monetary awards and compensation plans motivate and retain personnel (Chiekezie, Emejulu, & Aniekwe, 2017). An investigation by Mwangi (2017), on the impact of compensation on staff retention at Jubilee Insurance Company of Kenya Limited revealed that salaries and pay, incentives, employee benefits, bonuses, commissions, and other perks all have a positive impact on employee retention (Mwangi, 2017).

The above studies revealed that compensation practices positively impact employee retention. However, the studies are not without fault. The studies were carried out in areas that have no relation whatsoever to ECG: FM Radio Stations in Nairobi, Commercial Banks in Nigeria and Insurance Companies in Kenya. As a result, this study adds to our understanding of the influence of compensation on staff retention in devolved governments, ECG Kenya.

#### **4.6.3 Work-Life-Balance and Employee Retention in ECG**

The study's final goal was to look into the impact of work-life-balance strategies on employee retention in ECG. Work-life-balance strategies have a substantial positive relationship to staff retention in ECG ( $B = 0.378$ ,  $p = 0.000$ ), indicating that staff retention increases by 0.378 units for every unit change in WLB practices.

A study by Hashim, Azman, Ghani, and Sabri (2016), on the connection between WLB and staff retention among middle-level managers in World Vest Base in Malaysia, revealed a positive substantial link between WLB and staff retention amongst middle managers (Hashim, Azman, Ghani, & Sabri, 2016). Another study by Garg and Yajurvedi (2016), on how WLB methods affect employee retention and how they improve firm performance on IT industry personnel in the Noida region, showed that employee retention and organizational performance are positively impacted by WLB approaches. (Garg & Yajurvedi, 2016). A research by Fayyazi and Aslani (2015), on how WLB affects employee job satisfaction and turnover intentions on an Iranian Firm, revealed that WLB practices lead to less employee turnover rates and higher employee job satisfaction (Fayyazi & Aslani, 2015).

The above studies revealed that WLB practices positively impact employee retention. However, the studies are not without fault. The studies were carried out in areas that have no relation whatsoever to ECG: middle-level managers in Malaysia, IT Industry and an Iranian Firm. Therefore, this study has significant new knowledge on the impact of WLB on staff retention that has been unexplored in decentralized administrations in Kenya, a case study of Embu County Governments.

## **V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This section includes a summary of the findings, a conclusion, a recommendation, and suggestions for future research. The purpose of this research was to see how human resource management practices in the Embu County Government affect employee retention.

### **5.2 Summary of Findings**

The research's first objective was to look into the impact of training on staff retention in ECG. It sought to answer the research question, if training practices significantly affected employee retention in ECG. The results

showed that ECG actively practices training that is favorable to its employees. Majority of the participants agreed on that, ECG has catered for their training and career development needs at various training institutions and that they have received training that allows them to work productively and swiftly for the organization. The respondents confirmed that the organization has put in place various training practices that improve its employees' skills, knowledge and abilities and that the organization is committed to training its employees. The employees feel that the training they have received from the organization, leads to achieving organizational goals. The results show that the respondents agree that the organization conducts performance appraisal mechanisms to identify its employees' training needs. The results showed that ECG has greatly adopted training as a means to retain their employees, however, there is still more ECG has to do to fully implement training.

The study's second goal was to look into the impact of compensation on staff retention in ECG. It sought to answer the research question on whether compensation practices significantly affected employee retention in ECG. The results showed that the participants were almost neutral on ECG providing a competitive, fair, equitable salary and wages to its employees and that salaries, wages and benefits they receive from the organization, equate their responsibilities. About 50 % of the participants felt that the organization offers better non-monetary benefits than other organizations, to its employees and the organization rewards its hardworking and result oriented employees. Majority of the participants felt that the ECG's level of compensation motivated them to remain with them longer. The above findings, compensation has been moderately embraced and is being used in ECG, but more work has to be done to fully implement compensation in ECG.

The research's final goal was to investigate the impact of work life balance practices on staff retention in ECG. Majority of participants agreed that ECG allows employees to use their annual leave days and provides them with care leaves such as medical, maternity, and study leaves, and that the firm's adoption of WLB processes encourages them to remain with ECG for extended lengths of time. Results showed the respondents agreed to the organization having caring and supportive supervisors that empathize with employees' needs and that the organization has in place welfare policies such as counselling and health programs that insure its employees and their dependents. The study revealed that Embu County Government greatly implements certain work-life-balance practices on their employees, however, there is still more that Embu County Government can work on to fully implement work-life-balance practices.

