

Assessing the Effect of Demographic Variables of Age, Education and Years of Engagement on Employee Satisfaction with Retention Strategies in County Assembly of Kilifi

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Abstract: Employee retention strategies refers to systematic programs, practices and policies created to address the diverse employee needs by an organization that are targeted at developing employee loyalty. Effective human resource management is key in securing and retaining highly qualified and competent employees. Organizations make great efforts to attract workers and sustain their workforce. This study aimed to assess the effect that employees' demographic variables namely age, gender, education level and years of engagement on employee satisfaction with retention strategies in the county assembly of Kilifi by adopting a cross-sectional study based on the objective of establishing the variations in employee's satisfaction with retention strategies based on age group, gender, level of education and years of service. The study concludes that gender, and age groups significantly affect employee's satisfaction with retention strategies while levels of education and years of engagement does not significantly affect employees' satisfaction with the retention strategies. Finally, the study reveals that there is no significant difference both between and within the various groups of respondents on their views regarding being satisfied with the various retention strategies being adopted by the organization.

Keyword: employee retention; talent retention; performance evaluation

I. INTRODUCTION

Addressing employee retention matters is an emerging management issue that also pose much challenges to managers with researchers indicating that the operational success of any organization would be dependent on the organizations ability to adopt their operations, organizational culture, policies and practices to a work environment that fosters longevity and organizational success by embracing innovation, creativity and flexibility as key pillar in motivating and retaining competent employees. Rappaport, Bancroft, and Okum, (2003), observed that there is an impending global shortage of competent employees with increasing inability of organizations to retain high performers which ultimately lowers their competitiveness and this presents the managers with a challenge in employee motivation and retention in a work environment typically characterized by increasing uncertainties (Mitchell, 2002). These challenges are further compounded by numerous

organizational transitions which more often leaves employees distracted, confused and having the fear of the unknown regarding their job security (Bridges, 1991).

Cascio (2010) considers employee retention as managerial initiatives to keep employees in the organization and includes practices and policies on employee rewarding and compensation management, fostering an enabling, healthy and safe work environment, improving interpersonal relationship with Philips and Connell (2003), asserting that key to enhanced employee retention is maintaining safe and healthy working environment. Akila (2012), asserts that employee retention relates to the system intended to encourage long term organizational engagement with employees. It is a prerequisite for organizational success and effectiveness today for institutions to have the 'right' workforce to gain marked competitive advantages. Naris and Ukpere (2010), assert that organizations should be proactive in developing employee retention strategies given the scarcity of qualified employees while Branham, (2005), Aposit that being that employees are an organization's most valuable assets, employee retention is a key pillar in enhancing competitive advantage and developing core competencies within the organization and it is in the best interest of the organization to place emphasis and more efforts in retaining their best talented employees rather than frequent recruitment due to high turnover rates.

Chapman (2009), asserts that employee retention is the integration of employees into the organization through practices such as employee orientation, training and development and socialization as well developing policies and practices to reduce employee turnover and increase retention rate for the best workers; and helps the organization create and maintain strategic sustainable competitive advantage.

Retaining of employees is the most imperative target for entities. On one end, retention serves as a critical factor because organizations desire to keep workers they have hired through rigorous processes while on the other because training and orientation of new workers prove costly (Park & Shaw, 2013). With research indicating that employee replacement cost being almost twice the annual salaries of the employees

being replaced and further that when an employee leave jobs, organizations lose both the worker and the clients who are loyal because of the services offered by the specific employee, it is imperative for organizations to focus on employee retention (Haar & White, 2013). In public offices, the satisfaction of citizens may diminish as the employee's knowledge of the current project, history, and knowledge of processes is lost.

In keeping with this, organizations make enormous efforts to ensure that they attract the right talent and retain them. In today's market and environment, designation and high salary are not sufficient incentives to retain employees, but other factors also play significant roles in employee retention and turnover reduction (Butali, Moses, & Mamuli, 2013). The case is even more intricate for county assembly jobs that have some political affiliations. As such, the intent of this study is to elucidate how county assemblies avert employee turnover and improve retention by extrapolating best practices in one of the counties in Kenya.

