EMPLOYEE RETENTION PRACTICES AND ORGANIZATION PERFORMANCE IN COUNTY GOVERNMENTS OF WESTERN KENYA

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A Thesis Submitted in Partial Fulfillment for the Degree of Doctor of Philosophy in Business Administration (Human Resource Management Option) of Masinde Muliro University of Science and Technology

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DECLARATION AND CERTIFICATION

Declaration by the Candidate

This thesis is my original work prepared with no other than the indicated sources and support and has not been presented elsewhere for a degree or any other award.

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DEDICATION

To my lovely parents and family members not forgetting my father, the late Mzee Patrick

Ooko Ambajo, mother, Phylister Akoth Ooko, aunt, Dolphine Angola, wife, Felistus

Oduor, son, Joseph Odhiambo and daughter, Deborah Akoth.

ACKNOWLEDGEMENT

ABSTRACT

In order for organizations to compete favorably in the current global economy, they need to invest heavily in employee retention practices. Former Western Province Counties in Kenya have been experiencing acute employees shortage due to their inability to attract and retain qualified personnel. This has resulted to poor county government performance resulting to; delays in projects initiation and completion, missing revenue collection targets, and poor service delivery to the citizens. Embracing employee retention practices coupled with good county leadership can act as a solution to the county dismal performance. The main objective of the study was therefore to investigate the effect of employee retention practices and county leadership on organization performance in county governments of Former Western Province, Kenya. The specific objectives of the study were to determined the effect of; competitive compensation, competency training, career growth and development, and work-life balance on organization performance in county governments of Former Western Province. It also investigated the moderating effect of county leadership on the relationship between employee retention practices and organization performance in county governments of Former Western Province. The study was anchored on five theories namely: resource based view theory; Equity theory of motivation; Social cognitive learning theory; Social cognitive career theory; and Spill over and work boarder theories. The study was premised on positivism paradigm philosophy. Mixed research design involving cross-sectional survey and descriptive correlational research designs were adopted in the study. 1, 826 employees were targeted out of which 328 respondents were sampled. Stratified sampling and simple random sampling techniques were employed to enable the researcher to select the respondents of the study in Kakamega, Vihiga, Busia and Bungoma Counties. Pilot study was conducted in Siaya County. The study collected primary data by use of questionnaires and interview schedule. Validity and reliability of research instruments were assured. The resultant Cronbach's Alpha value was 0.923 thus above the 0.7 acceptable threshold in social research. The data collected was analyzed using descriptive and inferential statistics. Inferential statistic involved the use of Pearson Product Moment correlation coefficient and regression models while descriptive statistic involved the use of percentage, mean and standard deviation. Data was presented by use of frequency distribution tables and figures. The study found out that employee retention practices of; work-life balance, competency training, competitive compensation and career growth and development contributes to 16.8%, 13.6%, 11.7% and 10.7% respectively of the variability on organization performance. Employee retention practices also had a significant positive effect on organization performance in county governments of Former Western Province. The study noted that county leadership moderated the relationship between employee retention practices and organization performance in county governments of Former Western Province at a rate of 52.9%. It was therefore recommended that county governments should formulate, develop and implement employee retention practices entailing; work-life balance, competency training, competitive compensation and career growth and development so as to realize improved organization performance. Government and organization policy makers may utilize the study findings in developing human resource policies on employee retention practices for better organization performance while academia and other researchers may rely on the study rich empirical literature to further research in the study area.

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ABBREVIATIONS AND ACRONYMS

ANOVA   Analysis of Variance

BCG   Boston Consulting Group

CCO   County Chief Officers

CDF   Constituency Development Fund

CEO   Chief Executive Officer

CIC   Commission on Implementation of the Constitution

CoB   Controller of Budget

CoK   Constitution of Kenya

CPSB   County Public Service Board

CRA   Commission on Allocation of Revenue

CVI   Content validity Index

FCS   Federal Civil Service

GoK   Government of Kenya

HR   Human Resource

IT   Information Technology

IEA   Institute of Economic Affairs

KNBS   Kenya National Bureau of Statistics

LATF   Local Authority Transfer Fund

MMUST   Masinde Muliro University of Science and Technology

NACOSTI   National Commission for Science Technology and Innovation

NARK   National Rainbow Coalition

PEF   Poverty Eradication Fund

SCCT	Social Cognitive Career Theory
SEBF	Secondary Education Bursary Fund
SPSS	Statistical Package for Social Sciences
SRC	Salaries and Remuneration Commission
TA	Transition Authority
VIF	Variance Inflation Factor
WLBP	Work-life Balance Programs
YEDF	Youth Enterprise Development Fund
NCPB	National Cereals and Produce Board
RBV	Resource Base View
USA	United State of America
CBIRR	Controller of Budget Annual County Budget Implementation Review Report

OPERATIONAL DEFINITION OF TERMS

Competitive Advantage   Superiority gained by an organization over competitors by offering clients the great value of service as a result of its skilled workforce.

Competitive Compensation   Commensurate financial and non-financial rewards given to employees in an organization which is over and above what is offered by the competitor.

Talent Management Strategies   An active employee management system used by organization to attract, retain and develop its workforce.

Employee Retention Practices   Set of strategies undertaken by an organization to encourage its workforce to remain with the organization for a long period of time. These set of practices in the study entail; competitive compensation, competency training, career growth and development, and work-life balance.

Former Western Province Counties   Counties found within Former Western Kenya Province. They include; Kakamega, Vihiga, Bungoma and Busia Counties.

Work-life Balance   Satisfaction and good functioning at work and home with a minimum inter-role conflict between work and non-work demands.

Career Growth and Development   Progression in career path which allow employees to develop their full potential.

Competency Training   A process of acquiring requisite knowledge and skills for better job performance.

Organization Performance   Act of carrying out actions and activities in order to accomplish an intended purpose. Resultant output as per the study was measured in terms of, level of projects initiation and completion, innovativeness in local revenue collection and generation, level of employees satisfaction, utilization of grants received from national government and donors, and availability of investment opportunities.

County Leadership   Ability of the superiors in the county government to persuade their subordinates to follow a certain course of action. In the study, county leadership encompasses leadership strategies   that encourage; teamwork, culture of trust and openness, collective decision making process, motivation and empowerment, democratic management, autonomy and flexibility in the management of county governments.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The global competitive market has made most of the organization to compete for survival while utilizing available scarce resources. The resources range from financial, physical and human resources. According to Armstrong (2010), human resources are the most valuable resources for organization competitiveness and superior performance. This is due to the fact that all other resources depend on people in generating the required output. Scullion and Collings (2011) assert that highly educated and skilled labour force increases organization ability to compete globally.

In the recent times, there is a paradigm shift from human resource to human capital that places much premium on skills, knowledge and abilities of people employed in an organization. Since employees are regarded as the most valuable assert in an organization for superior performance, employees retention practices need to be put in place to ensure that there is a pool of skilled and knowledgeable people in an organization for better performance. When employees desert their currents jobs, it is normally a sign that something is not going well thus making organization incurs costs associated with employee turnover that entails; loss of clients, loss of intellectual capital, and recruitment and training costs necessitating the need for employees' retention (Guma, 2011).

Employee retention therefore refers to a process in which employees are total encouraged to remain with the organization for a long period of time (Sandhya & Kumar, 2011). According to Klippert (2014), talent retention refers to mechanisms used by an

organization to prolong the employees desire to continue working for an organization for a long time.

It is critical for organizations to create and adopt strategies for employees' retention in order to increase employees' performance that can in the long run results to organization performance. Lack of employee retention practices results to increase in employee turnover which is a serious problem that organization faces as a result of job dissatisfaction, lack of a decent salary package and career advancements and poor working conditions (Ivancevich, 2010). Morgan (2011) define employee retention strategies as practices or policies that an organization uses to satisfy the employees diverse needs and create an environment that encourages them to stay long with the organization.

Studies have shown that organization that retains their employee report improvement in organization performance. Gordon & Meredith (2001) observed that successful organizations in the global market have invested heavily in employee retention. Hughes and Rog (2008) cited in Poorhosseinzadeh and Subramaniam (2012) noted that organizations all over the world are concerned with talent retention for better organization performance by using different approaches to retain their best talents. Performance assessment is used in Italy while simulation is used in Netherlands, France and Brazil as a basis of talent retention. Employee retention is based on achievement of performance targets in South Korea and most employers in Japan retain their staff through use of intimidation as a source of gaining employees trust and respect.

Boudreau and Ramstad (2005) found out that 73% of the executives in United State of America (USA) posit that integration of talent retention within the overall organization

strategy results to achievement of organization operational excellence. A study conducted by Sharma, Mahendru, and Singh (2010) on employee retention in Information Technology Industry in North of India revealed that retaining skilled and competent employees was a source of competitive advantage to the company.

A research conducted by Gberevbie (2010) in the Federal Civil Service (FCS) in Nigeria opined that employee retention strategies in private sectors are better than the public sectors. This is because the private sector tends to offer attractive incentive to retain employees for better performance. According to Pienaar and Bester (2008), 5-18% of academic staff leave the higher education institution in Nigeria due organization inability to retain them while Chikumbi (2011) observed that Zambian Banks practice succession planning as a mean of retaining their employees.

Locally, in Kenya, studies have pointed out the challenges faced by organization in employee retention which mostly affects organization productivity. Kamoche, Nyambegera and Mulinge (2004) posit that Kenya is losing its skilled human resources, especially professional and technical personnel to America and Europe. Further, Botswana and South Africa have become popular destinations for Kenyan scholars from major public universities. This is supported by Waswa and Katana (2008) who observe that qualified academic staff have resigned from Kenyan public universities and secured better paying jobs abroad. A report released by Boston Consulting Group, BCG (2007) and Government of Kenya, GoK (2010) indicated that the public sectors in Kenya experiences difficulties in recruitment and retaining employees particularly where they compete with private firms for skilled and talented workers.

Studies have indicated mix research findings concerning employee retention practices and organization performance covered within the scope of this study. Peggy and Bernard (2016) conducted a study on analysis of employee retention strategies on organizational performance of hospitals in Mombasa County. From the study, employee retention strategies of recruitment and supervision had a positive and significant effect on organization performance.

Nyambura (2018) conducted a study in Nakuru County Governments on the influence of differential reward scheme on employees' satisfaction. It was noted that differential reward scheme (recognition, allowances, training and promotion) positively affect employees job satisfaction. Another study carried out by Aduda and Musyoka (2011) in Nine Commercial Banks listed in Nairobi Security Exchange (NSE) Market. The study revealed that executive compensation had a negative and insignificant effect of firm performance. This implies that compensation packages do not affect the performance of employees in executive positions in NSE market thus valuing non-monetary reward more. Muthengi (2017) conducted a study in the Office of Auditor General in Kenya on the effect of compensation strategy on organization performance. The study revealed that compensation strategy had a positive and significant effect on organization performance.

A study by Wanyama (2010) on the relationship between capacity building and employee productivity in Commercial Banks in Kenya depicted that capacity building through training enhances employee productivity. Findings of Musili (2010) on the perceived effectiveness of training and development on employee performance among Fright Attendants in Kenya Airways showed that there is a positive and significant effect of perceived training and development on employee performance.

Valentine (2017) carried out a study on effect of training and development on employee performance at Kakamenga County General Hospital in Kenya. The study revealed that there is a very high positive and significant effect of training and development on employees' performance. Kiyana and Bett (2017) conducted a study in Turkana County Government on the effect of training and development practices (team building, knowledge management evaluation, and promotion) on employees' performance. The study depicted that training and development practices contribute positively to employees' performance.

Kakui and Gachunga (2016) investigated the effect of career development on employee performance in the Public Sector, a case of National Cereal and Produce Board. The study found out that applying career mentoring and employee training for career development had a positive and significant effect of employee performance. The study thus concluded that career mentorship and training contributes positively to employee performance. A study conducted by Wanjala, Mathew and Machogu (2015) on Career Stagnation and Performance of Public Service in Kenya, a case of County Government of Murang'a. The study revealed that there was a negative and a significant association between career stagnation practices (lack of skills, lack of motivation, lack of innovation and increases stress) on career progression. Wanjala et al (2015) study concluded that career stagnation practices are negative determinants of the performance of county government of Murang'a. This research study depicted that although employees have aspiration to develop their career ladder from recruitment to retirement, a number of employees in the County Government of Muranga have stagnated in one job position for a long time.

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Mukururi and Ngari (2014) investigated the influence of work-life balance policies on employee job satisfaction in Kenya banking sector, a case of commercial banks in Nairobi Central District. The study found out that there was a positive and significant relationship between work-life balance and employee job satisfaction. Another study conducted by Kathike (2015) in Makueni County Governments on effect of work-life balance policies (leave provision, personal development, labour policies, and employees welfare) on employee job satisfaction depicted that work-life balance policies positively contributes to employee job satisfaction.

Analysis of the past researches highlighted in this study on employee retention practices (compensation, training, career development and work-life balance) and employee performance have revealed eminent gaps. First, the studies have been conducted in sectors and counties different from this study that is, in service sector, in manufacturing sectors and in counties like Makueni, Murang'a and Nakuru. Also, dependent variables used by past studies were restricted to employees' performance, job satisfaction and employee job satisfaction. This current study deviated from this norm by using organization performance as a dependent variable. Finally, there is a gap in coverage scope because the highlighted studies are mostly case studies while the current study had an enlarged scope covering four counties located in Former Western Province.

Few, if any studies to the researcher knowledge have been conducted regarding employee retention practices, county leadership and organization performance in county governments of Former Western Province. This study filled the existing knowledge gap by investigating the effect of employee retention practices and county leadership on performance in county governments of Former Western Province.

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1.1.1 Devolved Governance in Kenya

Devolution in Kenya can be traced to Kenya independence in 1964 when Lancaster House Constitution was embraced but abolished latter through the constitutional amendments. This resulted to Kenya been centralized country based in Nairobi capital where most decisions were made. The centralization resulted to resources allocation marginalization making some of the regions in Kenya lag behind in development (Burugu, 2010). The impact of marginalization resulted to agitation for reforms in 1990s for more public participation in decision making. This agitation for equal representation led to Kenyan second liberation championed by Keneth Matiba, Oginga Odinga, Kiraitu Murungi and Mukaru Nganga.

Decentralized governments where services and resources are brought near people have been a concern of the general public and civil societies in Kenya. The Mwai Kibaki presidency in 2002 lead to the realization of this dream in the National Rainbow Coalition (NARC) government where Constituency Development Fund (CDF) Act of 2003 was passed leading to setting aside at least 2.5% of ordinary revenue for CDF program disbursement (Ntuala, 2010). This resulted to development in Kenya an even in areas initially marginalized through building of roads, schools, hospitals and bridges and also putting up water projects.

Apart from the passage of CDF Act 2013 into law, more monies were disbursed for development through other funds which were enacted by the Kenyan parliament. These include; Constituency Bursary Fund (CBF) or Secondary Education Bursary Fund (SEBF), Local Authority Transfer Fund (LATF), Constituency HIV/AIDS Fund, Women Enterprise Fund, Youth Enterprise Development Fund (YEDF), Poverty Eradication Fund (PEF) and National Development Fund for Persons with Disability (Ntuala, 2010).

Gachomo (2007) opines that several challenges have been faced in the implementation of the funding regimes in Kenya because most politicians use the funds to boost their political power. As a result, there has been inadequate capacity at constituency level and limited public participation especially by the vulnerable groups. There have also been cases of corruption in fund disbursal and utilization leading to white elephant projects.

Kenya adopted devolution officially in 2010 through the passage of the new constitution in a national referendum which created two level of government, that is, the national government and the county government. It also created the county assemblies that oversee the functions of the devolved units, the national assembly that makes the laws of the country and the senate that is mandated to protect the devolved counties.

Kenya being a unitary state has two level of governments with distinct functions and powers. It has a national government with three arms involving the Executive headed by the President, the Judiciary headed by the Chief Justice and the Legislature headed by the Speaker. The county government is headed by the Governor and has a county assembly headed by the county Speaker. The constitutional commissions responsible for successful transition and functioning of the county governments in Kenya were established namely; Implementation of the Constitution (C.IC), The Transition Authority (T.A), The Salaries and Remuneration Commission (S.RC) and The Commission on Allocation of Revenue (C.R.A) (Burugu 2010; Constitution of Kenya-CoK, 2010).

First Schedule of the Constitution of Kenya (CoK) (2010) divided Kenyan territory into 47 counties as guided by the Provinces and Districts Act of 1992 in the delineation of administrative districts. The current study was conducted in county governments of

Former Western Province, county number 37, 38, 39 and 40, that is, Kakamega, Vihiga, Bungoma and Busia Counties.

Article 174 of the Constitution of Kenya outlines the main aim of devolution which entails; bringing governance closer to the people allowing public participation, easy accessibility of services through the country, to grant people the right to participate in development, to promote social and economic development, and to promote democratic and accountable exercise of power (CoK, 2010). Under the 2010 constitution, County Governments are responsible for: executive functions as outlined under article 183 of the CoK; county legislation; and performance of the functions outlined under the Fourth Schedule.

County functions provided in Fourth Schedule Part Two include; agriculture; county planning and development; firefighting services and disaster management; controlling of drugs and pornography; county health services; control of noise and air pollution, public nuisances; public entertainment, cultural activities; trade development and regulation; county transport; animal control and welfare. They are also mandated to coordinate participation of communities and governance locations at the local level and to assist communities and locations to develop the administrative capacity for the effective participation in governance at the local level and exercise of the functions and powers of the county governments.

1.1.2 Performance of County Governments in Kenya

In the first year of devolution in 2013, donor agencies like World Bank, the Kenyan government, stakeholders and Kenyans supported devolution as shown by Ipsos Synovate (2014) findings. The findings indicated that 69% of Kenyans are in support of devolution

which increased to 78% in 2015 as a result to development projects being initiated by the county governments as a result of devolution. Another finding by another non-governmental organization, Twaweza in 2016 also supported this assertion by noting that 8 out of 10 Kenyans are willing to pay taxes to the county governments and are fully in support of devolution.