### **5.3 Conclusions**

Based on the research's initial goal of determining the impact of training techniques on staff retention in ECG, it was discovered that training and staff retention in ECG had a substantial positive association.

The study's second goal was to investigate how compensation affected Embu County Government's employee retention, and it found that remuneration had a substantial positive link with Embu County Government staff retention.

The study's final goal, to investigate the effect of work-life balance on ECG staff retention, revealed that there is a positive link between work-life balance and Embu County Government's staff retention.

In conclusion, human resource management practices; training, compensation, and work life balance practices have a positive influence on staff retention in Embu County Government.

### **5.4 Recommendations**

This study finds that ECG has heavily invested in training of its employees to retain their talented and skilled employees. Frequent performance check-ups should be done in various department to check for weak-spots that can be treated via training before serious damage is incurred. The organizations are advised to offer training that is well tailored for the employees and to avoid repetitive training that is not beneficial to the employee and the organization. ECG is advised to keep investing in training of their employees to retain a competitive advantage to other County Governments.

Compensation is a key aspect in determining whether an employee will remain with a firm for an extended period of time. Employees who are adequately compensated are much more likely to remain with an organization. Organizations should provide enough monetary and non-monetary compensation in accordance with an employee's qualifications, years of experience, and production. To improve employee retention, organizations should implement competitive, fair and balanced remuneration schemes.

Work-Life-Balance is a crucial component for employees in any firm since it permits individuals to strike a balance between their work and personal life. For this reason, it is advisable that organizations put WLB practices into use to retain their work forces. Lastly, it is advisable for ECG to seek other practices that enhance employee retention, not just the variables discussed in this study. This is to ensure a competitive advantage over other organizations and retain their highly talented and competent employees. Employees are looking for newer and more innovative ways to keep their jobs, so human resource managers must strive for these.

### **5.5 Suggestions for Further Studies**

The purpose of this study was to see if there is a link between human resource management practices and employee retention in Embu County Government. To gain a better understanding of more HRM practices by HR officers on employees in County Governments, more variables of research should be studied utilizing other mixed approaches on both quantitative and qualitative methods. As a result of such research, secondary data for determining levels of staff retention in ECG may be elicited.

Other human resource management strategies, including performance management, recruiting and selection, talent management, and labor relations, might be studied further to see how they affect employee retention in different organizations. This study had a limited scope, Embu County Government, therefore further studies on other organizations can be done to check for variations and similarities in the results.

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**APPENDICES**

**APPENDIX I: QUESTIONNAIRE**

Please fill in the blanks with your responses and mark the appropriate boxes with a (√).

**SECTION A: DEMOGRAPHIC PROFILE**

- 1. What is your gender?  
Male [ ] Female [ ]
- 2. What is your age bracket?
  - a) Under 30 years [ ]
  - b) 31 - 40 years [ ]
  - c) 41 - 50 years [ ]
  - d) Over 51 years [ ]
- 3. What is your highest education qualification
  - a. Secondary [ ]
  - b. Certificate [ ]
  - c. Diploma [ ]
  - d. Undergraduate [ ]
  - e. Postgraduate [ ]
  - f. Others Specify.....
  
- 4. How long have you worked for Embu County Government?
  - a) Less than 5 years [ ]
  - b) 6-10 years [ ]
  - c) 11-15 years [ ]
  - d) 16-20 years [ ]
  - e) 21-25 [ ]
  - f) Over 25 years [ ]
  
- 5. State the Department in which you work\_\_\_\_\_
- 6. Have you worked elsewhere before? .....





counselling and health programs that insure its employees and their dependents.					
The organization allows its employees' to use their annual leave days and gives them care leaves such as medical, maternity and study leaves.					
The extent to which WLB processes have been adopted by the firm motivates me to remain with the organization for extended periods of time.					

4. Make any recommendations for WLB measures that you believe should be implemented to improve employee retention in your organization.  
 .....

5. In addition to remuneration, training, and work-life balance practices, please list any other HRM practices that you believe affect employee retention in your organization in the section below.  
 .....