Kenya's March 2013 national elections brought into being a devolved system of governance that represented the nation's biggest transformation in politics since independence. This reform was indisputably popular: over two thirds of referendum voters in 2010 approved the constitution that subsumed the devolution alongside a new Bill of Rights and Supreme Court. The decentralization measures were extensive, leading to 47 county governments complete with County Assemblies and Governors. Kilifi, County no. 3, stands as one of the 47 countries with fully functional County Assembly members who are either elected or nominated. The election of the County Assembly members is enshrined in Article 177 and 178 of the Constitution of Kenya, 2010.

Employee retention in Kilifi County is an important aspect requiring consideration given the employee demographics and the relevance of the work they carry out as prescribed in the Constitution of Kenya. Both the bureaucrats and non-elected government officials are crucial to the effectiveness of the government because of their role in either policy development or decision-making processes. Similarly, County Assembly workers in Kilifi, who comprise of honorable members and County staff, are crucial to the effectiveness of the Kilifi County and, in broad terms, the national government. There are 53 Members of the County Assembly including the Speaker who is an ex-official 35 of them are elected members and 16 are nominated to comply with the one third gender rule and to represent special groups and marginalized communities like people with disability, youth and Wardha community. Additionally, there are 228 technical and support staff in the assembly.

Given that poor employee retention techniques have far-reaching consequences on organizations, they should make significant efforts to attract and sustain best workforce (Mitchell, 2002). Mitchell (2002), points out some of the consequences of employee turnover as a reduction in

organizational effectiveness, inability to attain organizational objectives as well as significant economic impact as the organization loses its critical employees in whom they may have significantly invested in (Mitchell 2002).

Nyanjom et al., (2013), observed that the increasing importance of talent management and retention, high recruitment cost, complexity of attracting skilled workers and facilitating operational effectiveness as some of the reasons that have occasioned the increasing focus on employee retention by scholars and human resource management practitioners.

Even though there is an increase in focus on employee retention in most organizations, Huber and Gallardo (2004), opine that it is still a challenge in especially politically affiliated institutions with studies indicating substantially high turnover rates in both cabinet and political offices in both developed and developing countries. The importance of talent management in the county assemblies is to ensure that they develop appropriate policies and practices in help with employee retention, growth and develop organizational competency in an increasingly unpredictable environment. Specifically, the study aimed at assessing the effects of the demographic characteristics on the employees' perception of the retention strategies adopted by the organization.

II. THEORETICAL REVIEW

Employee turnover is a critical aspect of human resource management in ensuring cost effective management of organizational operations, with high turnover rate related to dissatisfaction among employees and could be an indicator of negative issues or policies in an organization (Hongvichit, 2015). High turnover rates lower organizational performance with studies indicating that high turnover rates affect the productivity and overall competence of an organization as experienced workers leave the company with new or inexperienced workers who may run down the company (Louden, 2012; Torrington, *et al*, 2008).

Mitchel, Holtom and Lee, (2001), posit that employee retention is one of the most critical issues facing organizational managers due to the shortage of skilled manpower, economic growth and high employee turnover.

Chaminade, (2007) considers retention as a deliberate move by an organization to create an environment which engages employees for the long term with the attachment relationship being durable and constant and link the employee to the organization by common values and by the way in which the organization responds to the needs of the employees. Branch (1998) argues that retention strategies are aimed at identifying and retaining committed employee for as long as is mutually profitable to the organization and the employee while Bob (2012), asserts that the purpose of retention is the prevention of the loss of competent employees from the organization, which could have an adverse effect on productivity and service delivery.

Employee retention has been a subject of interest to researchers for many ages, (Johnson, 2007) with human resource managers often confronted with the issue of employee turnover and experimented with myriad strategies to solve the issue with equity at the different levels of success, (Whitcomb, 2012). Whitcomb, (2012) as well as Yang, Wan, and Fu (2012), noted that employee retention is not impacted by one factor but rather a combination of several factors such as rewards, compensation, training, job security, development, supervisor support, culture, organization, and work environment.

Fursso, (2015), asserts that employee retention is critical in ensuring success of an entity with retention factor being grouped into three main categories, namely mental, social, and organization while Texeira and Peng, (2012), argue that the factors are grouped into power, affiliation, and achievement.

In order to ensure high employee retention rate, Jyoti, (2016), found that personal premises of trust, loyalty, identification, commitment, and attachment with organization have direct impact on the retention of employees.

Das and Baruah (2013), posit that employee retention relates to the creation of an environment that encourages workers to remain loyal by establishing policies and practices to address employees' diverse needs. It is becoming more and more essential to manage and secure competent employees as the most important resource of organizations, (Olowu & Adamolekun, 2005). Thus, realizing and implementing systematic efforts to create and foster conducive environment in County Assembly offices would be critical in ensuring effectiveness.