A study conducted by Khaunya, Wawire and Chepngeno (2015) however contradicts the Ipsos Synovate and Twaweza findings by reporting that there has been loss of trust and confidence in the county governments as a result of; massive corruption due to misappropriation of resources, inadequate performance in service delivery and infrastructure development, escalating unemployment, and persistent demonstration and strikes.

Transparency International (2015) further observes that public goodwill in the county governments have been eroded over times leading to dismal performance of devolved governments as a result of corruption even though there has been intensive advocating on public participation. The Kenyan public, prospective investors and development partners are beginning to loss trust in devolution due to current state of county governments' affair which is negatively affecting growth and investments of in Kenyan counties (Institute of Economic Affairs-IEA, 2015). A status report by Transparency International in 2016 was alarming as a large percentage of Kenyans rated service delivery in the counties as poor or average while 62% of Kenyans sampled believed that corruption has been indeed devolved.

1.1.3 Performance and Employee Retention of Counties in Former Western Province

Counties in Former Western Province have also had a wide range of challenges in the devolution process. Auditor General Report on the Financial Statement of the County Assembly and the Executive for the period ended 30th June, 2016 of Bungoma, Busia, Kakamega and Vihiga counties revealed a range of issues including: accumulation of pending bills, irregularity in procurement of goods and services, unsupported expenditure, weak internal control, unsupported development expenditure, irregular salary advancement, loan repayment default from women and youth funds, missing the local collection revenue target (Auditor General Report of Western Kenya County Financial Statement, 2016).

Controller of Budget Annual County Budget Implementation Review Report (CBIRR) for the financial year 2016/17 supported the assertion by the auditor general by highlighting that county government have always missed their revenue target, continue to accumulate pending bills as a result of delay by the National Treasury to disburse the equitable share of revenue raised nationally. There has also been; late submission of financial reports by the county treasury, delayed in implementation and completion of projects initiated by the county government, delayed project utilization and service delivery, implementation of projects without proper visibility studies and incomplete or stalled projects (CBIRR, 2017).

Auditor general and controller of budget report clearly depict that Former Western Province counties in Kenya organization performance is in questions due to; miss revenue collection targets, delayed projects completion and utilization, and delayed

service provision to the citizens which was attributed to corruption in the county governments.

As far as employee retention is concern, it can be deduced that lack of talented work force are the main hindrance to county government performance due to the facts that county governments have continued to; miss their revenue collection targets, submit financial reports by the county treasury past the deadline set, have stalled projects, report weak internal controls. County Public Service Board (CPSB) Annual Reports to the County Assembly for the periods 2015-2017 revealed alarming situation in the Former Western Province Counties. Some of the highlighted issues by CPSB annual reports entail: inability to attract qualified personnel; lack of certain skills in the labour market such as Secretary/CEO to the Board; disharmony in remuneration of officers from the defunct local authority, those seconded from the national government and those from devolved departments; industrial disputes which are very expensive and time consuming; and disruption delivery of services to the citizens (CPSB Report, 2015-2017).

CPSB annual reports also captured the following issues; inadequate budgetary allocation on training to address performance gaps; limited financial resources for comprehensively undertaking the mandate of county public service; historical stagnation of staff in certain job position; difficulties in attracting and retaining personnel with requisite skills given the recommended salary structure by Commission on Revenue Allocation Commission; low response to advertisement and lack of requisite skills; and delay in disbursement of funds leading to huge pending bills, delayed implementation of programmes and non-implementation of some programmes (CPSB Report, 2015-2017).

Review of the reports by the Auditor General, Controller of Budget and County Public Service Board paint a picture of Counties in Former Western Province surrounded by a number of challenges in their employee retention practices which have resulted to their reduced organization performance. It is against this background that this current study investigated the effect of employee retention practices and county leadership on performance in county governments of Former Western Province.

1.2 Statement of the Problem

In the current global economy, employees are regarded as the world most valuable asset for a competitive advantage. In order for the organizations to compete favouably, they need to invest financially and emotionally in their workers so as to attract, develop and retained them. Employee retention practices are therefore mechanisms used by the organization to prolong the employees desire to work for an organization for a long duration of time (Morgan, 2011). Ooko, Manyasi and Ondiek (2016) study on talent retention strategies and employee productivity in Private Sugar Company in Kakamega County, Kenya revealed that most organizations who retain their key talents register improvement in their employee productivity and in the long run results in organization performance. Peggy and Bernard (2016) studied employee retention strategies on organizational performance of hospitals in Mombasa County. They noted that employee retention strategies of recruitment and supervision had a significant and positive effect on organization performance.

Counties in Former Western Province in Kenya continue to experience a range of challenges brought about by devolution hence unable to retain their talented work force for them to provide the necessary services to the citizens. County Public Service Board

(CPSB) Annual Reports to the County Assembly for the periods 2015-2017 revealed alarming situation in counties especially Kakamega County like: inability to attract and retain qualified personnel; lack of certain skills in the labour market such as Secretary/CEO to the Board; disharmony in remuneration of officers; frequent industrial disputes; inadequate budgetary allocation on training to address performance gaps; historical stagnation of staff in certain job position; difficulties in attracting and retaining personnel with requisite skills; low response to advertisement and lack of requisite skills (CPSB Report, 2015-2017).

Analysis of the Auditor General and Controller of Budget reports for the financial year 2016/17 depicted that Former Western county governments have continued to; miss their revenue targets, report an increase number of installed projects, experience delayed projects completion and utilization, and document delayed service provision to the citizens which were also attributed to corruption in the county governments. Past studies conducted on the relationship between employee retention practices construct and organization performance depicted that there is a positive relationship among these variables. Nyambura (2018) conducted a study in Nakuru County on differentiated reward scheme and employees satisfaction while Aduda and Musyoka (2011) carried out a study on executive compensation and firm performance in NCPB in Kenya.

Valentine (2017) conducted a study on effect of Training and Development on Employees Performance at Kakamega County General Hospital while Kiyana and Bett (2017) conducted the same study but in Turkana County Government in Kenya. Kakui and Gachunga (2016) researched on effect of career development on employee performance while Wanjala et al (2015) studied career stagnation and performance of

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Murang'a County Government in Kenya. With regard to work-life balance, Mukururi and Ngari (2014) and Kathike (2015) conducted a study on influence of work-life balance policies on employee satisfaction in Commercial Banks in Nairobi Central District in Kenya and Makueni County Government respectively. In light of the above studies, few if any studies to the researcher knowledge have been conducted regarding employee retention practices and organization performance in county governments of Former Western Province. This study thus investigated the effect of employee retention practices and county leadership on organization performance in county governments of Former Western Province in Kenya.

1.3 Research Objectives

1.3.1 General Research Objective

The study investigated the effect of employee retention practices and county leadership on organization performance in county governments of Former Western Province, Kenya.

1.3.2 Specific Research Objectives

Specifically, the study sought to achieve the following objectives:-

i. To examine the effect of competitive compensation on organization performance in county governments of Former Western Province.

ii. To determine the effect of competency training on organization performance in county governments of Former Western Province.

iii. To examine the effect of career growth and development on organization performance in county governments of Former Western Province.

iv. To establish the effect of work-life balance on organization performance in county governments of Former Western Province.

v. To investigated the moderating effect of county leadership on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

1.4 Research Hypotheses

The study was guided by the following hypotheses.

Ho$_1$: Competitive compensation has no significant effect on organization performance in county governments of Former Western Province.

Ho$_2$: Competency training has no significant effect on organization performance in county governments of Former Western Province.

Ho$_3$: Career growth and development has no significant effect on organization performance in county governments of Former Western Province.

Ho$_4$: Work-life balance has no significant effect on organization performance in county governments of Former Western Province.

Ho$_5$: County leadership has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

Ho$_5$:

a) *Culture of trust and openness has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

b) *Democratic management has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

c) *Autonomy and flexibility in management has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

d) *Teamwork has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

e) *Collective decision making has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

f) *Motivation and empowerment has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

1.5 Significance of the Study

This study will be of much benefit to different stakeholders. These stakeholders included: County Governments, policy makers, researchers and academia.

1.5.1 County Government

The management of the county governments in Kenya may be sensitized on the importance of employee retention practices for county governments' performance in Kenya. These managers may specifically be able to choose the best employee retention practices that is, work life balance, competency training, competitive compensation and

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career growth and development. The study findings places a great premium of county leaders tasked with formulating, developing and implementing employee retention practices for improved county performance. The study may thus inform county managers on the leadership mix that enhances better performance and in turn result to better service delivery to the citizens. The findings of the study may also act as a yardstick against which managers in the devolved governments can gauge themselves on their provision of employee retention practices that enhance organization performance.

1.5.2 Policy Makers

County government function under the Fourth Schedule Part Two of the Kenyan Constitution 2010 includes complementing the national government and private sector initiatives to provide essential services and goods to the decentralized units. This implies that they complement service delivery to the citizens of Kenya alongside the national government and the private sector. Employees are key towards service provision at the county and national governments. The outcome of this study may provide policy makers at county, national and private sectors with information that can be used as inputs for policy development on how to retain employees who are key towards service provision to the citizens. Policy makers may use the study findings to formulate policies to enhance the growth and performance of the devolved units in Kenya. These are national interest since they contributes significantly to the nation's economic growth through generation of public goods and services and for job creations.

1.5.3 Researchers and Academia

The findings of this study may also be of valuable importance to researchers and academicians in providing sector specific knowledge on the contributions of employee retention practices on the organization performance of counties in Kenya. The study may provide a theoretical and empirical source for building adequate literature on the subject for future studies. This study also makes contributions to the existing literature on employee retention practices, county leadership and organization performance in Kenyan Counties especially in Western Kenya counties.

1.6 Scope of the Study

This study was geographically limited to county governments of Former Western Province, that is, Kakamega, Vihiga, Bungoma and Busia bearing in mind that there are 47 county governments in Kenya. The study established the effect of employee retention practices on organization performance in county governments of Former Western Province. The content scope of employee retention practices was limited to competitive compensation, competency training, career growth and development and work-life balance. The researcher undertook the study in a period of six months running from April, 2019 to September, 2019 thus forming the time scope. The study methodological scope was limited to positivism research philosophy, descriptive correlational and cross-sectional survey research design.

1.7 Limitations of the Study

According to Mugenda and Mugenda (2003) a limitation refers to an aspect of research that may influence the results and the researcher has little control over.

Limitations of the study included the following:

During data collection, some respondents initially feared for their identity. The researcher ensured that respondents were comfortable sharing their information by not requiring them to disclose their identity.

The busy schedules of most of the respondents especially the members of public service board, HR officers, the chief officers and the directors who are handling county duties and responsibilities was of great concern. The researcher hired four researcher assistant who helped monitor data collection in the field thus providing respondents with more time from two weeks to one month to complete the questionnaire and book appropriate time for interview. The time allocated was also complemented by follow-up phone call by the researcher and the research assistants.

Given that the questionnaires were written in English, some respondents especially the county departmental staff had difficulties in filling the questionnaire and interpreting the study variables. The researcher and the research assistants translated the questions for easy understanding to the respondents in Kiswahili and in some instances local dialects which enabled the respondents to fill the study questionnaires with ease.

The study initially faced low intake in the first week of administering the research questionnaires due to fear of victimization especially departmental staff by their seniors. This limitation was mitigated through the use of a consent statement that advised the respondents that the data was being collected for the purpose of an academic purpose only, and that their information were kept anonymous and confidential.

The researcher and the research assistants also followed strict organization protocol through getting permission from the county management aided by; county secretary, the clerk and human resource department offices thus increasing the response rate of the respondents in the subsequent weeks.

1.8 Conceptual Framework

Kothari (2004) defines a conceptual framework as a model that explores the relationship between the independent and the dependent variables. An independent variable is a variable that cause a presumed changes in the dependent variable. This study was guided by the conceptual framework in Figure 1.1. The independent variable is employee retention practices which include: competitive compensation, competency training, career growth and development and work life balance.

The dependent variable is organization performance measured in terms of: Level of projects initiation and completion; Innovativeness in revenue collection and generation; Level of employee satisfaction; Utilization of grants received from government and donors; and Availability of Investment opportunities. The moderating variable is county leadership measured in terms of: Culture of trust and openness; Autonomy and flexibility in management; Teamwork; Collective decision making; and Motivation and empowerment.

The researcher conceptualize that there is a relationship between employee retention practices and organization performance which is in agreement with past studies conducted by (Ooko et. al, 2016; Peggy and Bernard, 2016; Domfeh, 2012). Constructs of employee retention practices are assumed to have an effect on organization performance for instance competitive compensation (Muthengi, 2018; Nyambura, 2018),

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competency training (Valentine, 2017; Kiyana and Bett, 2017), career growth and development (Kakui and Gachunga, 2016; Wanjala et. al, 2015), and Work-life balance (Obiageli et.al, 2015; Kathike, 2015). The county leadership is also conceptualized to have an effect on the relationship between employee retention practices and organization performance as depicted by Gopinath and Becker (2000).

INDEPENDENT VARIABLE

DEPENDENT VARIABLE

| EMPLOYEE RETENTION PRACTICES |

Competitive Compensation
- Non-financial rewards (Promotion, recognition and responsibility)
- Financial rewards (Salaries, benefits and allowances)
- Equitable remuneration
- Compensation policies and programmes

ORGANIZATION PERFORMANCE

$H0_1$

Competency Training
- Mentorship and coaching programmes
- Self-learning opportunities
- Training and development programmes
- Training policy and strategy
- Of-the-job training programmes like workshops, lectures and seminars
- On-the-job training programmes like job rotation, job enlargement and job coaching

$H0_2$

- Level of projects initiation and completion
- Innovativeness in local revenue collection and generation
- Level of employees satisfaction
- Utilization of grants received from national government and donors
- Availability of investment opportunities

Career Growth and Development
- Career pathing and planning
- Succession planning
- Self-development programmes
- Career counselling
- Challenging job assignment
- Career development policies and programmes

$H0_3$

Work-Life Balance
- Flexible work arrangements
- Employees welfare programmes
- Leave provision (sick, education, maternity and paternity)
- Personal development programmes
- Employees assisted programmes
- Work life policies and programmes

$H0_4$

$H0_5$ **MODERATING VARIABLE**

COUNTY LEADERSHIP
- Culture of trust and openness
- Democratic Management
- Autonomy and flexibility in management
- Teamwork
- Collective decision making
- Motivation and empowerment

Figure 1.1: Conceptualizing the relationship between Employee Retention Practices, County Leadership and Organization Performance
Source: Researcher conceptualization (2019)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the pertinent literature related to the study under the following sub-topics; theoretical framework, theoretical review, empirical review and research gaps.

2.2 Theoretical Framework

The study was anchored on Resource Based View Theory of the Firm. The study also utilized the following theories in line with study objectives: Equity theory of motivation; Social cognitive career theory; Spill over and work boarder theories; and Social cognitive learning theory.

2.2.1 Resource-Based View (RBV) Theory

Selznick (1957) and Penrose (1959) propagaded the RBV theory. Selznick (1957) noted that organization poseses distinctive competence that enables them outcompete their competities while Penrose (1959) opined that a an organization is a colection of productive rseources that is responsible for superior performance. The theory is grounded on the nature of employement relationship that creates value to customers based on the strategic nature of human asset. According to Barney (2001), survival of the organization is pegged on its ability to retain its internal resources.

RBV theory views resources as a ingredients that are rare, valuable, imperfectly substituatable and imitable for organization competitive advantage (Madhani, 2010). Robinson (2008) observes that for organizations to perform their activities efficiently and

effectively, they need to utilize their human asset and strength such as skills and knowledge and organization processes.

RBV theory is based on the principle that an organization competitive advantage is as a result of its resources and capabilities that are imbedded inside the organization. The organizations are better placed to exploit external opportunities using existing internal resources rather than depending on new skills and capabilities from external sources (Peteraf & Bergen, 2003). According to Bhattacharyya (2014), organizations also need to compete for scarce resources like talented employees for organization to have a sustainable performance.

The RBV theory has faced a number of criticisms. Priem and Butler (2001) content that the theory assumes that the product market is stable and ignores the real value of the resources. The theory has also been criticized for not being able to provide the right asset due to social and political issues affecting ownership of resources thus complicating the decision making process by managers (Hoopes, Madsen and Walker, 2003). Despite the critics of the theory, it is still relevant in the current turbulent environment where competitiveness of the organization is critical for dynamics performance.

RBV theory allows for strategic combination of resources for organization performance through combination and utilization of resources that enable firms' differentiation in the market (Acedo, Barroso, & Galan, 2006). This theory anchored the study because it explains the strategic role of organization employees in gaining competitive advantage. Since employees play a pivot role in an organization performance, employee retention practices of competitive compensation, competency training, career growth and development and work-life balance is necessary. The resource-based view (RBV)

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therefore becomes an integral part in interpreting how employee retention practices can become a tool of sustainable competitive advantage.

The study also relied on RBV theory to build the premise for organization performance. According to Innocent (2015), the theory has been widely used in the studies of organization performance. The theory tries to find answer to the question on how can organizations achieve competitive advantage over their competitors and enhance their performance. The organization assets and capabilities which are internal competencies and knowledge are very useful in the achievement of organization performance (Chuang & Lin, 2017).

2.2.2 Equity Theory of Motivation

Adams propagated Equity Theory of Motivation in 1965. The theory is based on equity principle where organization should practice justice and fairness in rewarding employees (Nzuve, 2007). Employees' commitment and loyalty is as a result of them perceiving the organization as being fair in rewarding their effort. The theory is based on the assumption that employees are not only concern on what they get but also on what others in the same rank get.

Another form of equity is associated with employee inputs against organization output. If employees work to generate high profit to the organization and are not translated to their salary increase, then there is no equity in that organization. Adam (1965) noted that increase in employee turnover and low performance is due to the perception of mismatch between their job input and reward. According to Drafke and Kossen (2002), employees value equity in the organization when their inputs are matched with the output received by them in terms of salary and other benefits.

