

Exploration of the Practice of Retention Strategies to Address Employees' Turnover rate 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 undertake an exploration of the practice of retention strategies to address employees' turnover rate in county assembly of Kilifi by adopting a cross-sectional study based on the following set of research objectives; to establish the trends of voluntary and involuntary turnover of employees; to discover the extent of employees satisfaction their job and the retention strategies and the discover how retention strategies are designed and implemented. The study concludes that the rate of turnover in the Kilifi County Assembly is generally low and the employees of the assembly are generally satisfied with their jobs.

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), posit 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. This study, aimed at assessing the designing and implementation of employee retention strategies within the County Assembly of Kilifi. Specifically, the study aimed at:

1. Establishing the trends of voluntary and involuntary turnover of employees.
2. Exploring the design and implementation of retention strategies by the County assembly of Kilifi.
3. Determining the extent of employee satisfaction with the retention strategies.

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 an 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 and Wan (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.

Furssso, (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, Muehleemann, 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.

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 Determinants of Employees Retention

Döckel, (2003), identified six critical factors considered to determine employee's retention rates, these are: compensation (base salary); job characteristics (skill variety and job autonomy); training and development opportunities; supervisor support; career opportunities and work/life policies while Aziri (2011), argue that among the top five retention factors were compensation, job characteristics, training and development opportunities, supervisor support and promotion.

Sandhya & Pradeep Kumar, (2011), opine that employees 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.

According to Susan and Schuler (2000), low compensation and poor benefits increase the rate of voluntary employee exit.

Empowerment

Yang & Wan, (2012), assert that employee empowerment 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.

Training and development

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 observe 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.

Employee Compensation

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.

Work Life Balance

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.

Rewards and recognition

Salie and schlechter (2012), while noting that rewards and recognition are 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.

Work Environment and Social Support

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.

Skill Recognition

Kim, Leong, and Lee (2005), observed that recognizing employee skills and/or personal job accomplishments is an effective retention strategy for employees at any age and that fulfilling people's need for acceptance by acknowledging their achievements prolongs employment of employees.

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.

A. The trends of voluntary and involuntary turnover of employees

The study reveals that the rate of turnover in the county of Kilifi is low as indicated by 82.2% of the employees, while 17.8% have indicated that the rate is moderate. Additionally, 86.7% of the employees indicate that their close workmates have not left work over the past few months while 13.3% indicated that their close workmates have left over the past few months. Further, the study reveals that 73.3% of the employees opined that workers in the county have never expressed intentions to switch employments while 19.6%

opined that they have occasionally expressed the intentions to switch and 7.1% have often expressed the intentions to switch. This implies that the employees of the county assembly as well as the executive have intentions of staying in their current jobs, thus a low turnover rate is expected.

The study further indicates that when the employees were asked whether the county assembly workers have expressed intentions to quit employment before identifying opportunity to switch to, 69.8% indicated that they have never, 17.3% indicated that they have occasionally done so while 12.9% indicated that they have often done so. When asked if the intentions to quit employment were voluntary, 23.1% indicated that they occasionally expressed intentions to quit employment before identifying opportunity to switch to while 76.9% indicated no. Thus, there could be some underlying reasons that would push the workers to quit before identifying any opportunity to switch to.

When asked if the intentions to quit employment were voluntary, 41.4% of the employees who indicated that workers of the county assembly often expressed intentions to quit employment before identifying opportunity to switch to indicated yes while 58.6% indicated no. Thus, further confirms the fact that there could be some underlying reasons that would push the workers to quit before identifying any opportunity to switch to.

B. The design and Implementation of the retention strategies

The study indicates that 88.4% of the employees feel that the management does not involve them in designing retention strategies while 11.6% feel that they get involved on the same. The study further shows that 83.1% of the employees feel that they do not have an opportunity to share their ideas at work while 16.9% feel that they do have such an opportunity. Additionally, the organization provides working facilities that are good enough with 72.9% agreeing to the fact while 27.1% indicated that the working facilities provided by the organization are not good enough and a greater majority of the respondents, 91.1% feel that the organization does not have rewards and recognition for their achievements while 8.9% feel that there are rewards and recognition for their achievements. Finally, 94.7% of the employees have indicated that they do not feel that their organization provide them with opportunities for growth and development while 5.3% feel that they are provided with the opportunities and that 88.4% of the employees feel they have a good relationship with their reporting managers while 11.6% feel they have a bad relationship with the reporting managers.

C. Employee satisfaction with retention strategies

The study shows that 66.7% of the employees are satisfied with their job while 33.3% are not. This explains why most of the employees indicated that their colleagues have not expressed any intentions of quitting their jobs in the recent past. In the analysis of the extent to which the employees of Kilifi County assembly are satisfied with the retention

strategies adopted by the county assembly, the following rating scale has been adopted, 1.00-1.49 = very dissatisfied; 1.50-2.49 = dissatisfied; 2.50-3.49 = moderately satisfied; 3.50-4.49 = satisfied; 4.40-5.00 = very satisfied for the mean rating. With regard to the homogeneity of the respondents' opinions, the following interpretation of the rating scale has been adopted: values of .5000 and below denotes homogeneity of opinions while values above .5000 denote heterogeneity of opinions. The analysis of the respondents' opinion on the extent of satisfaction with selected elements of the existing retention strategies as presented in table 1.