Organizations that value and invest in their human resources and manage retention of valuable talents are often successful in the long term and often create sustainable competitive advantage (Walker, 2001). However, one of the challenges facing organizational leaders and managers is that of voluntary and involuntary employee turnover, (Park & Shaw, 2013) with high turnover affecting employee morale, effectiveness, and organizational profitability (Butali *et al.*, 2013) as well as loss of knowledge, experienced employees, and revenue (Haar & White, 2013).

Blatter, Muehlemann, and Schenker, (2012), posit that employee retention practices and strategies are aimed at ensuring that an organization's most valuable employees stay for long with them and continue offering their services and talent in the organization and thus assert that retention is equally as important as hiring skilled and knowledgeable workers (Obwoyere & Kipkebut, 2016). Maslow (2008), also affirms employee retention as essential for a firm's long-term success.

Govaerts, Kyndt, Dochy, and Baert, (2011), opine that factors such as job dissatisfaction, poor working conditions, undesirable jobs and limited opportunities for advancement can be responsible for employee turnover.

Stauss, Chojnacki, Decker, and Hoffman (2001), regard employee retention as customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions.

A. *Employee Retention Strategies*

Employee retention strategy is a deliberate effort to address the employee's needs in order to ensure that the employee is contented with the terms and conditions of employment with studies indicating that retention is driven by several congruent key factors that include organizational culture, communication, strategy, pay and benefits, flexible work schedule and career development systems (Logan, 2000).

According to Jyoti and Venketesh, (2006), retention strategy is a form of positioning for an organization to gain a competitive edge in terms of keeping valuable employees.

According to Gale Group (2006), there is evidence suggesting that retention strategies that effectively satisfy the needs of all employees are more likely to enhance the ability for companies to adapt more effectively to ongoing organizational change with research showing that trends redefining modern retention strategies go beyond the inclusion of the traditional salary and benefits package and compensation (Feldman, 2000) as well as embracing employee motivation (Thomas, 2000).

Boomer Authority (2009), assert that effective retention strategy should include all those retention factors that are capable of incorporating employees' needs and desires across all ages thus enhancing levels of individual job satisfaction, loyalty, and commitment, consequently improving on retention. Additionally, Cunningham (2002) states that retention strategies should factor in employee recognition, flexibility and training as top priorities for prolonging individual employment, while Walker (2001), calls a strategy that establishes a supportive learning and working climate for employee retention. Further, the strategy should focus on career development (Boomer Authority 2009), organizational commitment (Owens, 2006), communication (Gopinath & Becker, 2000) and superior-subordinate relationship (Zenger, Ulrich, & Smallwood, 2000).

While there are key differences across countries in relation to retention strategies, there is emphasis on the importance of retaining key employees for organizational prosperity (Hiking & Tracey, 2000). According to Fulmer, Gerhart and Scott, (2003), managers have executed human resources policies and practices actively to reduce avoidable and undesirable turnover.

There are a number of studies that have been undertaken to investigate the areas of retention strategies. These studies include among others, Asquith, Sardo and Begley, (2008); Kuhar, Miller, Spear, Ulreich and Mion, (2004); Leurer,

Donnelly, and Domm, (2007) and North Queensland Workforce Unit, (2005).

Hendricks, (2006) asserts that a number of organizations are devising strategies and policies focused on the key skills required by an organization at a particular time in order to attract and retain quality employees due to the fact that appropriate strategies that provides workers with opportunities to utilize their skills are key in encouraging talented and high performing workers to remain in the organization for long. Such retention policies should, in the view of Nyoka (2006) also include strategies that will enable employees to balance their work life demand with their family life by establishing family friendly policies and enabling flexible work arrangements to accommodate essential personal commitments.

IDS (2004), suggests that, high employee turnover require organizations to adopt a holistic approach to fully engage with staff and may include measures such as improving recruitment, supporting new employees, career growth opportunities, conducive work environment, work-life balance, market rate-based compensation policy, attractive employee benefits package, open communication policy. A very effective retention strategy adopted by organizations is raising the base pay above the market rate (Moyo, 2011). Boxall, Macky and Rasmussen (2003) and Bhatti and Qureshi, (2007), in their studies demonstrates that employee retention and turnover management is significantly influenced by extrinsic rewards such as pay, promotion & job security.