Equity theory of motivation suffers from the following criticism as highlighted by Al-Zawehreh and Al-Modi (2012); and Adams and Fredman (1996): Comparison of one's inputs and outcomes to others may lead to equity or inequity; the theory does not account for individual differences and cultures; and also it does not predict what behavior is likely to be observed as a result of raising outcomes or lowering inputs. In this study, offering organization employees with competitive compensation which is perceived to be fair and equitable results to employee retention. Employee retention policies need to address both internal and external equity where internal equity is concern with the match between employees input and output while external equity is as a result of equity in terms of what an employee in an organization get as compared to what others are paid. This theory underpinned study objective one on effect of competitive compensation and organization performance.

2.2.3 Social Cognitive Learning Theory

Social learning theory was originated by Bandura (1977). This theory lays emphasis that people learn through imitation, observing and modeling different people whom they believe are credible and knowledgeable. Senior employees are then expected to mentor and instruct their juniors because they posse a wealth of experience and knowledge. According to this theory, gaining knowledge about new abilities and behavior is done through imitating others and seeing the consequences of their behavior. Learning is thus inspired through someone self-efficacy, judgment of learning effectively by acquiring skills and expertise. In the model, supervisors who have already masters the art of performing tasks are expected to display and demonstrate their skills to other employees.

Albert Bandura in 1986 through his research findings renames Social Cognitive Theory (SCT) to Social Cognitive Learning Theory (SCLT). SCLT conceives that people are goal directed and actively involved in developing functional patterns of behaviour and thinking in response to environmental conditions in order to attain personal goals. It also involved effective self-regulation which is a cyclical process in which performers actively monitor the environment performance, develop functional task strategies, implement plans skillfully implemented for the strategies, and monitor their results (Locke & Latham, 1990). According to Williams (2010), SCLT conceives self-regulation when an individual has his own ideas about what is appropriate or inappropriate behavior and chooses actions accordingly.

Albert Bandura (1977) in McLeod (2011) observed that people learn behaviour from the environment through the process called observational learning. Social (observational) Learning Theory propagated by Albert Bandura, who asserted that behaviourism alone could not explain all the learning process thus concluding that environment and behaviour are affected by each other. The theory is based on the principle that people learn new behaviours through observing others which is a reciprocal between environment social characteristics, how others perceived them and how motivated in reproducing behaviours they see happening within their immediate environment.

Nabavi (2014) stated that Social Learning Theory is based on the idea that people learn in the social environment through our interactions with others. Separately, people are also likely to develop similar behaviours as a result of observing the behaviours of others by assimilating and imitating that behavior, especially positive observational experiences that ties reward to a particular behaviour. According to Banyard and Grayson (2000),

direct reinforcement cannot account for all types of learning hence people can learn new behaviour and information by observing other people. Shaffer (2005) noted that people learn from one another via modeling, observation and imitation. According to Shaffer (2005), people learn from one another, via: Observation; Imitation; and Modeling. The theory emphasizes encouraging attentions to the subjects in the process of living and working together and utilizing organization environment to meet human basic need, customs, values and life situations and cultural heritage.

The critics of this theory argue that SCLT ignores maturation and changes over lifespan of individuals and also it gives minimal attention to conflicts, emotion and motivation. However this theory is very useful in informing the study objective two of competency training and organization performance where employees are able to gain key competency through interactions with their colleagues in the organization. Understudy and coaching form the basis of employees gaining knowledge and skills which are translated to better organization performance. Under this theory individual in the process of learning chooses appropriate and inappropriate behaviours and thus acts accordingly.

2.2.4 Social Cognitive Career Theory

Lent, Brown and Hackett (2002) opined that Social Cognitive Career Theory (SCCT) is anchored in Bandura's self-efficacy theory (1977, 1997), which postulated a mutually influencing relationship between people and the environment. SCCT offers three segmental of career development seeking to explain the development of vocational and academic interest, educational and career performance and stability and how individuals make educational and career choices. The three segmental models have different

emphasis centering around core variables, which are self-efficacy, outcome expectations, and personal goals. Self-efficacy refers to a dynamic set of beliefs that are linked to particular performance domains and activities. Initiation of specific behaviour and maintenance of behaviour is influenced by expectations in response to difficulties (Lent, 2004).

Consistent with early formulation by Bandura (1977), SCCT theorized that self-efficacy expectations are shaped by four primary information sources or learning experiences entailing vicarious learning, personal performance accomplishments, physiological and affective states and social persuasion. Outcome expectations are regarded as personal beliefs about the consequences of performing a particular behaviour. It includes beliefs about extrinsic reward associating with performing the target behaviour, its self-directed consequences, and outcomes derived from work performance.

The SCCT choice model regards development of career goals and choices to be a function of the interaction among self-efficacy, outcome expectations and interest over time. Career choice is that unfolding process of the interaction between the person and the environment in which they mutually influence each other. Social Cognitive Career Theory posited that compromises in personal interests might be required in the career choice process due to contextual immediate to the person entailing: social barriers cultural beliefs, and lack of support. In this theory a comprehensive framework to understand the development of career interest, career choice, and performance are grounded in the theory (Arulmani, Van Laar, & Easton, 2003; Hampton, 2005; Patton, Bartrum, & Creed, 2004).

The social cognitive career theory affects the relationship between people and the environment. The theory was used in this study to explain the self-efficacy expectations which are shaped by four primary information sources and learning experiences, which are personal performance accomplishments, social persuasion, vicarious learning and physiological and affective states. SCCT was used to conceptualize study objective three of career growth and development and organization performance. Employees' growth in career is as a result of interaction with work environment where career choices are made through career counseling and self-development opportunities. Organization management also should put in place strategies that support career progression of its staff for better performance of organization.

2.2.5 Spill Over Theory and Work Boarder Theory for Work-life Balance

Sidin, Sambasivan and Ismail (2010) observe that there is a similarity between what occurs in the family and work environment. The theory posits that there is a tendency of a worker to carry their attitudes, emotions, behaviors and skills that they establish at work into their family life and vice versa which results to a negative or a positive spill over (Sidin *et al.,* 2010). High level of satisfaction and performance is as a result of positive spill over while negative spill over induces stress in employees. Positive spillover has a direct effect on the organization financial well-being whereby satisfied employees are likely to provide better customer services resulting to customer loyalty. Customer loyalty is associated with organization high productivity. Negative spill over between work and family results to conflicts and stress (Morris & Maden, 2007; Carlson, Karmar, Wayne, & Grzywacz, 2006).

The importance of this theory in this study is that county governments of Former Western Province will be expected to adopt positive work-life balance policies that will enable employee have a positive spill over which may results to increase in organization performance. This theory informed study objective four of work-life balance and organization performance. This is because, if flexible work arrangements, wellness programs, and family support services are accorded to employees, then it will results to positive spill over in terms of high performance of organizations and vice versa (Carlson et al., 2006).

Clark's (2000) posits that work boarder theory aims at explaining how workers manage and negotiate the family and work spheres so as to attain the balance between the two. Work boarder theory states that a person has specific domain of life where they perform their different roles in work and in family that are separated by temporal, physical and psychological boarders. The theory emphases on the crossing of boarder between home and work. The boarder crossing can results to undesirable conflicts which lowers organization performance hence there should be striking a balance between non-work activities like family life, health and social life on one end and work duties on the other end (Bellavia & Frone, 2005).

The theory posits that there should be some level of flexibility and permeability of the boundaries between the family and a work domain that brings about segmentation and transition to reduce conflicts between the domains (Bellavia & Frone, 2005). Work boarder theory informs study objective four of work-life balance and organization performance. Organization performance is determined by who well managers balance between employees duties and responsibilities that do not stress workers and also provide

work-life balance packages like flexible work arrangement, leave, employee welfare and assistance programmes.

2.3 Theoretical Literature Review

The section presents review of theoretical literature of employee retention and different practices designed to help retain potential employees. These practices entail; Competitive compensation, competency training, career growth and development and work life balance. Leadership literature is also discussed therein.

2.3.1 Employee Retention Practices

The concept of employee retention can be traced to 1970's and early 1980's because prior to this, most people joined organizations and they remained there for a long period of time or for entire duration of their working life. But as job mobility and voluntary job changes begun to increase dramatically, employers found themselves with the problem of employee turnover (Mckeown, 2002). Employee retention has been defined in different ways. Employee retention refers to a process in which employees are total encouraged to remain with the organization for a long period of time (Sandhya & Kumar, 2011). According to Hodson and Roscigno (2004) employee retention refers to employer effort to keep desirable workers so as to meet business objectives. Kochachathu (2011) opined that employee retention is an important element in determining the success of the organization and it is one of the primary indicators of an organization's health. Chiboiwa (2010) asserted that employee retention is meant to prevent competent employees from leaving the organization which can have adverse effect on service delivery and organization productivity. To achieve quality retention programmes, organizations ought

to determine the retention factors relevant to each of their employee groups and then focus strategies on these factors.

It is critical for organizations to create and adopt strategies for employees' retention in order to increase employees' performance that can in the long run results to organization performance. According to Ivancevich (2010), lack of employees' retention strategies results to increase in turnover which is a serious problem that organization faces as a result of job dissatisfaction, lack of a decent salary package and career advancements and poor working conditions. Morgan (2011) define employee strategies as practices or policies that an organization uses to satisfy the employees diverse needs and create an environment that encourages them to stay long with the organization. Gberevbie (2010) opined that employee retention strategies are means, plans or set of decision making behavior that is put in place by an organization so as to effectively retain their competitive workforce for performance improvement.

Sciberras (2015) found that humanitarian companies share similar retention strategies. Some of them implemented measures focused on social benefits, while others, in training and career, in recruitment and improvements in working conditions. Das and Baruah (2013) argue that managers need to pay attention to factors such as compensation and reward, safety at work, training and development, supervision support, culture, work environment and fairness in the organization. The authors consider that employee retention factors can be divided into three dimensions: social, mental and physical. The social dimension refers to the contacts between employees and other people, both internal and external. The mental dimension consists of the characteristics of work, where

employees always prefer flexible journeys, tasks in which they can use their knowledge and see the results of their efforts. The physical dimension refers to the fair payment.

Irshad and Afridi (2011) highlighted a number of factors affecting employees' retention. These factors include; matching employees personal value with the job, compensation, reward, training and career development, career advancement opportunities, supervisor support, work environment, and organizational justice. A study conducted by Kurdia, Alshuridehb and Alafaishat (2020) regarding employee retention and organizational performance in the Jordanian commercial bank found out that psychological, economic, affiliation and self-actualization are the main employee retention drivers. The study further depicted that it is important for employees to be accepted, feel a sense of pride, socialized and friendly towards their staff mates, customers and managers.

According to Chew (2004), there are categories of employee retention tools which include HR and organization factors. HR factors involves; remuneration, organization fit, career opportunities and training and development. Organization factors include; teamwork relationship, leadership behavior, work environment, company culture and communication. This study focused on four main elements of employee retention practices namely; competitive compensation, competency training; career growth and development, and work-life balance discussed therein.

2.3.1.1 Competitive Compensation

Mtazu (2009) stated that gaining employee commitment is achieved through equitable remuneration. The equity should be both internally and externally as inequity in reward may result to employee turnover which is advocated by equity theory that anchored the study objective one. Attractive remuneration packages are regarded as very critical aspect

of employee retention as supported by Shoaib, Noor, Tirmizi, and Bashir (2009). Reward involves both financial and non-financial rewards. Non-financial rewards that do not involve direct payment and are often obtained from work itself. They entail recognition, promotion and responsibility. Financial rewards include monetary gains received by employees inform of salary, direct financial benefits such as commuting allowance, house allowance, and subsistence allowance as well as the performance related pay such as profit sharing and bonus. Armstrong (2010) observes that the main aim of a reward system is to attract, retain and motivate highly performing employees to improve organization performance.

Competitive, fair and attractive remuneration packages are the most important factors of employees' retention because they fulfil the material, financial and non-financial desires for employees (Shoaib *et al*., 2009). Remuneration has been at the heart of employee relationship which is complemented by a well-designed compensation plan to give an organization a competitive edge. In order to encourage employees to remain loyal to the organization, the compensation system should offer competitive rewards that make employees be contented when they compare what they receive and what others in the same industry outside the organization get. Kotachachu (2010), asserted that if compensation given to employees are below the market level, employee retention problems are evident as their financial and non-financial needs are not met. This assertion is also supported by Guma (2011) who posits that the largest part of employee retention process is as a result of remuneration. Boudreau and Ramstad

2.3.1.2 Competency Training

Comprehensive training and development programmes are very essential in today's competitive global market in improving workforce productivity. This is achieved according to Michael (2008) through investing in vast resources to ensure that organization employees have the skills, information, knowledge and competencies they require to work effectively in a rapidly changing and complex environment. Employee training is considered as a form of human capital investment aimed at providing specific skills to workers that corrects the performance deficiencies in an organization (Chew, 2004). Training is also important in developing individual abilities to satisfy current and future manpower need of the organization. Initial employees training is meant to improve skills capability of employees that enhances their performance (Michael, 2008).

According to Driskell (2011) depicts that training content, type of training implemented and trainee expertise have a great influence on the training outcome in terms of the training success. Training is meant to enable employees gain specific knowledge and skills and in addition results to increase employees commitment to the organization that values its workforce. Training exists in different dimensions in terms of on-the-job and off-the-job training methods. On-the-job training involves internal training techniques conducted to employees while on their normal job assignments in an organization like self-learning, mentoring and understudy. It can also be achieved through organizing in house training sessions by the organization whereby employees are trained on organization job requirements. Off-the-job training is a process of training whereby employees gain skills and knowledge outside work establishment through workshops, seminars, lectures and case studies. Most organizations in the current era places much premium on training by

granting employees study leave with or without pay or arrange for employees part-time studies (Michael, 2008).

Dockel (2003) observes that investing in training is a way of valuing organization employees through provision of opportunities for training that make employees be young and enthusiastic ones. There is a strong believe that when organization provide good training to their employees for enhancing their skills and ability, they become more willing to stay long in the organization. Hertzberg identified growth opportunities as a result of training as an important motivator. Armstrong (2010) noted that learning and continuous training makes a significant contribution to intrinsic motivation. Training also increase the marketability of organization employee thus leaving at their first opportunity.Conducting an appropriate training contributes positively to employee retention due to the fact that workers feel recognized for their strengths thus creating possibilities of developing their qualities.

2.3.1.3 Career Growth and Development

Dargham (2013) noted that when employees careers are managed properly, their competencies will be enhanced thus increase their productivity. Career management involves several elements which focus on career planning and development, career pathing, learning and development initiatives, succession planning and performance management. Planning and development of careers involve employee growth and progression planning while career pathing is the creation of career paths which allows employees to develop a vision, goals and expectations of their progression. Learning and development are achieved through continuous training and experiences that employees gain while working (Allen, 2005).

Provision of self-development opportunities to organization workers have been cited to result to career management. These self-development opportunities can be informal or formal activities like career progression paths, job rotation and employee training through workshops. Leibman, Bruer & Maki (1996) asserted that succession planning for anticipated future HR requirements against existing HR is as a result of proper career management. Succession planning is viewed as a process of continuously re-examining employees to access their qualities of today for tomorrow. Good management of succession management can help in reducing uncertainty in employee turnover and creates a strong leadership team. Proper succession management in an organization can result to big talent pool where future top managers can be sourced from.

2.3.1.4 Work-life Balance

Work-life balance is described as a satisfaction and good functioning at work and home with a minimum inter-role conflict between work and non-work demands. Work conflicts is as a result of mutually incompatibility between the work and non-work domains thus a balance between the two is necessary for better organization performance (Sturges & Guest, 2004). According to Noor (2011), work-life balance entails effectively managing paid work and other social activities like family, voluntary work, personal development, community activities, leisure and recreation.

Kalliath and Brough (2008) observes that work-life balance is a perception by individual employees that work and non-work activities are compatible and promote growth based on their life priorities. Virick, Lily and Casper (2007) posit that investment in both work and non-work domains make employees experience high work-life balance. According to Estes and Michael (2005), work-life balance practices encompasses the following;

flexible work hours, compressed workweek, organization support for dependent care, flextime, telework, onsite childcare, job sharing, family leave programmes, financial and informational with elderly and childcare services.

Work-life balance programmes (WLBPs) have been categorized by Perry-Smith and Blum (2000) in three main areas covering policies, benefits and services. Policies involve formal and informal in which employees perform their work and leave schedules are handled, including flextime, part-time work and family or paternal leave. Leave programmes are mandatory government policies that should be provided to employees in an organization. Benefits on the other hand covers compensations that are meant protects employees against the loss of earning, sponsored vacation and payment of medical services while services involve near-site of on-site childcare centres, employees counselling and medical facilities.

2.3.2 Leadership

Leadership is the ability of a leader to motivate followers to follow organization objectives. It involves fair treatment of all the staff, prompt response to employees' issues, showing concern for personal issues, ability to communicate effectively and have an open door policy, and ability to involve employees in decision making (Northouse, 2007). Leadership according to Robbins (1989) is the influence of subordinates' behaviour by their superiors by persuading them to follow a certain course of action in achievement of organization objective. Proper leadership involve effective communication in the organization concerning employee retention policies and programmes.

In the current era in the field of HR, authoritarian management leadership style has been replaced by democratic management style which emphasizes on collective decision making, empowerment and teamwork. Breton-Miller and Miller (2004) posit that authoritarian old leadership style views managers as technical experts of coordinating, directing and controlling employees while current democratic management style view managers as team leaders, counselors and facilitators for a successful organization management. Good leadership management involves providing timely information to employees and other stakeholders. The information to be communicated includes organization vision, mission, objectives, changes and strategies (Gopinath & Becker, 2000). Organizations with a strong employee relationship campioned by leaders provide a conducive environment for learning and development thus increase chances of employee retention (Clarke, 2001).

Sutherland and Jordan (2004) and Oehley (2007) opines that top management who actively create employees opportunities that engage their mind and capabilities like provision of challenging work to employees are more likely to report improve performance. Incompetent leadership in organization results to poor employee performance due to high stress levels, low job and employee commitment, low workers satisfaction (Gwavuya, 2011). Incompetent leadership is associated with inability of leaders to motivate followers to achieve organization objective which is tied to organization performance.