**SECTION C: EMPLOYEE RETENTION**

1. Is employee retention a problem for this company, in your opinion?  
 Yes [ ] b) No [ ]

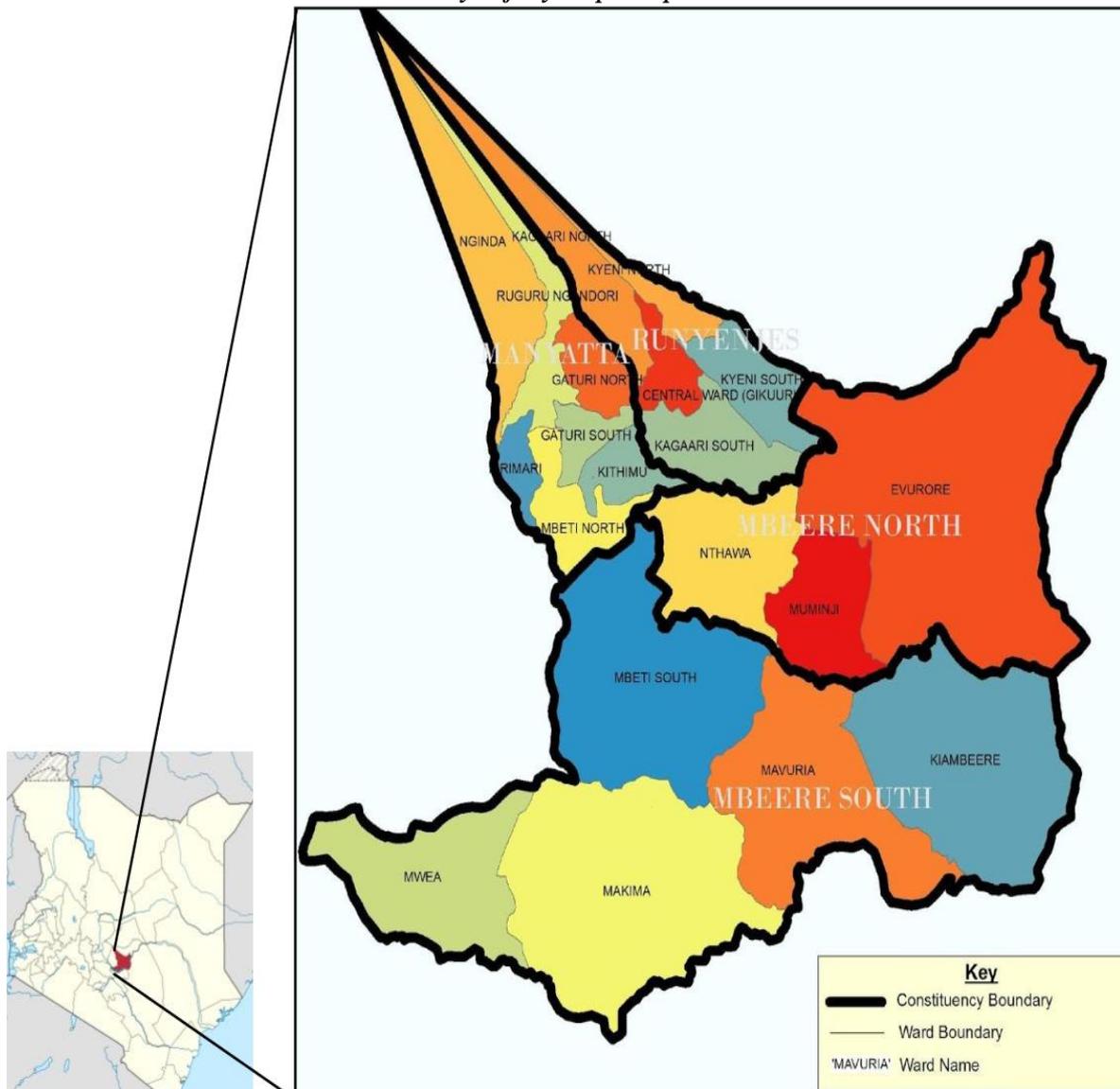
2. Assess how well each of the assertions below accurately describes the retention characteristics of your organization.

**1 – Strongly Disagree (SDA), 2 – Disagree (DA), 3 – Undecided (UD), 4 – Agree (A), 5 – Strongly Agree (SA)**

<b>Employees perception on Employee Retention</b>	<b>SDA 1</b>	<b>DA 2</b>	<b>UD 3</b>	<b>A 4</b>	<b>SA 5</b>
The organization practices various HRM practices that enhance employee retention.					
My relationship with my supervisors impacts the length of service to the organization.					
I am attached to the organization and I am willing to work for longer periods of time.					
I am seeking a better job in a different organization and may leave when I get it.					
I am satisfied working for the organization and would recommend it as a great working place.					
I have no intent to resign from the organization.					
I can stay with the company for the remainder of my working life.					

3. What should be done, in your opinion, to increase employee retention in the organization?  
 .....

Thank you for your participation!



APPENDIX II: MAP OF EMBU COUNTY

Source: Embu County Integrated Development Plan, 2013-2017

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