Table 1: Satisfaction with retention Strategies

	Mean	Std. Deviation
The salary scale per month	3.37	.790
The level of allowance received per month	3.48	.735
The housing allowance per month	4.41	.592
Availability of medical facilities	4.00	.939
The level of job security	3.38	.750
Working environment	3.75	.749
Recognition of my performance by top management	2.81	.762
The position to develop my career through my job	2.44	.497
The level at which the organization value my job	2.72	.748
Working relationships between employees	3.21	.742
Participation and involvement in official decision making	2.28	.499
Involvement of management in different personal matters concerning employees i.e., transfer, diseases, death, etc.	2.50	.642
The level of safety at work	3.64	.567
Opportunities for further education and training	1.68	.922
The way I get promotion	2.10	.326
Retirement benefits plan	3.29	.902
Accessibility to join trade unions and association	2.39	.580

The study shows that employees heterogeneously feel moderately satisfied with the salary scale per month with a mean of 3.37. Additionally, the employees heterogeneously feel moderately satisfied with the level of allowance received per month with a mean of 3.48. However, the employees tend to heterogeneously feel very satisfied with the housing allowance per month with a mean of 4.41 though they heterogeneously feel satisfied with the availability of medical facilities with a mean of 4.00.

With regard to the level of job security, the employees heterogeneously feel moderately satisfied with a mean of 3.38. They also heterogeneously feel satisfied with their working environment i.e. hot/cold, light intensity,

infrastructures, working instruments, transport facilities with a mean of 3.75. However, they heterogeneously feel moderately satisfied with the recognition of their performance by top management with a mean of 2.81. Further, employees homogeneously feel dissatisfied with the aspect of able to develop their careers from their current jobs with a mean of 2.44. This finding is consistent with the assertion by Cloutier, *et al.*, (2015), that provision of training opportunities are important features of employee retention. It also consistent with the position taken by Whitcomb (2012) that 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 and that training also clearly defines role to employees thereby minimizing job stress.

Additionally, the employees heterogeneously feel moderately satisfied with the level at which the organization value their job with a mean of 2.72 as well as with the working relationships between employees with a mean of 3.21. However, they homogeneously feel moderately satisfied with the participation and involvement in different official decision making with a mean of 2.28. This particular finding gives credence to the findings in the study by Tiwari, (2015) which indicated that poor job satisfaction, low empowerment levels and the low support levels from the superiors may lead to turnover.

With regard to the employees opinion on the involvement of management in different personal matters concerning employees i.e., transfer, diseases, death, etc. with a mean of 2.50, they heterogeneously feel moderately satisfied but tend to heterogeneously feel they are satisfied with the level of safety at work with a mean of 3.64 though they heterogeneously feel dissatisfied with opportunities for further education and training with a mean of 1.68.

The employees are homogeneously dissatisfied on the way they get promotion with a mean of 2.10 but are heterogeneously moderately satisfied with the retirement benefits plan with a mean of 3.29. Finally, they tend to heterogeneously feel moderately satisfied about the accessibility to join trade unions and other workers association with a mean of 2.39.

These findings are consistent with the observations by Whitcomb (2012) and Yang and Wan, (2012), that employee retention is not impacted by one factor bur rather by several factors such as rewards, compensation, training, job security, development, supervisor support, culture, organization, and work environment and Fursso, (2015), who asserted that retention factors can be divided into three main categories namely mental, social, and organization.

IV. CONCLUSION

The study has established that the rate of turnover in the Kilifi County Assembly is generally low from the perspective of the respondents, majority of the workers at the assembly have not

left their work over the past few months compared to those who have left and that majority of the workers have never expressed intentions to switch employments implying that the employees have intentions of staying in their current jobs, thus a low turnover rate is expected.

The study has further established that majority of the county assembly employees have not expressed intentions to quit employment before identifying opportunity to switch to and majority of the employee tend not to quit their jobs voluntarily. Thus, there could some underlying reasons that would push the workers to quit before identifying any opportunity to switch to. Finally, the employees are likely to voluntarily or non – voluntarily quit their jobs with or without an alternative job to switch to. Thus, further confirms the fact that there could some underlying reasons that would push the workers to quit before identifying any opportunity to switch to.

With regard to how retention strategies are designed and implemented at the Kilifi County Assembly, the study has established that the general feeling among the workers is that the management do not involve them in designing retention strategies; the workers do not have an opportunity to share their ideas at work; the organization provides working facilities that are good enough for the workers; the organization does not have rewards and recognition for the workers' achievements; the workers do not feel that their organization provide them with opportunities for growth and development; and finally, the workers have a good relationship with their reporting managers.

The study has established that the employees are generally satisfied with their jobs thus explains why most of the employees indicated that their colleagues have not expressed any intentions of quitting their jobs in the recent past. However, they are averagely satisfied with the specific retention programs adopted by the assembly. Specifically, the study has established that the workers of the assembly are not satisfied with the career development programs in their current jobs; opportunities for further education and training; and the way they get promotion. However, they feel moderately satisfied with the salary scale per month, the level of allowance received per month; the level of job security; the recognition of their performance by top management; the level at which the organization value their job; the working relationships between employees; the participation and involvement in different official decision making; the involvement of management in different personal matters concerning employees i.e., transfer, diseases, death; the retirement benefits plan; and the accessibility to join trade unions and other workers association.

Additionally, the assembly workers are generally satisfied with medical facilities; the working environment i.e. hot/cold, light intensity, infrastructures, working instruments, transport facilities; and the level of safety at work. Finally, the

assembly workers feel very satisfied with the housing allowance per month

V. RECOMMENDATIONS

This study recommends that the management of the assembly should established factors or reasons that could force their employees to quit that have not been captured by their retention programs and address them so as to ensure 100% retention level of the workers. Additionally, the management of the assembly should review the implementation of the specific retention programs that seems not to satisfy the employees; specifically, the management should review the career development programs in their current jobs; opportunities for further education and training; and the way they get promotion. 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. Finally, there is a need for the management to involve the workers in designing retention strategies; the workers should be provided with opportunity to share their ideas at work; the assembly should formulate rewards and recognition for the workers' achievements and the assembly should provide the workers with opportunities for growth and development.

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