Kelleher (2011), poised that employees can be considered to be investments and thus their departure from an organization could compromise opportunity of obtaining any return in the future. In a new environment, the first weeks are difficult and it is during the first three or four months of employment that highest number of resignations materializes. The first few months of employment are therefore the most critical in the determination of whether the new employee will stay in the organization, (Whitcomb, 2012). The reception, help and guidance that the new employee receives are significant in their settlement.

A study by Kelleher, (2012) suggests that the establishment of clearly defines organizational goal and objectives influence employee retention. In their study on corporate orientation, the findings suggested that organizational direction and support played a key role in employee job satisfaction and overall commitment. Whitcomb, (2012) research also suggests that perceived organizational support strongly influences job satisfaction and employees' commitment to their organizations thus willingness to stay for a longer period.

According to Chatterjee, (2009), culture creates competitiveness as it changes employee behavior by consistently making them to adhere to the firm's culture which in turn influences employee retention. Other studies on the relationship of organizational culture and employee

turnover and retention also revealed the same findings, (Kelleher, 2011; Sheridan, 2010).

According to Sheridan, (2010), the most powerful indicators that predict hourly employee retention in the lodging industry are the positive experiences with the companies' policies and their human approach to employees. Empirical studies of lodging properties in Central Florida revealed that hourly employee retention was predicted by self-fulfillment and the working conditions inclusive of monetary rewards, (Kelleher, 2010). The studies also established that employees with positive experience with regards to working hours had a sense of fulfillment with their jobs and higher levels of job satisfaction and the employees were likely to stay with their current employers.

A study done by, Wildes (2007) on restaurant food servers revealed that in as much as monetary rewards are a tip motivator of employee retention, a fun working environment and flexible hours are equally important motivators. Other studies assume that reduction in turnover and its effects can be influenced by the retention practices e.g. job enrichment, workspace characteristics and socialization, (James & Mathew, 2012).

A study by Walsh and Taylor, (2007) revealed that there is critical importance in good salaries and benefits package and employee retention in organizations primarily depends on the degree to which the employee responds to growth (professionally). They also noted that employees that are most committed in performing challenging work are the ones are most likely to remain in the companies. Additionally, employee retention levels have been positively correlated with the training activities of employees (Walsh & Taylor, 2007). Other studies assert on the economic returns of proper training are more likely to be captured by the organization when the employees are motivated to stay and have significant impact on the organizations, (Fu & Deshpande, 2014). Giri and Kumar (2007), assert that that strategies that incorporates effective resource management initiatives enhanced employee retention.

B. The Effects of Demographic Characteristics on Employees Retention

It is possible that that employees through the various demographic characteristics can alter dissatisfying work situations which is a major factor in making decisions to leave their organizations. The employees who succeed in altering the dissatisfying work situations lower their dissatisfaction and their intent to leave while increasing their likelihood to remain within the organization (Sandhya & Pradeep Kumar, 2011).

According to Susan and Schuler (2000), low educational levels is associated with low compensation and poor benefits that increase the rate of voluntary employee exit. Additionally, Yang et al., (2012), assert that employee empowerment through educational, training and development

opportunities creates a sense of belonging and ownership in an organization and the employees tend to be more confident and improve their performance hence increasing their chances of remaining with the organization for a very long time. Tiwari (2015), posit that low employee empowerment levels can lead to a high turnover rate while Choong, Wong and Lau (2011), opine that empowerment creates a feeling of obligation in the employees who stay in the organization even when under pressure to leave from others who may not feel part of the organization.

Wan, (2007), assert that one of the fundamental approaches for organizations to enhance retention in a highly competitive and dynamic global market is to seek to optimize their workforce through comprehensive training and development programs while Choo and Bowley (2007), in their study observed that training and development ranked amongst the highest employee retention factors. Additionally, Choo and Bowley, (2007) posit that participation in internal and external training is beneficial to organizations and their employees, and these make employees feel better about remaining in the organization.

Thomas, Lashley and Eaglen (2000) reported that low levels of training give rise to high levels of employee turnover and that the provision of good training has a positive effect on employee retention. Additionally, organizations that provide training send a strong signal to employees regarding management commitment to their welfare, retention and service.

Cloutier, Felusiak, Hill, and Pemberton-Jones (2015), noted that employee perceptions on the provision of training by the company is an important feature of employee retention while other studies observes that employee training is positively related to retention as it provides motivation that locks employees to their jobs. According to Whitcomb, (2012) training enhances skills and improves staff performance and can address some of the factors that contribute to staff retention e.g. perceived support from the supervisor, the agency and community. Training also clearly defines role to employees thereby minimizing job stress.