2.3.3 Organization Performance
The most important issue for both profit and non-profit making organizations is organization performance. Organization performance has been defined in different ways.

Daft (2000) and Ricardo and Wade (2001) define organization performance as the organization's ability to attain its goals and objectives by using resources in an efficient and effective manner. Javier (2002); Gondal and Shahbaz (2012) equate performance to famous 3Es, that is, economy, efficiency, and effectiveness. Performance is different from productivity.

Profiroiu (2001) noted that performance in the public sector is achieved through interaction objectives and means on one hand and results on the other hand so that it is a result of simultaneous exercise of effectiveness, efficiency and adequate budgetary process. Matei (2006) views performance to entails financial and non-financial elements of social equity and environmental objectives while Bartoli and Blatrix's (2015) opines that performance should be achieved through evaluation, piloting, efficiency, effectiveness and quality. Gibson *et al (*2009) views organization performance as the final achievement or an organization and have a few elements like achieved targets, period of time and realization of efficiency and effectiveness. Organization performance can also be evident on how an enterprise is performing in terms of profit, market share and product quality.

Becker, Huselid and Ulrich (2001) opined that high performance organizations are those that link employees, strategy and performance to arrive at organization success. For organization to perform better, employees should come up with strategies that focus on optimization of individual performance because the cornerstone of increased performance of the organization is as a result of individual employees (Irum, Ahmed & Mehmood, 2012). Jain, Apple and Ellis (2015) refer performance as an act of carrying out actions and activities in order to accomplish an intended purpose. O'Boyle and Hassan (2014)

measured performance based on capabilities in carrying out duties by personnel in an organization. Capabilities are the effort to do an activity or activities which results to organization performance.

According to Shafique, Ahmad, Abbas and Hussain (2015), organization performance encompasses both the outcome and the continuous process of different activities that results to the outcome. In the current study, performance of county governments was conceptualized in terms of; Level of projects initiation and completion; Innovativeness in local revenue collection and generation; Level of employees satisfaction; Utilization of grants received from national government and donors; and Availability of investment opportunities. These performance elements focused on the outcome and the process of achievement of the results in terms of economy, effectiveness and efficiency.

2.4 Empirical Literature Review

This section discusses past studies conducted on the relationship between the study variables. This is addressed as per the study objective.

2.4.1 Competitive Compensation and Organization Performance

Amutuhaire (2010) study on the effect of remuneration and tenure on employee retention in Makerere University established that there is a positive and significant effect of remuneration and tenure on employee retention. In Kenya, a study conducted by Udi (2010) on staff retention in service organizations found out that inadequate reward and compensation, career development in terms of promotion have an influence on employee turnover.

Aduda and Musyoka (2011) conducted a study in Nine Commercial Banks listed in Nairobi Security Exchange Market which revealed that executive compensation have a

negative and insignificant effect of firm performance. This imply that compensation packages does not affect the performance of employees in executive positions in Commercial Banks listed in NSE thus valuing non-monetary reward more. Muthengi (2017) conducted a study in the Office of Auditor General in Kenya on the effect of compensation strategy on organization performance. The study adopted a case study research design. Data was collected by use of questionnaires and interview schedule. Descriptive statistics were used to analyze data. The study revealed that there is a positive and significant effect of compensation strategy on organization performance.

Nyambura (2018) conducted a study in Nakuru County Governments on influence of differential reward scheme on employee satisfaction. The study employed a case study research design and targeted 5,100 employees of the county government. The study found out that differential reward scheme (recognition, allowances, training and promotion) positively affect employees job satisfaction.

2.4.2 Competency Training and Organization Performance

Findings of Musili (2010) on the perceived effectiveness of training and development on employee performance among Fright Attendants in Kenya Airways showed that there is a positive and significant effect of perceived training and development on employee performance. Wanyama (2010) conducted a study on the relationship between capacity building and employee productivity in Commercial Banks in Kenya and found out that capacity building through training enhances employee productivity. Valentine (2017) carried out a study on effect of training and development on employee performance at Kakamenga County General Hospital in Kenya. The researcher used a cross-sectional descriptive survey research design and collected data from a sample of 93 respondents.

The study revealed that there is a very high positive and significant relationship between training and development and employees performance.

Kiyana and Bett (2017) conducted a study in Turkana County Government on the effect of training and development practices (team building, knowledge management evaluation, and promotion) on employee performance. The study employed descriptive cross-sectional research design and collected data from a target population of 2, 070 employees using questionnaires and interview schedule. The study deduced that training and development practices contribute positively to employee performance. It was therefore recommended that to enhance employees performance, the county government need to build their staff capacity through training and development.

2.4.3 Career Growth and Development and Organization Performance

A study conducted by Kraimer, Seibert, Wayne and Liden (2003) on organizational career management relationship on perceived career support found that there is a significant an positive relationship between career management activities and promotional opportunities on perceived career support. Agarwala (2007) noted that career management activities and promotional opportunities involve; Career discussion in informal settings with a manager and senior colleagues, mentoring relationship, participation in job assignment which is challenging.

Kakui and Gachunga (2016) investigated the effect of career development on employee performance in the Public Sector, a case of National Cereal and Produce Board. The study used descriptive survey research design to collect data from a population of 200 staff out of which 100 staff were stratified and randomly sampled for the study. Structured questionnaires were used to collect data in the study. The study found out that

applying career mentoring and employee training for career development had a positive and significant effect of employee performance. The study thus concluded that career mentorship and training contributes positively to employee performance.

Wanjala, Mathew and Machogu (2015) conducted a study on Career Stagnation and Performance of Public Service in Kenya, A case of County Government of Murang'a. The study measures of county government performance entailed; project completion, job satisfaction, revenue collection, efficiency in service delivery, achievements of targets, and employee productivity. The study utilized survey research design. Questionnaires, interview schedule and document analysis were used to collect data from a sample of 178 respondents who were stratified and randomly selected. The study found out that there is a negative and a significant relationship between career stagnation practices (lack of skills, lack of motivation, lack of innovation and increases stress) on career progression. The study concluded that career stagnation practices are a negative determinant of the performance of county government of Murang'a. This research study depicted that although employees have aspiration to develop their career ladder from recruitment to retirement, a number of employees in the County Government of Murang'a have stagnated in one job position for a long time.

2.4.4 Work-life Balance and Organization Performance

A study by Obiageli, Uzochukwu and Ngozi (2015) examined the effect of work-life balance on employee performance in selected commercial banks in Lagos state, Nigeria. The research utilized a descriptive survey research design. The researcher targeted 759 respondents out of which 262 respondents were sampled using Taro Yamane's (1967) formula. Pearson Product Moment coefficient was used to conduct correlation analysis

while regression analysis through simple linear regression model was used to test study hypotheses. The study showed that work-life balance had a significant and positive effect on employee performance. The study recommended that managers of these commercial banks should prioritize creating different work-life balance incentives that will improve employee performance.

Muleke, Wagoki, Kamau, and Mukaya (2013) conducted a study onwork-life balance practices on employee job performance at ECO bank Kenya. The study used quota sampling techniques to draw 55 Eco Bank employees and then administered survey questionnaires to them. The study used Spearman correlational coefficient (R) to carry out correlational analysis. The study found that work-life balance practices results to improvement in job performance hence proposed that amendment to the existing labour laws is needed in order to include mandatory employee welfare programs which should be facilitated by employers.

Muli, Muathe and Muchiri (2014) examined the effect of family support services and employee's performance within commercial banks in Nairobi County. The study used a cross-sectional survey research design in gatheringqualitative and quantitative data from employees. The study target 43 commercial banks within Nairobi County with a population of 3, 607 employees out of which 360 respondents were sampled. The study found out that there is a positive effect of family support services and employee's performance. The study concluded that family support services should be provided to employees for better performance which may be through introduction of their leave programmes rather than the traditional annual leave.

Mwebi and Kadaga (2015) investigated the effect of flextime work arrangement on employee performance in Nairobi CBD Commercial Banks. It adopted a survey descriptive design targeting 1, 074 employees where 291 respondents were sampled using proportionate stratified sampling. The researcher carried out stratification in terms of, supervisory, secretarial, clerical and support staff. The study found out that flextime work arrangement has a positive significant influence on employee performance in commercial banks within Nairobi County.

Mukururi and Ngari (2014) investigated the influence of work-life balance policies on employee job satisfaction in Kenya banking sector, a case of commercial banks in Nairobi Central District. The study observed that there was a positive and significant relationship between work-life balance and employee job satisfaction. Another study conducted by Kathike (2015) conducted a study in Makueni County Governments on the effect of work-life balance policies (leave provision, personal development, labour policies, and employee welfare) on employee job satisfaction. The study targeted 240 employees out of which 72 employees were sampled for the study. The study adopted a descriptive research design and used questionnaires and interview guide to collect data. The study found out that work-life balance policy positively contributes to employee job satisfaction.

2.4.5 Employee Retention Practices and Organization Performance

Studies have been conducted on employee retention and its effect on organization performance. According to Sohail *et al* (2011), employee retention is a very important element for organization competitiveness. This is because when employees are focused and equipped with relevant skills, they are able to perform better and be committed to the

organization. James and Mathew (2012) noted that employee retention increases employee commitment, loyalty and minimizes turnover costs.

Ooko *et al* (2016) conducted study on talent retention strategies and employees' productivity in Private Sugar Company in Kakamega County, Kenya. The study adopted a cross-sectional survey research design and used questionnaires and interview schedule to collected data from 178 respondents out of a target of 320 employees. The study found out that talent retention strategy had a positive and a significant relationship on employee productivity. The study thus revealed that most organizations who retain their key talents register improvement in their employee productivity and in the long run results in organization performance.

Sharma, Mahendru, and Singh (2010) carried out a study on employee retention in Information Technology Industry (iTeS) in North of India. The study found out that retaining skilled and competent employees is a source of competitive advantage to the company. It was noted that successful companies are those that implement policies which encourages retention of employees.

Peggy and Bernard (2016) conducted a study on analysis of employee retention strategies on organizational performance of hospitals in Mombasa County. A mixed method was used involving both the qualitative and quantitative methods while descriptive correlational research design was used. The study found out that there was a positive and significant effect of employee retention strategies of recruitment and supervision on organization performance.

Domfeh (2012) examined the effect of employee retention strategies on performance of selected banks in Ashanti Region. The study used a case study research design while

questionnaires were used to collect primary data. Simple random and purposive sampling methods were employed in the study. The study found out that there is a significant and positive effect between employee retention strategies and performance of selected rural banks in Ashanti Region.

Kurdia, Alshuridehb and Alafaishat (2020) studied employee retention and organizational performance in the Jordanian commercial bank. Questionnaires were used to collect the primary data using simple random sampling technique. The study found out that psychological, economic, affiliation and self-actualization are the main employee retention drivers which results to organizational performance.

2.5 Critique of the Existing Literature and Research Gaps

Ooko et al (2016) conducted a study on talent retention strategy and employees productivity in Private Sugar Companies in Kakamega County, Kenya. The study found out that talent retention strategy has a positive effect on employees' productivity. The researcher faulted the study since it was based on one element of talent retention strategy that is competitive compensation. The researcher bridged this gap by enlarging the scope of employee retention practices to include competency training, career growth and development, and work-life balance. Also the researcher added an element of organization performance and enlarges the study scope to cover County governments of former Western Province.

Sharma, Mahendru, and Singh (2010) carried out a study on employee retention in Information Technology Industry (iTeS) in North of India. The study found out that retaining skilled and competent employees is a source of competitive advantage to the company. The current study was conducted had a different area and variables scope being

conducted in former Western Kenya Province involving organization performance and county leadership.

Peggy and Bernard (2016) conducted a study on analysis of employee retention strategies on organizational performance of hospitals in Mombasa County. Current study used correlational and inferential statistics which was not employed in this study. Also it involved county governments and not hospital sector. Kurdia, Alshuridehb and Alafaishat (2020) studied employee retention and organizational performance in the Jordanian commercial bank. This study employed questionnaire as a tool of data collection while the current study employed both questionnaires and interview schedule as tools of data collection. The current study also focused on county governments sectors while this study was in a banking sector.

On competitive compensation and organization performance, Muthengi (2017) and Nyambura (2018) conducted a study on effect of compensation strategy on organization performance in the office of the Auditor general in Kenya and influence of differentiation reward scheme on employee satisfaction in Nakuru County Government in Kenya respectively. These studies used case study research methodology and questionnaires to correct data. From the study, it was revealed that reward system had a positive and significant effect on employees' satisfaction. The current study adopted a different approach using cross-sectional and correlational research design to either validate or invalidate the research findings. The current study also enlarges geographical scope by covering four County Governments in Western Kenya.

Valentine (2017) conducted a study on effect of Training and Development on Employees Performance at Kakamega County General Hospital while Kiyana and Bett

(2017) conducted the same study but in Turkana County Government in Kenya. Both studies adopted a cross-sectional survey research design. The current study employed correlational research design apart from cross-sectional research design in order to compare the study findings especially with enlarged scope covering County Governments in Western Kenya and with enhanced organization competitive factors which the previous studies lacked.

Kakui and Gachunga (2016) researched on effect of career development on employees' performance while Wanjala et al (2015) studied career stagnation and performance of Murang'a County Government in Kenya. These studies recognized that career development results to performance of the organization. The current study focused on Western Kenya Counties to allow the generalization of the study findings on the effect of career growth and development on organization competitive which the past studies did not capture.

With regard to work-life balance, Mukururi and Ngari (2014) and Kathike (2015) conducted a study on influence of work-life balance policies on employees' satisfaction in Commercial Banks in Nairobi Central District in Kenya and Makueni County Government respectively. These studies found a positive and significant effect of the study variables by using descriptive research design. The researcher concentrated on County governments of former Western Province which enlarged the study scope and apply cross-sectional and correlational research design in order to find out the extent to which work-life balance affects organization performance.

In general, it can be deduced that the above reviewed empirical studies is inadequate in geographical scope, in research methodology scope and in content scope hence the reason

of conducting an elaborate study on the effect of employee retention practices on organization performance in county governments of Former Western Province.

2.6 Research Gaps Matrix

Table 2.1: Summary of Research Gaps as per the Study Objectives

S/No.	Current Study Objective	Author(s) for other studies	Study Focus	Methodology	Findings	Research Gaps	Focus of the current study
1	Employee retention practices and organization performance in County governments in Former Western Province, Kenya	Domfeh (2012)	Employee retention strategies on performance of selected banks in Ashanti Region.	Case study research design and questionnaires used to collect data	Positive and significant relationship between employee retention strategies and organization performance.	Restricted to banking sector in Ashanti Region and also used case study research design	Coverage was counties in four counties in Former Western Province Use cross-section survey and descriptive correlational design. Use of both questionnaires and interview schedule
		Ooko *et. al* (2016)	Talent retention strategy and employees productivity in Private Sugar Companies in Kamega County, Kenya.	Cross-sectional survey Questionnaires and interview schedule Target 320 and sample 178 Inferential and descriptive.	Talent retention strategy has a positive and significant effect on employee productivity.	Study area restricted to private sugar industry Use only primary data collection tools Employee productivity used as dependent variable.	four counties in Former Western Province Organization performance Use of both primary and secondary data collection tools Target 1, 826 and sample 328
		Peggy	employee retention	Use of correlational research design	Positive and significant	Restricted to hospital sector	Conducted in four counties in Former

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		and Bernard (2016)	strategies on organizational performance of hospitals in Mombasa County		relationship between employee retention and organization performance.	and correlational research design	Western Province, Kenya. Use cross-section survey and descriptive correlational design.
		Sharma, Mahendru, and Singh (2010)	Employee retention in Information Technology Industry (iTeS) in North of India	Case study design	Employee retention results to competitive advantage	Restricted to Developed country (North of India)	Employee retention practices and organization performance in four counties in Former Western Province Use cross-section survey and descriptive correlational design.
2	Competitive compensation and organization performance in Former Western Province, Kenya.	Aduda and Musyoka (2011)	Executive compensation and firm performance in Nine Commercial Banks listed in Nairobi Security Exchange Market.	A causal research design Secondary data collected through document analysis Firm performance measured in profitability, return on assert and equity.	Executive compensation has a negative effect on firm performance.	Scope limited to commercial banks listed in NSE.	Study has expanded scope to cover four counties in Former Western Province Use cross-section survey and descriptive correlational design.
		Muthengi (2017)	Effect of compensation strategy on organization performance in the Office of Auditor General in Kenya.	Case-study research design Questionnaires and interview schedule Descriptive statistics.	Compensation strategy has a significant effect on organization performance.	Study limited to Office of Auditor General in Kenya Variables of the study are compensation	Current study has an expanded scope covering four counties in Former Western Province Variables of the study are competency training and organization performance The current study will

						strategy and organization performance Use of descriptive statistics only. Use of one research design.	use both descriptive and inferential statistics Use of two research design-correlational and cross sectional.
		Nyambura (2018)	Influence of differential reward scheme on employees' satisfaction in Nakuru County Governments.	Case study research design Target 5, 100 employees.	Differential reward scheme has a positive and significant effect on employees' satisfaction.	Study limited to only one County Government-Nakuru Variables of the study are Differential reward scheme and employees satisfaction Use of one research design.	Current study has an expanded scope covering four counties in Former Western Province Variables of the study are competency training and organization performance Expanded sample size Use of two research design-correlational and cross sectional.
3	Competency training and organization performance in Former Western Province, Kenya.	Kiyana and Bett (2017)	Effect of training and development practices on employee performance in Turkana County Government.	Descriptive cross sectional survey Questionnaires and interview schedule. Target 2, 070 respondents.	Training and development has a positive and significant effect on employee performance.	Study limited to only one county, Turkana Variables of the study are training and development and employees performance.	Current study has an expanded scope covering four counties in Former Western Province Variables of the study are competency training and organization performance. Use of two research design-correlational and

					Use of one research design.	cross sectional.
		Musili (2010)	The perceived effectiveness of training and development on employee performance among Fright Attendants in Kenya Airways.	-Case study research design, use of questionnaires.	Training and development has a positive impact on employee performance.	Study limited to Kenya Airways Variables of the study are training and development and employees performance.	Current study has an expanded scope covering four counties in Former Western Province Variables of the study are competency training and organization performance Use of two research design-correlational and cross sectional -Use of both questionnaires and interview schedule.
		Valentine (2017)	Effect of training and development on employee performance at Kakamenga County General Hospital in Kenya.	Cross sectional descriptive survey Sample 93 respondents	Training and development has a positive and significant effect on employee performance.	Study limited to Kakamega County General Hospital in Kenya Variables of the study are training and development and employees performance Limited sample size	Current study has an expanded scope covering four counties in Former Western Province Variables of the study are competency training and organization performance Expanded sample size Use of two research design-correlational and cross sectional.
		Wanyama (2010)	Relationship between capacity building and employee productivity	-Employees productivity -Descriptive survey	Capacity building results to	Study limited to commercial banks in Kenya	Current study has an expanded scope covering four counties in Former

			in Commercial Banks in Kenya.	design -Use of Questionnaires.	increase in employee productivity.	Variables of the study are capacity building and employee productivity.	Western Province - Use of two research design-correlational and cross sectional. -Use of both questionnaires and interview schedule.
4	Career management and organization performance in Former Western Province, Kenya.	Kakui and Gachunga (2016)	Effect of career development on employee performance in the Public Sector, A case of National Cereal and Produce Board.	Descriptive survey research design Target 200 staff Sample 100 staff Structured questionnaires Stratified random sampling.	Career development has a positive effect on employee performance.	Use of a case study Area restricted to NCPB Limited sample size Use of questionnaires only Employee performance as dependent variable.	Expanded scope to cover four counties in Former Western Province Use of larger sample size Use of secondary and primary data collection tools Use of two research design-correlational and cross sectional Organization performance acted as dependent variable.
		Wanjala, Mathew and Machogu (2015)	Career Stagnation and Performance of Public Service in Kenya, A case of County Government of Murang'a.	Survey research design Stratified random sampling, Sample 178 respondents Use questionnaires, interview schedule and document analysis.	Career stagnation has a negative effect on performance of County government of Murang'a.	Only one county with a small sample size of 178 Study design limited to survey research design Cover career stagnation and performance.	Expanded scope to cover four counties in Former Western Province Increased sample size Two research design-correlational and cross sectional.

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5	Work-life balance and organization performance in Former Western Province, Kenya.	Mwebi and Kadaga (2015)	Effect of flextime work arrangement on employee performance in Nairobi CBD Commercial Banks.	Descriptive survey Target 1074 Sample 291.	Flexible time arrangement contributes to performance of employees.	Independent variable is flexible work arrangement Restricted to commercial Banks in Kenya.	Covers work-life balance and organization performance Will adopt cross sectional and correlational research design.
		Obiageli, Uzochukwu and Ngozi (2015)	Work-life balance and employee performance in selected commercial banks in Lagos state.	Descriptive survey Target 759 Sample 252.	Work-life balance has a positive effect on employee performance.	Study are is in Nigeria City Focus on a small sample and use only descriptive survey research design.	Study conducted in four counties in Former Western Province Has expanded target population and sample size Used correlational and cross-sectional survey research design.
		Smith and Gardener (2007)	Factors affecting employee use of Work-life balance (WLB) initiatives using a sample of 153 employees in a large New Zealand organization.	- A cross-sectional survey design -Use of questionnaire.	Organizational climate and demographic differences affect employee needs for WLB initiatives and their willingness to use them.	Study area is in developed country-New Zealand Limited to identification of work-life balance initiatives.	Study area is in Kenya covering four counties in Former Western Province Study concern with finding out the relationship between work-life balance and organization performance - Use of two research design-correlational and cross sectional.

						-Use of both questionnaires and interview schedule.
		Kathike (2015)	Effect of work-life balance policies on employee job satisfaction in in Makueni County Governments.	Descriptive research design Used questionnaires and interview schedule to collected data Target 240 Sample 72.	WLB has a positive relationship on employee job satisfaction.	Scope limited to Makueni County Study did not use secondary data collection tools Limited target and sample size.	Scope expanded to cover four counties in Former Western Province Dependent variable will be organization performance Enlarge target population and sample size.

Source: Indicated Sources

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the details of the methodology that was used in the study. The chapter discusses the research philosophy that the study is anchored, the research design that was adopted, study area, the study population, sampling and sample size. The chapter also discusses data collection methods, reliability and validity of the instruments, data analysis and presentation techniques that the study used and the ethical consideration that the researcher adhered to.

3.2 Research Philosophy

Research philosophy according to Saunders, Lewis and Thornhill (2016) is an impression related to an approach of gathering and organizing information in a particular area of interest. It can also be associated with how research knowledge is development, its important assumption underlying it and how the researcher views the world. Research philosophies have been cauterized into three main research philosophies namely; realist, interpretivist and positivist.

Blaxter, Hughes and Tight (2012) opine that realist philosophers hold the views that real structures exist independent of human consciousness although knowledge is socially created. This implies that knowledge of reality is as a result of social conditioning. Interpretivist philosophy is based on the principle that fundamental differences exists between the subject matters of natural and social sciences. Based on this philosophy, individuals and groups in their social settings make a meaning of the situations based on their group and individual memories, expectations and experiences. This is achieved

through constructing and re-constructing experiences resulting in many different interpretations to derive a meaning out of it (Hatch and Cunliffe, 2012).

Positivist philosophy on the other hand presumes that social world exists objectively and externally while knowledge is only valid if it is based on observation of this external reality. This philosophy is based on value of reason, validity and truth and it focuses purely on facts. Positivist philosophy focused on gathering of data through experience, direct observation, experiments and survey. The collected data is thus measured empirically using quantitative methods and subjected to statistical analysis. Positivist philosophy according to Eriksson & Kovalainen (2011) is characterized by hypothesis testing developed from existing research theory via measurement of observable social realities. Given that the study involved test of hypothesis as a result of statistical analysis, positivist philosophy was thus the most appropriate research philosophy to be used in this study.

The study rationale for using positivist research philosophy in the current study is based on the fact that knowledge emanates from experiences of people (Tupou, 2013). The study therefore underscored the fact that county government employee opinions on the employee retention practices, as well as its effect of organization performance, was largely dependent on their own personal experiences while working for the county governments over a period of time. By quantitatively analyzing the opinions of county government employees, the study easily made deductions on the effect of employee retention practices on the organization performance. Simon (2011) posits that studies based on positivism are most often deductive in nature. Secondly, as asserted by Johnson and Christensen (2010) that positivist philosophy uses past studies in forecasting. This

philosophy was also ideal due to the fact that research hypotheses developed were easily testable and provided the opportunity for rejecting or failing to reject the hypotheses as noted by Hazzi and Maldaon (2015).

3.3 Research Design

A research design can be defined as the entire methodological frame that enables the researcher find answer to the research questions and test research hypotheses developed (Cooper & Schindler, 2014). In this study, the researcher adopted a mixed research design involving cross-sectional survey research design and descriptive correlational research deign. A cross-sectional survey research design is a type of design that gathers information about a population within a single point in time thus captures a 'snapshot' of a population at that particular point in time (Cohen, Manion and Morrison, 2000). In this study, data was collected from a sample of 328 county government employees drawn from four Western Kenya county governments which are geographically scattered, within a period of five months from April, 2019 to August, 2019. This is contrary to studies conducted using longitudinal research design that involve the study of the same subjects over a long period of time in terms of years (Babbie and Mouton, 2001; Cohen *et al*., 2000).

Descriptive research design is normally used in providing a valid and an accurate representation of the research variables in regard to their current status in orders to meet the study objectives (Blaxter *et al*., 2012). Descriptive research design is usually in the form of survey, case study and correlation. Kadam and Bhalerao (2010) observed that correlational research design involves discovering both the degree and the direction of the connections among research variables without manipulating them. Correlation research

design is used in ascertaining the potential causal factors for relationships among variables. This current study adopted a descriptive correlational design for identifying and explaining the type of relationship between the components of employee retention practices (competitive compensation, competency training, career growth and development and work-life balance) and the organization performance and also examining the current status of employee retention practices and organization performance in county governments of Former Western Province.

3.4 Area of the Study

The study was conducted in county governments of Former Western Province. The counties include: Kakamega, Vihiga, Bungoma and Busia with headquarters in Kakamega, Mbale, Bungoma and Busia towns respectively.

Kakamega County is located within $0^0 28^0$ latitude and $34^0 750$ longitudes. The county altitudes range from 1,240m to 2,000m above sea level. Kakamega County borders Nandi and Uasin Gishu Counties to the East, Siaya County to the West, Vihiga County to the South, and Bungoma and Trans Nzoia Counties to the North (**See map of Kakamega County on Appendix I**). Kakamega County has 12 constituencies namely, Lurambi, Malava, Ikolomani, Shinyalu, Navakholo, Mumias East, Mumias West, Matungu, Butere, Khwisero, Lugari and Likuyani. According Kenya Population and Housing and Census (KPHC) report of 2009, the county had a total population of 1,660,651 consisting of 863,539 females and 797,112 males. In 2017, the county population was projected to be 2,028,324. Kakamega County has a mixture of both cash crop and subsistence farming. Sugar cane farming is also practices in large scale and has two privately owned sugar

factories namely Butali and West Kenya Sugar Companies Limited and a dormant Mumias Sugar Company Limited which is a public owned.

Vihiga County lies within longitudes $34^o30^{'}$ and $35^0\ 0^{'}$ E, and latitudes 0° and $0^o15^{'}$ N. The county has an altitude ranges between 1,300m and 1,800m above sea level and slopes gently from west to east. Vihiga County boarders Nandi County to the East, Siaya County to the West, Kisumu County to the South, and Kakamega County to the North **(See map of Vihiga County on Appendix II).** Vihiga County has five Constituencies namely; Hamisi, Luanda, Vihiga, Emuhaya and Sabatia and**.** The county had a projected population 688,778 people in 2017 with a total area of 531.0 Km^2 according to Kenya National Bureau of Standards-KSBS (2016). The equator cuts across the southern part of the county. The county is one of the densely populate rural area in Kenya with a large tea plantations, and is the most densely populated rural area in Kenya. Some of the county areas are hilly thus practices quarrying and dairy farming.

Bungoma County lies between latitude $0^0\ 28^{'}$ and latitude $1^0\ 30^{'}$ North of the Equator, and longitude $34^0\ 20^{'}$ East and $35^0\ 15^{'}$ East of the Greenwich Meridian. The county boarders Kakamega County to the East and South East, Busia County to the West and South West, the republic of Uganda to the North West and Trans Nzoia County to the North-East **(See map of Bungoma County on Appendix III).** Bungoma County has an estimated population of 1.7 million people with an area of approximately 2,069 km² according to KNBS (2016). Bungoma County has 9 constituencies namely; Kanduyi, Webuye East, Webuye West, Bumula, Kabuchai, Kimilili, Sirisia, Tongaren, and Mt. Elgon. The county main economic activity is sugar and maize farming and has a sugar factory called Nzoia Sugar Company though not in full production capacity. Maize is also

grown for subsistence, alongside pearl millet and sorghum. Dairy and poultry farming are widely practiced.

Busia County lies within latitude 0º and 0º 45 North and longitude 34º 25 East. The county borders Kakamega to the East, Siaya to the South-West, Bungoma to the North. The county also boarders Part of Lake Victoria to the South-East and the Republic of Uganda to the West **(See map of Busia County on Appendix IV).** The County has 7 constituencies that include; Teso South, Teso North, Funyula, Matayos, Nambale, Budalang'i and Butula. According to KNBS (2016) the population of the county was estimated to be 953,337 composing of 456,356 males and 496,981 females. Busia County practice widely subsistence farming of cassava while to a limited scope practice commercial farming of mainly sugar cane.

The choice of county governments in Western Kenya as the study area was influenced by various factors. These counties were selected based on findings of Kenya National Bureau of Statistics of being among the counties with relatively same weather conditions, in addition to being sparsely populated, and they offer a unique balance between rural and urban populations (KNBS, 2016). The findings from the study of these counties may be extrapolated to other Counties in Kenya, as the varied rural and urban characteristics of the four counties are relatable to other parts of the country. The aforementioned Counties are also appropriate due to their proximity and their multitude of economic and social orientations which comparably is the same **(see Appendix V).**

Secondly, researcher's own interest formed the choice of locale. Kothari (2008) opined that factors such as familiarity to an area as a resident of the study area can influence the researchers 'choice of locale. Thus County governments of former Western Province were familiar to the researcher being a resident of Kakamega County which is one of the counties selected for the study. It was also prudent for the researcher to identify a location that facilitates efficiency in data collection which in this case was identified. Cooper and Schindler (2014) also noted that carrying out a research in a setting where you are known as a friend of colleague facilitates data collection. The researcher through the assistance of four research assistants managed to collect data through constant follow ups through phone calls and appointments.

3.5 Population of the Study

Population is referred to as a group of objects of individuals with common observable characteristics or a collection of all the elements that a researcher wants to study (Cooper & Schindler, 2014). Sekaran and Bougie (2013) posits that a population is a group of items, individuals or objects that a researcher will pick a sample with the at least one common characteristics. Target population can therefore be defined as the population that the researcher is interested in studying.

The target population of this study was county government employees in four counties former in Western Province, which are, Kakamega, Vihiga, Bungoma and Busia. Specifically, the study targeted county government employees from Members of County Public Service Board (CPSB), County Chief Officers (CCOs), Directors, Human Resource Officers and employees from 9 county departments. The choice of these population units was informed by the fact that they are aware of employee retention

practices in their organization and their effect on organization performance. These groups of employees are also responsible in formulating, developing and implementing human resource policies in regard to employee retention practices. Table 3.1 shows the target populations of each stratum.

Table 3.1: Target Population

Population Unit	Vihiga	Bungoma	Kakamega	Busia	Total
Western Kenya Counties					
County Public Service Board	7	7	7	7	28
County Chief Officers (CCOs)	9	9	9	9	36
Directors	30	43	45	40	158
HR Officers	5	5	5	5	20
Staff from County Departments (9)	280	401	550	353	1, 584
Total	**331**	**465**	**616**	**414**	**1, 826**

Source: County Public Service Board Annual Report (2017)

3.6 Sample Size and Sampling Technique

The section aims at establishing the sample size of the study respondents and how sampling was conducted.

3.6.1 Sample Size

According to Bryman and Bell (2011), a sample size refers to the total number of the respondents selected for the study from the target population. The following are factors that affect sample size determination; Confidence interval (margin of error), level of confidence and the proportion that choose given answer to the research question (Aarons *et al*. 2012). A confidence interval of 1% to 5% is considered reasonable in determining the sample size for the purpose of generalization (Saunders *et al.* 2014). In the current study, the sample size was determined at 95% confidence level which is the scientifically acceptable degree of accuracy in social science. Since the target population is known, the study used Yamane (1967) formula to determine the sample size. Yamane formula was used because it is the best scientific formula for calculating the sample size in this study. Yamane (1967) formula that was used by the study is indicated below:

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

Where, **N** is the target population, **n** is the sample size, **e** is the probability of error (within the desired precision of 0.05 for 95% confidence level.

Hence given the population as 1, 826, the sample size was calculated as follows'

$$ n = \frac{1,826}{1+1,826(0.05)^2} = \mathbf{328.12 \sim 328} $$

The target population of 1, 826 thus generated a sample size of approximately 328. The sample size for each strata was calculated using a sampling fraction f=nf/N. Since nf= 328, and N=1, 826, the sampling fraction f=nf/N. At this level, n-is the sample size, at

95% confidence level with ±5% precision, desired sample size (nfc)- denotes the desired sample size of each category while the population size Nc-denotes the number of staff in each category.

Sample Proportion (nfc) = (nf/N)* Nc. For example, sample proportion (nfc) of County Public Service Board was calculated as follows: nfc=(328/1, 826)*28=5, where nf=328, N=1, 826, Nc=28, therefore,. Table 3.2 shows the distribution of the sample size across the four County governments of former Western Province;

Table 3.2: Sample Size Distribution

	Western Kenya Counties					
Population Unit	Vihiga	Bungoma	Kakamega	Busia	**Total**	**Sample Size**
County Public Service Board	7 (**1**)	7(**1**)	7(**2**)	7(**1**)	28	**5**
County Chief Officers (CCOs)	9(**1**)	9(**2**)	9(**2**)	9(**1**)	36	6
Directors	30(**7**)	43(**7**)	45(**7**)	40(**7**)	158	**28**
HR Officers	5(**1**)	5(**1**)	5(**1**)	5(**1**)	20	**4**
Staff from County Departments (9)	280(**50**)	401(**72**)	550(**99**)	353(**64**)	1, 584	**285**
Total	**331**	**465**	**616**	**414**	**1, 826**	**328**

Source: County Public Service Board Annual Report (2017)

3.6.2 Sampling Technique

A sampling technique is defined as the specific process used by the researcher to select study respondents or participants (Saunders, Lewis & Thornhill, 2016). There are two main types of sampling techniques namely probability and non-probability sampling.

Probability sampling technique is whereby all the elements have an equal chance of being selected in the study while non-probability sampling techniques is based on researcher judgment and participants do not have equal changes of being selected. This study employed probability sampling techniques involving stratified and simple random sampling methods. The choice of probability sampling was informed by the fact that it allows population elements an equal chance of been selected thus making it easy to draw conclusions about the entire population as asserted by Mugenda (2012).

The study used stratified random sampling technique to select respondent population into various strata. The strata were in terms of; county CCOs, members of CPSB, directors and 9 county departmental employees which enabled the researcher select individual respondents who participated in the study. After stratification, the study used simple random sampling technique to select respondents from each strata who participated in the research. The researcher used stratified random sampling technique because it reduces bias and improves the representativeness of all groups involved in the study. The technique was also preferred because it is relatively inexpensive compared to a census thus speeding up data collection process as depicted by Cooper and Schindler (2014).

3.7 Data Types, Data Collection Procedure and Data Collection Instruments

This section outlines the data types, data collection procedure and data collection instruments.