Training is a key retention factor for employees at any age with Eisen (2005), observing that training programs available to all employees correlate with a 70% increase in employee retention rates and further assert that research shows that training methods that engage workers with career challenges, advancement opportunities, work incentives, competitive wages/benefits, and supportive work environments are effective retention strategies for employees of any age and that access to regular training programs enhances employee retention (Amble, 2006).

Arnold, (2005), Hytter, (2007) and Walker, (2001), argue that learning and development opportunities appear crucial for the retention of talented employees of an organization with Abram *et al.*, (2008) and Verheijen and Dewulf (2004) observing that the appreciative approach, realized through an

appreciative learning and working climate, positively influences employee retention while Jaing and Klein, (2000) posit that companies promoting employees' career opportunities through training opportunities are more likely to have employees remaining with them for long with Chang (1999), arguing that company-provided training might affect the psychological states of employees and when they believe that the company is doing a good job of providing proper training, they feel that the company is concerned with improving their skill and ability, making them attached to their company.

Armstrong (2012), observed that compensation and benefits are always viewed as tools for attracting and retaining desired employees while Chitsaz-Isfahan and Boustani, (2014), found that employees satisfied with company's operations compensation policies tend to remain committed to the organization and are more likely to stay for long as an organization's reward system affects the performance of the employee and their desire to remain employed. Milman and Dickson (2014), also pointed out that a number of researchers have demonstrated a great deal of inter-individual difference in understanding the significance of financial rewards for employee retention.

Dubie, (2000), assert that majority of workers value work/life initiatives as very meaningful with loyal employees who cannot envision changing jobs in the foreseeable future being more concerned with leave (vacation, holidays etc), flexible work schedules, family friendliness and a proximity to their home (provision of accommodation facilities as an employee benefit).

A study by Taplin, Winterton and Winterton (2007), observed that it is imperative for management to introduce initiatives that ease work/family conflicts such as flexible working hours, ignoring occasional lateness, providing transportation for employees and systematic attempts to solicit information from employees about potential domestic concerns with the management encouraged to maintain open communication that would lead to problem identification before they disrupt operation and result in avoidable turnover.

Louden (2012), affirm that family, hobbies and other social activities are all positively correlated with motivation in working establishments and increased employee retention with Boomer authority (2009), observing that job flexibility key for retaining employees of any age while Prenda and Stahl (2001), observed higher commitment and loyalty among employees with job flexibility options and Dubie, (2000), observed that employees who have access to work/life policies show significantly greater organizational commitment and expressed significantly lower intention to quit their jobs.

Salie and schlechter (2012), while noting that rewards and recognition as a means of appreciating an employee's level of education is a primary means through which motivation can be attained, reducing the turnover rate, observed that employees stay connected and are loyal to a particular

company judging on the basis of recognition by their respective companies.

In order to ensure a long stay with an organization, Namhyun (2014), posits that a good working environment play a critical role in employee motivation and retention while Kossivi, Xu and Kalgora (2016), posit that social support which relates to a good relationship between co-workers as well as the relationship between employees and management is very critical in ensuring the retention of workers as members are reluctant in losing the personal connection they have with their colleagues.

III. SUMMARY OF FINDINGS

A descriptive cross-sectional design was adopted in this study as it helps in the generation of explanatory information and the characteristics of a particular variable. The study mainly targeted employees of the county assembly of Kilifi and adopted census sampling. A self-constructed structured questionnaire was the main source of data collection. Frequencies and percentages have been used in description of descriptive statistics while inferential statistics has been achieved through the use of chi-squares and regression analysis to test for association between the variables.

Table 1: Analysis of respondents by Gender

		Valid Percent
	Male	54.7
	Female	45.3
	Total	100.0

The distribution of the respondents as indicated in table 1 reveals an evenly distribution in terms of gender with male respondents accounting for 54.7% while the female respondents accounted for 45.3%. This ensures that the opinions derived from the respondents are free from effects of uneven gender bias.