3.7.1 Data Types

This study collected both qualitative and quantitative data generated from primary sources through questionnaires and interview schedule. Questionnaires collected data regarding respondents' basic information and their opinions regarding constructs of

employee retention practices, leadership and organization performance. Interview schedule was used to collect data from the members of CPSB and HR officers regarding study variables.

3.7.2 Data Collection Procedure

Data collection procedure involves the channel used by the researcher to collect data during the study. In this study, the data collection procedures followed by the researcher included; A permission to conduct research was obtained from MMUST Directorate of Graduate Studies (**See Appendix VI**) and NACOSTI (**See Appendix VII and VIII**), the researcher conducted a pilot study in Siaya County, the researcher tested for reliability and validity of research questionnaires, and administration of the instrument through drop and pick later method and adhering to ethical considerations.

Four research assistants for each County governments of former Western Province were identified and trained to help in the data collection exercise. Participants were given a period of two weeks to 1 months to complete the questionnaire. This was carried out during the regular break times in the day of 1-2pm and 4-6 pm due to the busy schedule of participants. The exercise took a period of 1-2 months in collecting the needed data. Follow-up through mobile calls were made to the research assistants so as to remind them of their duty of collecting data within the stipulated timeframe. Weekly meeting of research assistants were scheduled so as to assess progress and iron out any issue that arose during the exercise of data collection. Once the data collection exercise was completed, questionnaires were checked for completeness before editing, cording and entering data into the SPSS. Then finally, the data in the SPSS was transformed and then analyzed.

3.7.3 Data Collection Instruments

The study used primary data collection instruments to collect information for the first time through the use of self-administered questionnaires and interview schedule.

3.7.3.1 Self-Administered Questionnaires

The researcher administered questionnaires containing both open-ended and closed-ended questions to CCOs, directors and staff from the 9 county departments. Open-ended questions were used alongside closed-ended questions because as stated by Cooper and Schindler (2003), they provide respondents with freedom to express their views or opinions and also to make suggestions instead of restricting theme to researcher constructed questions. The closed-ended questions were also preferred because they gave precise information that minimized information bias and facilitated faster data collection and analysis given the snapshot study time. The study questionnaire had questions on variables constructs of employee retention practices, leadership and organization performance highlighted in the conceptual framework in Figure 1.1.

The study utilized Likert scale anchored on a five-point rating ranging from strongly disagree to strongly agree where 1 depicted Strongly Disagree, 2-Disagree, 3-Moderately Agree, 4-Agree and 5-Strongly Disagree. This rating was preferred as it ensures that consistency in five-scale measurement was maintained. It also allowed for the collection of standardized information that can be expressed numerically so as to allow data to be subjected to descriptive and inferential analyzes. The self-administered questionnaire captured information on the study variables and was divided into section one and section two.

Section One captured background information of the respondents and **Section Two** covered information on the study variables. Section Two was further sub-divided into six parts namely; **A, B, C, D, E, and F**. **Part A** captured information on the competitive compensation, **part B** covered information on Competency Training, **part C** contained information on Career Growth and Development, **part D** had information on Work-life balance, **part E** incorporated county leadership issues and **part F** contained questions on organization performance (**See Appendix XI**).

3.7.3.2 Interviews

Semi-structured interviews were conducted face-to-face with the CSPB members and HR officers that lasted between 15 and 20 minutes. This category of staff were selected because they are in charge of designing, developing and implementing human resource management policies and practices in the organization and in this study, they are the one responsible for coming up with employee retention programmes and also ascertaining the challenges faced by the organization in the implementation process. The busy schedule of this category of staff also formed the basis of conducting interviews. The study interviews were transcribed verbatim and checked for accuracy. The researcher used interview schedule to act as guidance in the interview process (**See Appendix X**).

3.8 Pilot Study

Mugenda and Mugenda (2008) contended that a pilot testing is a necessary requirement in testing validity and reliability of research instruments (Mugenda & Mugenda, 2008). The study conducted pilot testing with the aim of detecting possible flaws in the research measurement procedures and operationalization study variables. It was also meant to identify unclear or ambiguous and unclear items in the questionnaire so as to weed them

out, determining time limits and clarify instructions. The pilot testing was conducted in Siaya County Government which neighbours Kakamega, Vihinga and Busia County Governments. The choice of Siaya County was informed by its proximity to the County governments of former Western Province and its similarity in the county management structure which constituted the target population. Lucas and Donnellan (2012) suggested that a pilot sample should be between 1% and 10% depending on the sample size. The study therefore sampled 33 respondents from Siaya County Government for the pilot study which is approximately 10% of the sample size of 328 respondents.

3.8.1 Validity of the Study Instruments

Validity according to Kothari (2004) is defined as the degree to which an instrument measures what it is supposed to measure or the accuracy and meaningfulness of inferences or the degree to which data analysis results explain the study phenomenon. The study determined three main types of validity of the instruments, that is, face, construct and content validity. The researcher determined face validity of the instruments by preparing the questionnaires and interview schedules in line with the conceptual framework in Figure 1.1 so as to capture all the study variables. Part I of the of the questionnaire contained information on respondents background information, Part II of the questionnaires had information on the study variables constructs (**See Appendix XI**) while interview schedule in was prepared to elicit views on the study variables (**See Appendix X**). This was done to ensure that the items in the instruments were appropriate and meaningful for the study respondents.

Construct validity according to Zhao, Li, Lee and Chen (2011) is an assessment of how well the theories or ideas have been translated into actual measures. The researcher

established construct validity of the instruments by reviewing theoretical and empirical literature. The reviewed literature provided rich literature that aided the researcher in ensuring that the research questionnaires and interview schedule were designed to capture questions in line with reviewed literature on employee retention practices, leadership and organization performance.

Content validity is the extent to which data collection instrument yields reasonably expected statistical outcomes of the study (Anastasiadou, 2011). This was achieved through supervisors' consultation and measuring of the content validity index. The research consulted supervisors and lecturers from the School of Business and Economics of Masinde Muliro University of Science and Technology for expert advice on the content validity of the study instruments. Their views and advice were used to improve the clarity, relevance, and wording of the questions in the questionnaires and interview schedule. The researcher also used supervisor's comments on the research instrument to calculate content validity index. The researcher used supervisor's comments (with respect to sensibility and precision) on the individual questions were used to calculate content validity index (CVI) using the formula:

$$CVI = K/N$$

Where K = Total number of items in the questionnaire declared valid by both the supervisors, N = Total number of items in the questionnaire. Amin (2005) posits that an instrument is considered valid if the CVI is at least 0.7. The study computed CVI is shown in Table 3.3. The results depicted that the study variables had a combined CIV

value of 0.9 and also all the study variables had a CVI of above 0.7 implying that the questionnaire had the right content and was deemed fit to be used to collect data.

Table 3.3: Content Validity Index

Variable	Total number of items in the questionnaires (N)	Total number of items in the questionnaires declared valid by the supervisor (K)	Content validity index (CVI) = K/N	Comment Valid if CVI>=0.7
Competitive Compensation	11	9	0.82	Valid
Competency Training	12	11	0.92	Valid
Career Growth and Development	11	10	0.91	Valid
Work-Life Balance	9	9	1	Valid
County Leadership	10	9	0.90	Valid
Organization Performance	9	8	0.89	Valid
Overall	**62**	**56**	**0.90**	**Valid**

Source: Field Data (2019)

3.8.2 Reliability of the Study Instruments

Reliability refers to as the degree to which a given test is capable of consistently yielding the same scores or results each time the test is administered to the same individuals (Kothari, 2004). Pilot testing was used by the researcher to distribute 33 questionnaires to the respondents of Siaya County Government. After piloting, the Cronbach's Alpha of the research variables in the questionnaire was computed by the aid of SPSS version 20 software. The overall computed Cronbach's alpha value was 0.923 with all the study variables having Cronbach alpha values of above 0.7 as presented in Table 3.4. The study findings imply that there is a satisfactory level of internal consistency thus the

questionnaires were fit for data collection. The study results corroborate Christensen *et al.* (2011) and Saunders *et al.* (2009) assertion that Cronbach alpha coefficient scales of 0.7 and above depict a satisfactory internal consistence.

Table 3.4: Reliability Test

	Cronbach's Alpha if Item Deleted	Comment
Competitive compensation	.928	Reliable
Competency training	.902	Reliable
Career growth and development	.908	Reliable
Work-life balance	.897	Reliable
County leadership	.892	Reliable
Organization performance	.924	Reliable
Overall	**.923**	**Reliable**

Source: Field Data (2019)

3.9 Data Analysis and Presentation Techniques

After data collection exercise, each questionnaire was assigned a unique identification number to avoid double entry and to facilitate data coding. All the data was then coded and entered into an excel sheet, organized and cleaned for any form of inconsistencies like missing values. The cleaned data was then exported to SPSS version 20 where it was processed. SPSS version 20 was deemed appropriate in this study as it provides a comprehensive set of procedures for data transformation and manipulation and also allows for a comparison of variables. Research data was then subjected to descriptive and inferential analyses. Before any statistical analysis was conducted, factors analysis was

carried out to assess the sample adequacy and to establish whether to retain all the responses pertaining to study variables or to strike out some.

3.9.1 Factor Analysis

Factor analysis is a statistical tool that examines the weight or the possible effect of un-observed variables. The researcher conducted factor analysis in order to include only relevant dimension of study constructs in the analysis. Also, the researcher conducted Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test before conducting factor analysis (Hair, Anderson, Tatham and Black, 2006). Barlett's Test of Shericity and KMO measure of sample adequacy tests were conducted in order to find out the appropriateness and adequacy of the study variable constructs for factor analysis, descriptive and inferential analyzes. According to Field (2009) and Hair et al., (2006), a KMO value of greater than 0.5 and a significant Bartlett's Test of Sphericity indicate that the data is adequate and appropriate to be used in statistical analysis. Exploratory factor analysis was conducted using Principal Component Analysis and Orthogonal Varimax Rotation Method.

The study used Kaiser Criteria where Eigen value of one or more indicates a unique factor during factor extraction. Hair *et al* (2006) suggested a threshold of above 50% for the total component variance so as the factor analysis model to appropriately fit the data. Factor loading for the variable constructs were also obtained using factor analysis so as to enable the statements be retained for statistical analysis. The current study used factor loading in order to eliminate the items in the questionnaires which might affect the quality of the results that may results to smaller value of coefficient of determination or smaller correlation coefficient.

A factor loading equal to or more than 0.4 is regarded as adequate to enable the constructs of the variables be retained for data analysis since it has a good factor stability leading to desirable results (Rahn, 2010; Malakouti, Fatollahi, Mirabzadeh, Salavati and Zandi, 2006; Morley, Williams and Black, 2002).

3.9.2 Descriptive Statistical Analysis

The study used descriptive statistics to present the data in a more meaningful way for simpler interpretation of the data since it allows for pattern in the data to emerge. To meet the study objectives, the study used frequency percentages, mean, standard deviation, skewness and kurtosis. Descriptive statistics involved computation of the mean of the statements on the study variables constructs that were reflect on the research questions. A high mean score above the benchmark of 3.5 implied that there is a higher levels of agreement among the respondents on the questionnaire statement. A mean score of 3.0 on the other hand implied that there is moderate level of agreement among the respondents on the questionnaire statement while a means score below 3.0 revealed the existence of disagreement among the respondents on questionnaire statement (Bryman and Bell, 2011).

The researcher used mean and standard deviation to interpret data as suggested by Bryman and Bell (2011), where mean <1.5=Strongly Disagree, >1.5-2.5=Disagree, 2.5-3.5=Moderately Agree, 3.5-4.5=Agree and >4.5 Strongly Agree. Where standard deviation <1= no variation and >1=no consensus.

The researcher also computed standard deviation. A standard deviation of zero depicted absolute consensus among respondents on the questionnaire statement. The smaller the computed standard deviation value, the narrower the range between the lowest and

highest scores meaning that the score cluster is close to mean score hence there is a very minimal variability of responses from the respondents. According to Cooper and Schindler (2006) standard deviation (SD) is the most widely used measure of spread by summarizing how far away from the mean the data values are. When SD is small (SD<1) posits that most of the sample means are near the center (mean) thus a good estimator of the population mean while a large SD (SD>1) implies that the data points are spread over a large set of values thus the sample mean becomes a poor estimator of the population mean (Harper, 2000).

Before subjecting the study variables to descriptive analysis, the researcher tested for normality among the study variable constructs responses using skewness and kurtosis statistics as recommended by George & Mallery (2010). Skewness measures the nature of statistics distributions thus a skew value of zero imply symmetric distribution while kurtosis measures the distribution peakedness. According to, George & Mallery (2010), a variable is reasonable close to normal if its kurtosis and skewness values lies between -3.0 and +3.0.

Tables and figures were used in the study to present data in descriptive statistics. Interview responses were analyzed by organizing them into themes in line with the study objectives. These responses were corroborated with the study findings from the questionnaires to help justify the result findings.

3.9.3 Inferential Statistical Analysis

In order to beef up the descriptive analysis, the study used inferential analysis to approximate and make inferences about statistical characteristics of populations. In this

regard, the study used correlation and regression analyses to aid in inferential analysis. Results from correlation and regression analysis were presented by use of tables.

3.9.3.1 Correlation Analysis

Correlation analysis was performed so as to test the degree of association among the employee retention practices (competitive compensation, competency training, career growth and development and work-life balance), county leadership and organization performance. This was aided by computing the Pearson's Product Moment correlation coefficient to test the degree and the direction of association among the study variables. Cohen's (1988) cited in Bosco, Aguinis, Singh, Field, and Pierce (2015) opines that the benchmark for effect size is set at /**r**/=0.1, 0.3 and 0.5 regarded as small, medium (moderate) and large effect sizes respectively.

According to American Psychological Association (2010) and Kelley and Preacher (2012), effect size (ES) is an indication of strength relationship which is commonly referred to as Pearson Product Moment correlation coefficient. Aguinis and Harden (2009) found out that most studies have adopted the Cohen's (1988) ES benchmark especially as an input to power analysis. The current study therefore relied heavily on the Cohen's (1988) ES benchmark to interpret the study correlation analysis results.

Yin (2009) noted that the presence of high correlations, that is, **r** above 0.8 is the first indication of substantial collinearity. However, lack of any high correlation values does not mean no collinearity. Collinearity may also be due to the combined effect of two or more of the independent variables (termed multi collinearity). Thus a situation where two or more of the independent variables are highly correlated has a serious damaging effect on multiple regression result.

3.9.3.2 Regression Analysis

According to Kombo and Tromp (2000) regression analysis is used purposely to generate an equation for describing the statistical relationship between one or more predictor variables (independent variables) and the response variable (Dependent variable). The researcher conducted regression analysis in order to test research hypotheses. Regression analysis contained a model summary, ANOVA and beta coefficient for the purpose of either accepting or rejecting the study hypothesis. The study used the t-statistics significance value to test the hypothesis. The test criteria was set such that the study rejects the null hypothesis if t-statistical significance value is less than 0.05 (<0.05), otherwise the study failed to reject the null hypothesis. The *F*-statistic generated by regression results was used to test the goodness of fit (Hoe, 2008) or simply significance of the regression models (Blackwell, 2005). The researcher formulated the model equations in the regression analysis, conducted prerequisite tests (statistical assumptions) for multiple regression and carried out hypothesis testing discussed therein.

3.9.3.2.1 Regression Model Equations

The study conducted four main types of regression analysis namely; simple linear, moderated multiple, stepwise and hierarchical regression analyses which generated four models respectively.

Simple linear regression analysis was used for the purpose of testing the study hypothesis one to four on the effect of employee retention practices (competitive compensation, competency training, career growth and development and work-life balance) on organization performance.

The simple linear regression model equation was in form of:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \; ..... \; Model \; (i)$$
$$Y = \beta 0 + \beta 2 X_2 + \varepsilon \; ..... \; Model \; (ii)$$
$$Y = \beta 0 + \beta 3 X_3 + \varepsilon \; ..... \; Model \; (iii)$$
$$Y = \beta 0 + \beta 4 X_4 + \varepsilon \; ..... \; Model \; (iv)$$

Where:

Y = Dependent variable (Organization performance)

X = Independent variable (Employee retention practices)

β0 = Constant term

X_1= Competitive Compensation

X_2 = Competency Training

X_3 = Career Growth and Development

X_4 = Work-life balance

e = Error term (standard error)

Moderated multiple regression analysis was used to ascertain the effect of moderator (county leadership) on the relationship between employee retention practices (competitive compensation, competency training, career growth and development and work-life balance) on organization performance.

The moderated multiple regression model equation was in form of:

$$Y = \beta_0 + \beta_1 X_1 + \beta_1 X_1 M + \varepsilon \; ..... \; Model \; (i)$$
$$Y = \beta 0 + \beta 2 X_2 + \beta_2 X_2 M + \varepsilon \; ..... \; Model \; (ii)$$
$$Y = \beta 0 + \beta 3 X_3 + \beta_3 X_3 M + \varepsilon \; ..... \; Model \; (iii)$$
$$Y = \beta 0 + \beta 4 X_4 + \beta_4 X_4 M + \varepsilon \; ..... \; Model \; (iv)$$

Where: $X_{1-4}M$ is the interaction term between employee retention practices and county leadership.

Stepwise regression analysis was used to find out the moderating or the mediating role of a study variable. The study evaluated the moderating effect using stepwise regression

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analysis which was proposed by Baron and Kenny (1986). According to Baron and Kenny (1986), there are three steps involved in testing the moderating effect. Step one involves testing the influence of employee retention practices on organization performance. Step two entails testing the effect of employee retention practices and county leadership (predictor variables) on organization performance (criterion variable). Finally, in step three, product of standardized values for employee retention practices and county leadership (interaction term) was introduced and tested for its significance on organization performance. Moderating effect happens if the effect of interaction is significant in the third step.

The three steps involved in stepwise regression analysis for moderating effect were written as:

Step One: $Y=\beta_0+\beta_1X_1+e$
Step Two: $Y=\beta_0+\beta_1X_1+\beta_2M+e$
Step Three: $Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_1*M+e$

Where, β_0 represents Constant Term, β_i; i = 1, 2 and 3 is the regression coefficients which measures the change induced on the study variables; X_1=Independent variable; M= Moderator; X_1*M=Interaction Term between independent variable and a moderator; Y=Dependent variable and; e=Error Term.

With regard to mediation, stepwise regression model proposed by Baron and Kenny (1986) was used. Baron and Kenny (1986) suggested that there are four steps involved in testing for mediation. Step one involved testing the relationship between independent variable and dependent variable. Step two entailed testing the effect independent variable mediating variable. Step three focused on testing the relationship between mediating variable and dependent variable. Finally, step four involved testing the influence of

independent variable on dependent variable when controlling for the effect of the mediating variable.

In order to determine the mediating effect, steps 1, 2 and 3 must be significant while in step 4, the independent variable should be insignificant when a mediator is included in the model. However, according to MacKinnon, Fairchild, & Fritz (2007), when independent variable is no longer significant when a mediator is controlled, the findings support full mediation but when both independent and mediating variables are significant, the findings supports partial mediation. The study used simple regression analysis in steps 1-3 while multiple regression analysis was performed in step 4 (Baron and Kenny, 1986; MacKinnon, Fairchild, & Fritz, 2007).

The four steps involved in stepwise regression analysis for mediation effect were written as:

$$Step\ One:\ Y=\beta_0+\beta_1X_1+e$$
$$Step\ Two:\ M=\beta_0+\beta_1X_1+e$$
$$Step\ Three:\ Y=\beta_0+\beta_2M+e$$
$$Step\ Four:\ Y=\beta_0+\beta_1X_1+\beta_2M+e$$

The researcher also used hierarchical regression analysis to test the study sub-hypothesis five. This was meant to determine whether the joint effect of employee relation practices, county leadership constructs and organization performance is greater than the individual effect of each predictor variable on organization performance. During hierarchical regression analysis, the study variables were entered into the analysis in a sequence of groups. The analysis involved seven steps generating seven models. In step one, mode one was obtained by regressing organization performance on employee retention practices. In step two generated model two, by adding culture of trust and openness which is the first component of county leadership into the equation. The researcher

finally added simultaneously the remaining components of county leadership (democratic management, autonomy and flexibility in management, teamwork, collective decision making, and motivation and empowerment) into the equation in step three to step seven to generate model three to model seven respectively.

The seven steps involved in hierarchical regression analysis were written as:

$Step\ One:\ Y=\beta_0+\beta_1X_1+e$
$Step\ Two:\ Y=\beta_0+\beta_1X_1+\beta_2X_2+e$
$Step\ Three:\ Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+e$
$Step\ Four:\ Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+e$
$Step\ Five:\ Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\beta_5X_5+e$
$Step\ Six:\ Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\beta_5X_5+\beta_6X_6+e$
$Step\ Seven:\ Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\beta_5X_5+\beta_6X_6+\beta_7X_7+e$

Where, β_0 represents Constant Term, βi; i = 1, 2, 3, 4, 5, 6 and 7 is the regression coefficients which measures the change induced on the study variables; X_i; i=1, 2, 3,4,5,6 and 7 representing employee retention practices, culture of trust and openness, democratic management, autonomy and flexibility in management, teamwork, collective decision making, and motivation and empowerment respectively; Y=Organization Performance and; e=Error Term.

3.9.3.2.2 Statistical Assumptions

When conducting multiple regression analysis, there are certain assumptions about variables of the study that must be taken care of. When these conditions are not met, the results of the study may not be valid (Osborne & Waters, 2002). This may result to over or underestimation of statistical significance to type I or type II error. When these assumptions are not meet through testing, the study findings are likely to give a false ground to accept or reject the hypotheses (Harwell, 2011). The study therefore checked

the following assumptions for linear regression: normality, linearity, multicollinearity, homoscedacity and autocorrelation tests.

3.9.3.2.2.1 Test for Normality

According to Saunders *et al.* (2016), a normal data is an important underlying assumption in statistical analysis. The study also used Normal P-P plot to check the normality of data as suggested by Hoe (2008) and Blackwell (2005). Figure 3.1 presents the results of the normality test.

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: OrganizationPerformance
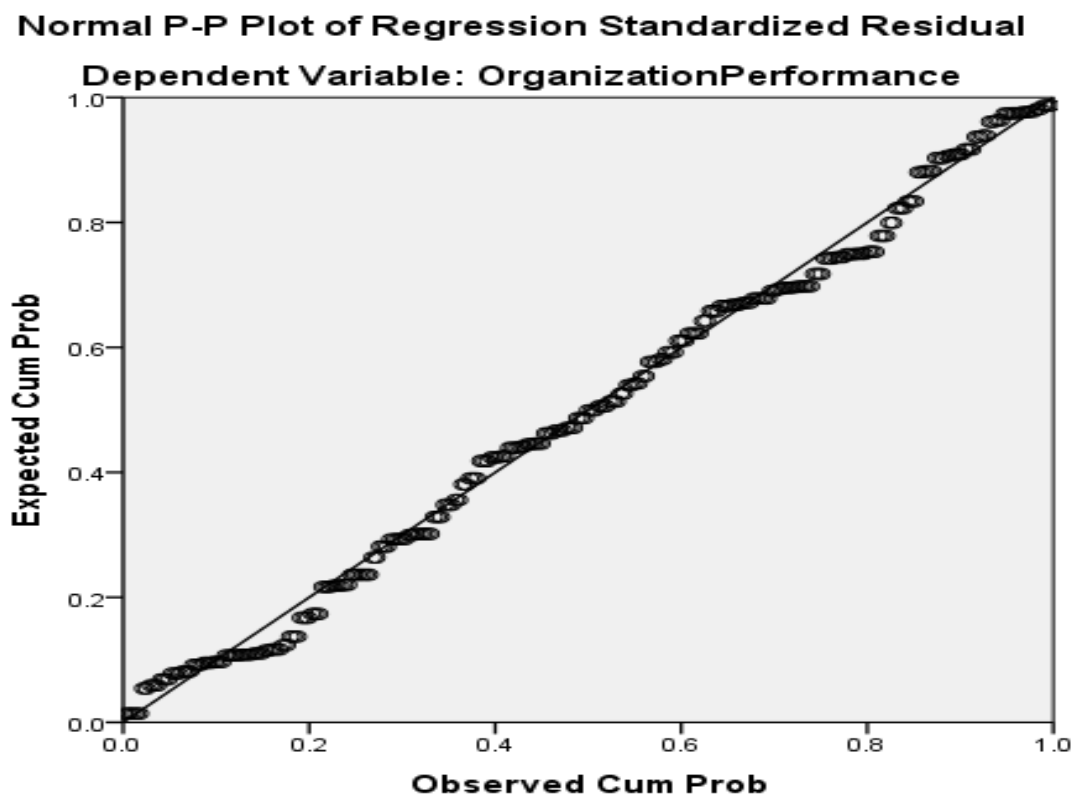
Figure 3.1: Test of normality using P-P plots
Source: Field data (2019)

Since Figure 3.1 shows that the dots lie closer to the diagonal line, the values of the residuals are thus normally distributed (Hoe, 2008, and Blackwell, 2005). This implies that the data can be subjected to regression analysis.

3.9.3.2.2.2 Test for Linearity

Ombaka (2014) posits that linearity of data is when values of the outcome variable for each increment of a predictor variable lie along a straight line. Osborne and Waters (2002) observe that multiple linear regression can only accurately estimate the relationship between dependent and independent variable if the relationship between the variables is linear in nature. The study measured the assumption of linearity using the normal probability plot called the Q-Q plot. The study plotted the observed value for each score of the variables against the expected value from the normal distribution. Osborne and Waters (2002) suggested that a reasonably straight line suggests a normal distribution. As shown in Figure 3.2, the Q-Q plots of the study variables indicate that the values did not deviate much from the expected values hence suggesting a normal distribution that deemed the data fit for subsequent multiple regression analysis.
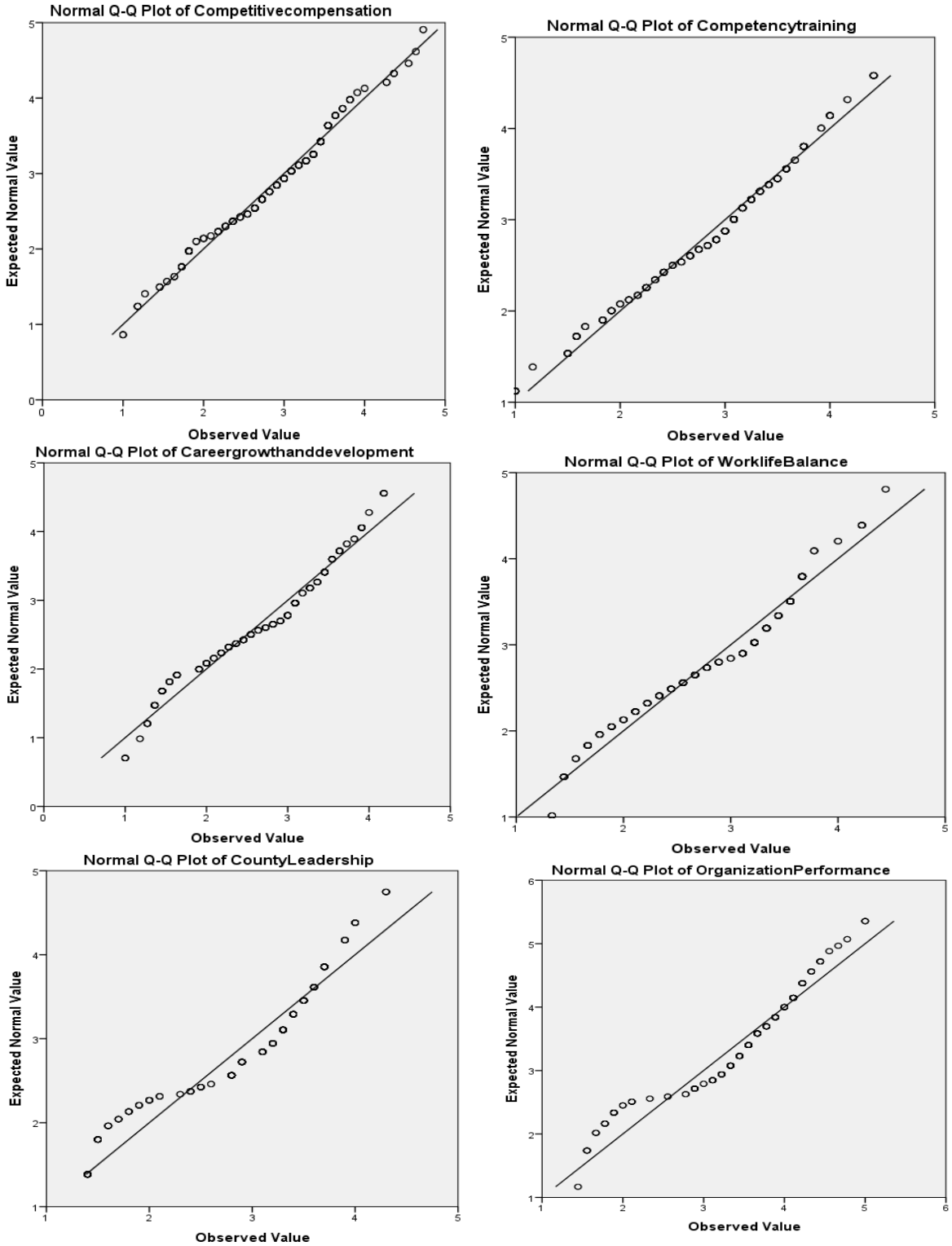
Figure 3.2: Test of Linearity using Q-Q plots
Source: Field Data (2019)

3.9.3.2.2.3 Multicollinearity

Multicollinearity in statistical analysis occurs when there is a high degree of correlation between independent variables (Ombaka, 2014). The study used variance inflation factor (VIF) and tolerance values to test for multicollinearity. The VIF shows whether an independent variable (predictor variable) has a strong linear relationship with other predictor variables. Green (2012) opines that a VIF value of below 10 shows an absence of multicollinearity. Multicollinearity generally is responsible for increasing the standard errors of the coefficients hence making some variables statistically that should be significant not significant.

O'Brien (2007) observes that a tolerance value of less than 0.20 indicates serious collinearity problems thus absence of multicollinearity is depicted by a value above 0.2. The study results of the tests of multicollinearity are presented in Table 3.5. As indicated in Table, the VIF for the study variables ranged between 3.114 to 4.308 indicating absence of multicollinearity between the variables since it is below the VIF threshold of 10 as suggested by Green (2012). The study tolerance values were also above 0.2 and ranged between 0.232 to 0.321, confirming absence of multicollinearity since the tolerance value was above 0.2 threshold suggested by O'Brien (2007). The study data was therefore fit for multiple regression analysis due to absence of a strong correlation between the study independent variables (multicollinearity).

Table 3.5: Test of Multicollinearity

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.464	.155		9.434	.000		
Competitive compensation	.196	.080	.183	2.442	.015	.320	3.125
Competency training	-.235	.095	-.218	-2.477	.014	.232	4.308
1 Career growth and development	-.414	.082	-.406	-5.035	.000	.276	3.620
Work life Balance	-.052	.090	-.045	-.574	.567	.288	3.475
County Leadership	1.129	.079	1.065	14.251	.000	.321	3.114

a. Dependent Variable: Organization Performance

Source: Field Data (2019)

3.9.3.2.2.4 Test for Homoscedasticity

Femi (2014) asserts that homoscedasticity test is meant to ensure that the final results of the study are not influenced by modeling errors. Test ensures that modeling errors are uniform and uncorrelated, that is, when independent variables error terms are the same (Hair *et al.,* 2007). The study evaluated homoscedacity using a scatter plot in which the regression standard residuals for the independent variables (employee retention practices and county leadership) were plotted against the dependent variable (organization performance). Random array of dots on the graph indicates that the variance of the residual is constant which means that the data is fit for regression. From the scatter plots in the study Figure 3.3, shows that variations on either side of the trend line are almost equal (homogenous) which means that the data is fit for regression.
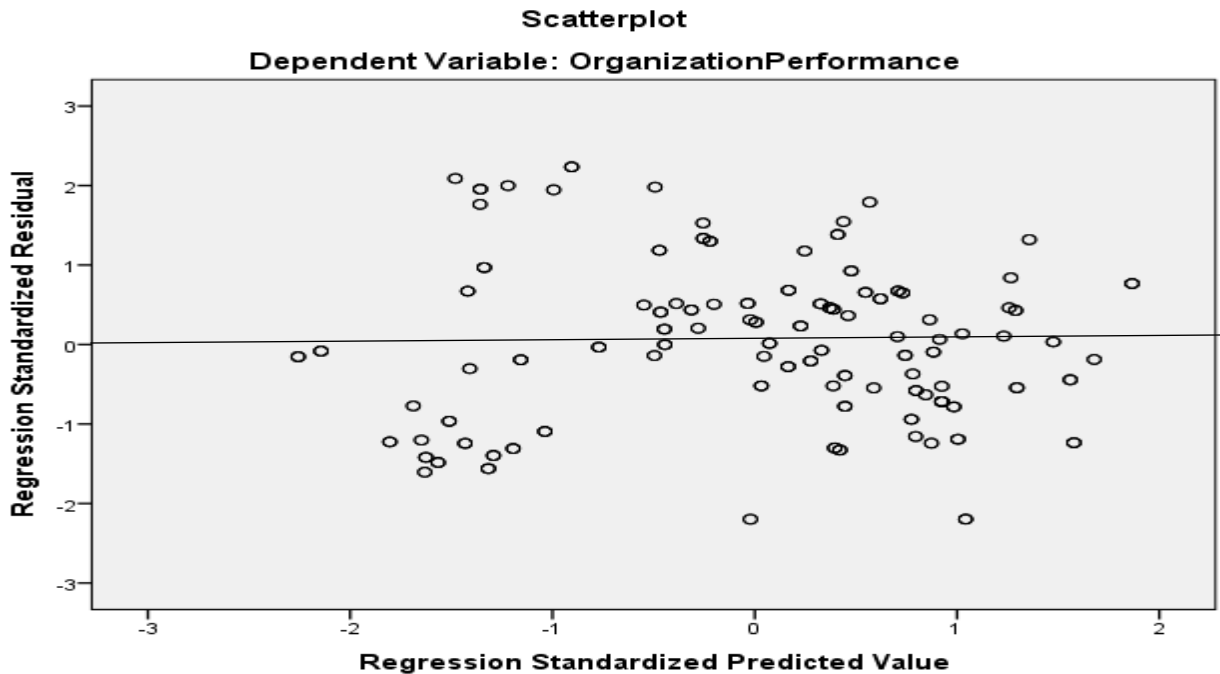
Figure 3.3: Test of Homoscedasticity
Source: Field data (2019)

3.9.3.2.2.5 Test of Autocorrelation

Autocorrelation refers to the presence of serial correlation among the study independent variables in the multiple regression model thus violating the assumptions of the regression (Anderson *et al*., 2007). The researcher used Durbin-Watson statistic to test the assumption that our residuals are independent (or uncorrelated). If the value is below 1 or above 3 is a cause for concern and may render analysis invalid because the variables are correlated (Hoe, 2008, and Blackwell, 2005). The study Durbin-Watson was computed by the SPSS Version 20 software. Since the study results in Table 3.6 generated a Durbin-Watson value of 1.387 which is between a threshold of 1-3 suggested by Hoe (2008) and Blackwell (2005), shows that the values of the residuals are independent and can be subjected to regression analysis. This implies that there is absence of autocorrelation.