Table 2: Analysis of respondents by Age group

		Valid Percent
	18-29 years	24.4
	30-39 years	46.7
	40-49 years	20.0
	50-59 years	8.9
	Total	100.0

With regard to the distribution of the respondents based on the age groups, table 2 indicate that the respondents were distributed across all the alternative age groups with 46.7% of the respondents being drawn from the age group of 30 – 39 years, 24.4% came from the age group of 18-29 years, 20.0% from 40-49 years and 8.9% drawn from the age group of 50-59 years. This distribution is considered fair since it ensures representation of all the respondents in terms of the age and

this can also be translated to various levels of experience of the respondents.

Table 3: Analysis of respondents by Level of education

		Percent
	KCSE	16.0
	Diploma	46.7
	Degree	31.1
	Postgraduate	6.2
	Total	100.0

Table 3 presents the distribution of the respondents based on their respective levels of education. 46.7% are Diploma graduates, 31.1% have a Bachelor degree, and 16.0% have KCSE certificates while only 6.2% have a postgraduate qualification. This distribution can be regarded as fair with regard to getting a cross-sectional view points from all cadres of respondents based on their levels of education and ensuring that all the educational classes of the respondents are represented in the study.

Table 4: Analysis of respondents by Employment status

		Percent
	Permanent	52.4
	Temporary	47.6
	Total	100.0

Table 4 indicates that the distribution of the respondents by employment is also evenly distributed with 52.4% being on permanent employment terms while 47.6% are on temporary terms.

Table 5: Analysis of respondents by Time duration of employment

		Percent
	less than 1 year	17.8
	1-3 years	46.2
	4-9 years	36.0
	Total	100.0

Table 5 presents the distribution of the respondents with regard to their time duration in employment whereby majority being 46.2% have been in employment for between 1 and 3 years, this being the duration that the county governments have been in place and probably were hired through the respective county service and county assembly boards. 36% have been in employment for 4 – 9 years, these being probably the employees who were inherited by the county assembly board from the former local assemblies while 17.8% have been in employment for less than 1 year. This distribution enables opinions from those who have been in employment for long enough to provide an informed opinion with regard to either actual or potential employee turnover.

Does satisfaction with retention strategies differ among employees classified according to a) gender, b) age group, c) level of education, and d) time duration of employment?

Table 6: Group Statistics- Comparison by gender

	Gender	Mean	Std. Deviation
Satisfaction with retention strategies	Male	3.1245	.20814
	Female	3.0279	.30162

When the satisfaction with retention strategies is compared by gender, table 6 shows that there is a difference between the male and the female respondents with male having a mean of 3.1245 while the females have a mean of 3.0279. Additionally, table 7 presents the independent samples T- Test that reveals that when compared by gender, there is significant difference on the respondents’ opinion on the satisfaction with the retention strategies with a 2 tailed significant level of 0.007 against a significance level of 0.05. Likewise, the Levene’s test for equality of variance also reveals that the difference in the respondents view on the satisfaction with retention strategies based on gender is significant with a significant coefficient of 0.000 against acceptable significance level of 0.05

Table 8: Satisfaction with retention strategies by Age

	Mean	Std. Deviation
18-29 years	3.0841	.22765
30-39 years	3.0551	.22750
40-49 years	3.0569	.32471
50-59 years	3.2594	.27527
Total	3.0807	.25872

Table 8 shows that when the views of the respondents on the satisfaction with the retention strategies is compared by age groups, there is a difference in the mean for all the age groups. Additionally, table 9 reveals that the difference in the views of the respondents regarding satisfaction with retention strategies when compared by age is significant with a significance coefficient of 0.011 against an acceptable coefficient of 0.05

According to table 10, when Games Howell approach for multiple comparisons is done, the study shows that the differences in the views of the respondents regarding their satisfaction with the retention strategies based on age groups varies with the difference being significant between the age group of 30 – 39 years and 50 – 59 years with a significance coefficient of 0.022 against 0.05. The rest of the age groups have exhibited that the differences are not significant.

Table 10: Satisfaction with retention strategies - level of education

	Mean	Std. Deviation
KCSE	3.0458	.26693
Diploma	3.0727	.28978

Degree	3.0911	.22640
Postgraduate	3.1786	.05403
Total	3.0807	.25872

According to table 11, comparing by means, there is no much difference on the views of the respondents regarding satisfaction with retention strategies based on level of education. Additionally, table 12 shows that the difference in the views of the respondents regarding satisfaction with retention strategies when compared by level of education is not significant with a significance coefficient of .414 against a 0.05 level of significance. Thus, level of education plays a little role on its own to influence the employees’ level of satisfaction with the various retention strategies as adopted by the county assembly.

Comparison by time duration of employment

Table 13: Satisfaction with retention strategies

	Mean	Std. Deviation
less than 1 year	3.0962	.32179
1-3 years	3.0925	.23579
4-9 years	3.0579	.25403
Total	3.0807	.25872

According to table 13, the study reveals that based on the mean; there is no much difference in the views of the respondents on the satisfaction with retention strategies when compared by the time duration of employment. The study further reveals as shown in table 14 that there is no significant difference both between and within the various groups of respondents on their views regarding being satisfied with the various retention strategies being adopted by the organization. The significance level coefficient being .611 with a significant coefficient of .005

When the satisfaction with retention strategies is compared by gender, the study has established that there is a difference between the male and the female respondents. The independent samples T- Test reveal that there is significant difference on the respondents’ opinion on the satisfaction with the retention strategies with a 2 tailed significant level of 0.007 against a significance level of 0.05. Likewise, the Levene’s test for equality of variance also reveals that the difference in the respondents view on the satisfaction with retention strategies is significant with a significant coefficient of 0.000 against acceptable significance level of 0.05

Additionally, the study shows that when the views of the respondents on the satisfaction with the retention strategies are compared by age groups, there is a difference in the mean for all the age groups. Further, the difference in the views of the respondents regarding satisfaction with retention strategies when compared by age is significant with a significance coefficient of 0.011 against an acceptable coefficient of 0.05. Further, when Games Howell approach for multiple

comparisons is done, the study shows that the differences in the views of the respondents regarding their satisfaction with the retention strategies based on age groups varies with the difference being significant between the age group of 30 – 39 years and 50 – 59 years with a significance coefficient of 0.022 against 0.05. The rest of the age groups have exhibited that the differences are not significant. However, the study has established that comparing by means, there is no much difference on the views of the respondents regarding satisfaction with retention strategies based on level of education and that the difference in the views of the respondents regarding satisfaction with retention strategies when compared by level of education is not significant with a significance coefficient of .414 against a 0.05 level of significance

Finally, the study reveals that based on the mean; there is no much difference in the views of the respondents on the satisfaction with retention strategies when compared by the time duration of employment and that there is no significant difference both between and within the various groups of respondents on their views regarding being satisfied with the various retention strategies being adopted by the organization. The significance level coefficient being .611 with a significant coefficient of .005

IV. CONCLUSION

When the satisfaction with retention strategies is compared by gender, the study has established that there is a significant difference. Additionally, the study has established that when the views of the respondents on the satisfaction with the retention strategies are compared by age groups, there is a significant difference. However, the study has established that the difference regarding satisfaction with retention strategies when compared by level of education is not. Finally, the study reveals that there is no significant difference both between and within the various groups of respondents on their views regarding being satisfied with the various retention strategies being adopted by the organization.

V. RECOMMENDATIONS

Given that there is a significant difference in the opinion of the workers regarding satisfaction with retention strategies as adopted by the organization, it is recommended that the management should incorporate the impact of gender, age and duration of employment while formulating their retention programs.

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Table 7: Independent Samples T-Test

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference
Satisfaction with retention strategies	Equal variances not assumed	21.181	.000	2.738	174.048	.007*	.09658

*The difference is significant at 0.05 level

Table 9: ANOVA Satisfaction with retention strategies compared by Age group

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.733	3	.244	3.789	.011*
Within Groups	14.260	221	.065		
Total	14.994	224			

*The mean difference is significant at 0.05 level

Table 10: Dependent Variable: Satisfaction with retention strategies

Games-Howell				
(I) Age group	(J) Age group	Mean Difference (I-J)	Std. Error	Sig.
18-29 years	30-39 years	.02900	.03788	.870
	40-49 years	.02715	.05732	.965
	50-59 years	-.17528	.06878	.073
30-39 years				
	40-49 years	-.00186	.05325	1.000
	50-59 years	-.20429*	.06543	.022
40-49 years				
	50-59 years	-.20243	.07830	.061

*The mean difference is significant at 0.05 level

Table 12: Satisfaction with retention strategies – ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.192	3	.064	.957	.414
Within Groups	14.801	221	.067		
Total	14.994	224			

The mean difference is significant at 0.05 level

Table 14: Satisfaction with retention strategies – ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.066	2	.033	.494	.611
Within Groups	14.927	222	.067		
Total	14.994	224			

The mean difference is significant at 0.05 level