Table 3.6: Test of Autocorrelation

			Model Summary[b]		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.739[a]	.547	.538	.57593	1.387

a. Predictors: (Constant), County Leadership, Competitive compensation, Career growth and development, Work life Balance, Competency training

b. Dependent Variable: Organization Performance

Source: Field Data (2018)

3.9.3.2.3 Hypothesis Testing

The goal of examining hypothesis is usually to reject or fail to reject the null hypothesis. The null hypothesis is the condition at null implying that no relationship between variables (Bem, 2011). The test criteria was set such that the study rejects the null hypothesis if independent variable t-statistics is significant ($p<0.05$), otherwise the study will have failed to reject the null hypothesis if independent variable t-statistics is insignificant ($p>0.05$) (Elam, 1979). Table 3.7 gives the summary of research design, methods of data analysis and hypothesis testing.

Table 3.7: Summary of Research Design, Methods of Data Analysis and Hypothesis Testing

Research Hypothesis	Research Design	Method of data analysis	Regression Models	Interpretation of results
$H0_1$: Competitive compensation has no significant effect on organization performance in county governments of Former Western Province.	Cross-sectional survey Descriptive correlational	Descriptive statistics, Pearson correlation and Simple linear regression	Model Summary (R & R^2) ANOVA(F-Significant) Beta Coefficient (β) Simple regression model $Y= \beta_0 + \beta_1 X_1 + e$	R-Relationship of the dependent and independent variable. R^2 determines how much change in Y is attributed to X_1 F-test tests the overall model statistical significance/model fit If p-value is found to be less or equal to 0.05 (p-value≤0.05) the hypothesis will be rejected or otherwise.
$H0_2$: Competency training has no significant effect on organization performance inWestern Kenya Counties	Cross-sectional survey Descriptive correlational	Descriptive statistics, Pearson correlation and Simple linear regression	Model Summary (R & R^2) ANOVA(F-Significant) Beta Coefficient (β) Simple regression model $Y= \beta0 + \beta 1X1 + e$	R-Relationship of the dependent and independent variable R^2 determines how much change in Y is attributed to X_1 F-test tests the overall model statistical significance/model fit If p-value is found to be less or equal to 0.05 (p-value≤0.05) the hypothesis will be rejected or otherwise.
$H0_3$: Career growth and development has no significant effect on organization performance in county governments of Former Western Province.	Cross-sectional survey Descriptive correlational	Descriptive statistics, Pearson correlation and Simple linear regression	Model Summary (R & R^2) ANOVA(F-Significant) Beta Coefficient (β) Simple regression model $Y= \beta0 + \beta 1X1 + e$	R-Relationship of the dependent and independent variable R^2 determines how much change in Y is attributed to X_1 F-test tests the overall model statistical significance/model fit If p-value is found to be less or equal to 0.05 (p-value≤0.05) the hypothesis will be rejected or otherwise.

Research Hypothesis	Research Design	Method of data analysis	Regression Models	Interpretation of results
$H0_4$: Work-life balance has no significant organization performance in county governments of Former Western Province.	Cross-sectional survey Descriptive correlational	Descriptive statistics, Pearson correlation and Simple linear regression	Model Summary (R & R^2) ANOVA(F-Significant) Beta Coefficient (β) Simple regression model $Y= \beta0+ \beta 1X1+e$	R-Relationship of the dependent and independent variable R^2 determines how much change in Y is attributed to X_1 F-test tests the overall model statistical significance/model fit If p-value is found to be less or equal to 0.05 (p-value≤0.05) the hypothesis will be rejected or otherwise.
$H0_5$: County Leadership has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.	Cross-sectional survey Descriptive correlational	Descriptive statistics, Pearson correlation and Hierarchical multiple regression	Model Summary (R & R^2) ANOVA(F-Significant) Beta Coefficient (β) Multiply regression equation $Y= \beta0 + \beta 1X1M+ \beta2X2M + \beta3X3M + \beta 4X4M+ \varepsilon$	R-Relationship of the dependent and independent variable R2 determines how much change in Y is attributed to X1 F-test tests the overall model statistical significance/model fit If p-value is found to be less or equal to 0.05 (p-value≤0.05) the hypothesis will be rejected or otherwise.

Source: Researcher own Conceptualization (2019)

3.10 Ethical Considerations

Schurink (2014) noted that ethical consideration is one of the paramount aspects in any research study. Researchers are thus mandated to adhere to ethical standards in planning, collection of data and analysis, dissemination and use of the results. The study observed the following ethical principles, protection of participant privacy, obtaining informed consent from the respondents before participating in the study, the respondents voluntary participated in the study, anonymity and confidentiality was adhered to by not requiring respondents not to mention their name or contact. Before self-administering research questionnaires, informed consent was sought and obtained from the respondents. The researcher informed the respondents of their right not to take part in the survey and kept their identities confidential. The study respondents were protected from any potential harm, especially as relates to victimization during the data collection process.

For this study, permission was obtained from different entities. First, permission was sought from MMUST Directorate of Graduate Studies. Secondly, in compliance with the Science and Technology Act, Chapter 250, Laws of Kenya, a research permit was obtained from NACOSTI. In line with the NACOSTI permit requirement, the researcher further obtained research permission from County Directors of Education and County Commissioners of Western Kenya Counties. Final, permission to conduct research was sought from the county HR officers or county secretaries in order to allow for collection of data among the county employees.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This current study sought to establish the effect of employee retention practices on organization performance in county governments of Former Western Province. To achieve the study purpose, the following objectives were formulated: To examine the effect of competitive compensation on organization performance in county governments of Former Western Province; To determine the effect of competency training on organization performance in county governments of Former Western Province; To examine the effect of career growth and development on organization performance in county governments of Former Western Province; To establish the effect of work-life balance on organization performance in county governments of Former Western Province; and To establish the moderating effect of county leadership on the relationship between employee retention practices and organization performance in county governments of Former Western Province.
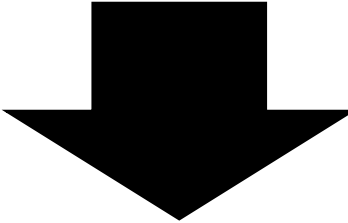
This chapter presents the results and the discussion of the results obtained from the study. It contains data analysis based on response rate, background information of the respondents, descriptive statistics and inferential statistics, and summary of the descriptive, inferential statistical analysis, and discussion of the findings of the study. Study findings and discussions are presented in line with each study objectives. Before the study dependent and dependent data was subjected to descriptive, correlation and inferential analysis, Exploratory Factor Analysis was carried out. This was meant to include only underlying dimensions of the study variables. Bartlett's Test of Sphericity

and Kaiser-Meryer-Olkin (KMO) measure of sample adequacy test preceded the Exploratory Factor Analysis.

4.2 Response Rate

This section presents the response rate as per the counties. It also indicates the overall response rate realized in the study. The study targeted 1, 826 employees four County governments of former Western Province out of which 328 employees were sampled. The key respondents of the study included County Public Service Board members, County Chief Officers (CCOs), Directors, HR Officers and Staff from Nine County Departments. The researcher distributed 319 questionnaires to CCOs, directors and departmental staff while 9 employees comprising of HR officers and members of public service board were interviewed. Table 4.1 depicts the study findings.

Table 4.1: Response Rate

Population Unit/Counties	Vihiga		Bungoma		Kakamega		Busia		Total	
	Given out	Collected	Given out	Collected	Given out	Collected	Given out	Collected	Given out (Sample Size)	Collected
County Chief Officers (CCOs)	1	1	2	2	2	2	1	1	6	6
Directors	7	5	7	4	7	5	7	4	28	**18**
Staff from County Departments (9)	50	41	72	62	99	76	64	56	**285**	**235**
Total	**58**	**47**	**81**	**68**	**108**	**83**	**72**	**61**	**319**	**259**
% Response rate	**81%**		**84%**		**76.9%**		**84.7%**			
% Non-response	19%		16%		23.1%		15.3%			
Total	**100%**		**100%**		**100%**		**100%**			
Grand % Response rate										**81.2%**
Grand % Non-response					**18.8%**					
Total										**100%**

Source: Field data (2019)

Table 4.1 shows that out of 58 questionnaires given to employees of Vihiga County government, 47 questionnaires were completely filled giving a response rate of 81%. Bungoma County government employees were given 81 questionnaires and returned 68 questionnaires resulting to a response rate of 84%. 108 questionnaires were given out to Kakamega County government employees who returned 83 questionnaires representing a

response rate of 76.9% while Busia County government employees were given 72 questionnaires and the researcher managed to collect 61 completely filled questionnaires translating to 84.7% response rate. In general, the researcher distributed 319 questionnaires to the four County governments of former Western Province out of which 259 questionnaires were completely filled and returned giving an overall response rate of 81.2%. In regard to the interview, the researcher purposed to interview 5 members of Public Service Board and 4 HR officers out of which 3 member of Public Service Board and 4 HR officers were interviewed giving a response rate of 77.8%.

Although scholars and researchers have advanced their debate concerning acceptable response rate, there is still no consensus on statistically significant response rate. According to Saunders *et al.* (2007), response rate depends on the chosen questionnaires and interview schedule attributes. A response rate of 30% to 50% is considered reasonably high to be used to analyze data for delivered and collected questionnaires as in the case of this study. Babbie (2004) argues that a response rate of 50% are acceptable for data analysis and publication, 60% response rate is regarded as good while a response rate of 70% and above is very good.

Table 4.1 response rate per county ranges from 76.4% to 84.7% while the overall response rate was 81.2% for questionnaires and 77.8% for interview which according to Bebbie (2004) and Saunders *et al.* (2007) is very good and sufficient to be used to analyze data collected and publish the results findings. The high response rate realized in the study implies that the findings of the study are a good representative of the target populations thus can be generalized to the whole population.

4.3 Background Information of Respondents

The section presents analyzed data on the respondents profile in terms of gender, age, level of education and work experience. Background information of the respondents provided a broad understanding of the nature of the study context. It also affected the level of responses to the researcher questions thus promoting confidence in the overall quality of the analyzed study findings. Tables 4.2-4.5 depict the study findings on respondents' background information.

4.3.1 Gender of the Respondents

The study sought to establish the respondents gender in order to get perspective regarding employee retention practices and organization performance from both side of the divided. Table 4.2 depicts the frequency distribution of the respondents by gender.

Table 4.2: Respondents Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	146	56.4	56.4	56.4
Valid	Female	113	43.6	43.6	100.0
	Total	259	100.0	100.0	

Source: Field Data (2019)

Table 4.2 results posit that majority of the respondents were male 146 (56.4%) followed closely by female respondents 113 (43.6%). The finding of the study can be viewed that although majority of employees of the County governments of former Western Province are male, female employees are also well represented as per the a third gender representation required by the Constitution of Kenya, 2010. The study findings corroborates those of Chebet (2015) who found out that 53.7% of employees in Bungoma County government are male and Plimo (2016) who observed that 65.3% of employees in the West Poko County government are male while the rest are female.

Further analysis of the gender parity in the management positions in the county government as far as directors and CCOs revealed that men occupy most of the positions. The study findings reveal that although women leaders' predicament has improved over recent years significantly, there is still underrepresentation of women in the upper echelons of the county government. This assertion is supported by Northouse (2007) who observed that glass ceiling brought as a result of prejudice and discrimination against women, human capital differences and general differences between men and women. Heilman (2001) further argued that gender stereotype complicate matters for women because mean are viewed to be decisive, confidence, independence and assertiveness unlike women thus trusted with top leadership position.

4.3.2 Age of the Respondents

The study sought to determine the respondents' age distribution which was important in knowing the nature of the workforce in the County governments of former Western Province. The results of the age distribution are illustrated in Table 4.3.

Table 4.3: Respondents Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30 years	84	32.4	32.4	73.4
	31-40 years	106	40.9	40.9	40.9
	41-50 years	56	21.6	21.6	95.0
	Above 51 years	13	5.0	5.0	100.0

Source: Field Data (2019)

Study findings in Table 4.3 depict that 84(32.4%) of the respondents were aged between aged bellow 30 years, 106(40.9%) aged between 31-40 years, 56(21.6%) aged between 41-50 years while 13(5%) of the respondents were aged below 51 years. The study findings imply that most of the respondents are aged between 31-40 years and the least

age group was below 51 years. The results reveal that younger employees are more attracted to work with the county governments in Kenya. These younger carders of employees are more energetic and innovative thus needed for better county performance. Past studies in county government revealed the same trend. Chebet (2015) found out that majority, 30% of Bungoma County governments are between the age of 36-45 years while Plimo (2016) study in West Pokot County government observed that fairly high number, 29.3% of employees are aged between 36-45 years.

4.3.3 Level of Education of the Respondents

The study sought to find out the respondents level of education which was meant to majorly determine the level of validity and reliability to the responses given. This is because educated respondents are able to understand the questions in the questionnaires.

Table 4.4: Respondents Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
	Certificate	16	6.2	6.2	6.2
	Diploma	54	20.8	20.8	27.0
Valid	Bachelor Degree	128	49.4	49.4	76.4
	Master Degree	58	22.4	22.4	98.8
	Ph.D.	3	1.2	1.2	100.0
	Total	259	100.0	100.0	

Source: Field Data (2019)

From the Results in Table 4.4, it is observed that most of the respondents had bachelor degree qualification at 128 (49.4%) followed by master degree qualification at 58(22.4%), then diploma qualification at 54(20.8%) and certificate qualification at 16(6.2%). Only 3(1.2%) of the respondents had Doctor of Philosophy (Ph.D). qualification. The study findings can be interpreted that the entry requirement for employment in the county government is mostly degree qualification. It was also

observed that the few Ph.D and master holders were mostly the directors and the CCOs while departmental staff had mostly bachelor and diploma qualifications. The study findings are in line with Plimo (2016) findings that posit that most counties in Kenya have bachelor degree as the minimum requirement for employment.

The study findings can imply that promotion and appointment to higher positions in county government is not only pegged on performance and merit, but also a requisite professional qualification can results to appointment in higher positions (GoK, 2018).

4.3.4 Level of Work Experience of the Respondents

The study sought to determine the respondents work experience in working for the county government. Experience level is very important because more experienced workforce are aware of the researcher study variables and how they affect their daily undertaking. Employees who have worked in the organization for long have experience and knowledge on organization processes and systems. According to Ibua (2014), respondents work experience is associated with length of service and knowledge acquired over time which leads to organization performance. Table 4.5 depicts the study findings on work experience of the respondents.

Table 4.5: Respondents Level of Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below one year	50	19.3	19.3	19.3
	Between 1-5 years	135	52.1	52.1	71.4
	Above 5 years	74	28.6	28.6	100.0
	Total	259	100.0	100.0	

Source: Field Data (2019)

From table 4.5, it can be concluded that most of the county government employees have between 1-5 years work experience, 135 (52.1%) followed by work experience of above 5 years, 74 (28.6%) while the least number of employees had work experience of below one year, 50(19.3%). Plimo (2016) regarding level work experience in the county governments reveal also the same pattern by asserting that majority, 42.7% of county government of West Pokot had a work experience of between 3.5 years. The study findings can be interpreted that respondents had the relevant work experience in the County governments of former Western Province and hence had adequate knowledge about the variables under study. The results of this study on work experience corroborates findings by Braxton (2008) who observes that respondents with a high working experience have technical experience on the problem being studied thus assist in providing reliable data.

4.4 Analysis and Discussion on Study Variables

This section captures the analysis and discussion of the study variables in line with each objective. Fist, the study presents the analysis of the general information concerning the study variables. Secondly, the researcher conducted factor analysis in order to include only relevant dimension of study constructs in the analysis. Also, the researcher conducted Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test before conducting factor analysis (Hair et al, 2006). Third, the section presents descriptive analysis of the data using mean, standard deviation, kurtosis and skewness. The section also contains correlation and regression analysis of data. Finally, the study conducted hierarchical regression analysis for the joint effect among the study variable in order to determine the joint effect and the need for remodeling of the study conceptual framework.

4.4.1 Objective One: Research Findings and Discussion

The study objective one sought to examine the effect of competitive compensation on organization performance in county governments of Former Western Province while the null hypothesis was set that competitive compensation has no significant effect on organization performance in county governments of Former Western Province. In order to achieve the study objective and hypothesis, the researcher analyzed the general information on the study variables, conducted Exploratory Factor Analysis, descriptive and inferential analyzes.

4.4.1.1 Competitive Compensation General Information

Under this section, the researcher analyzed whether employees are satisfied with the reward packages offered to them by the county government and also the level sufficiency of the reward packages offered. Figure 4.1 to 4.2 illustrates the study findings.
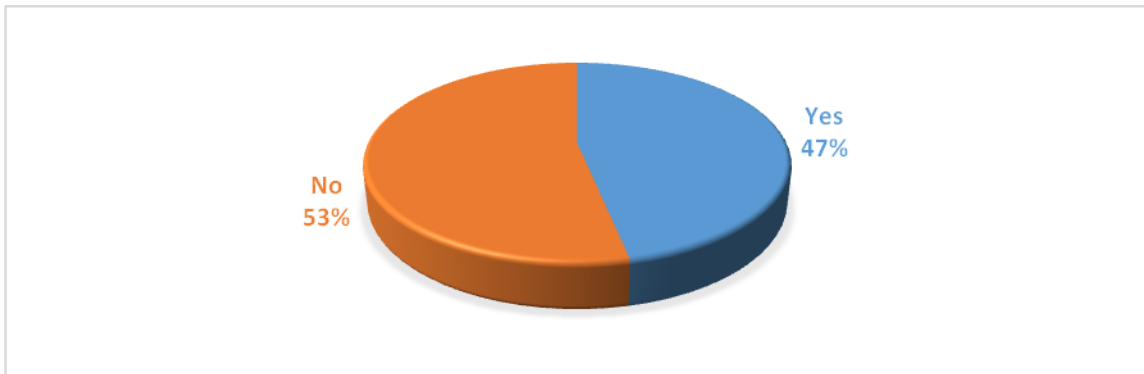
Figure 4.1: Satisfaction or Dissatisfaction with Reward Packages
Source: Field Data (2019)

From the study findings in Figure 4.1, most of the county government employees in Western Kenya are unsatisfied with the total reward package depicted by a higher percentage of 53%(138) while a comparatively lower percentage of 47%(121) respondents are satisfied with the reward packages they receive. In order to prove the respondents further, the researcher sought to know behind the level of respondents satisfaction or dissatisfaction with the reward packages offered to employees as depicted in Figure 4.2.
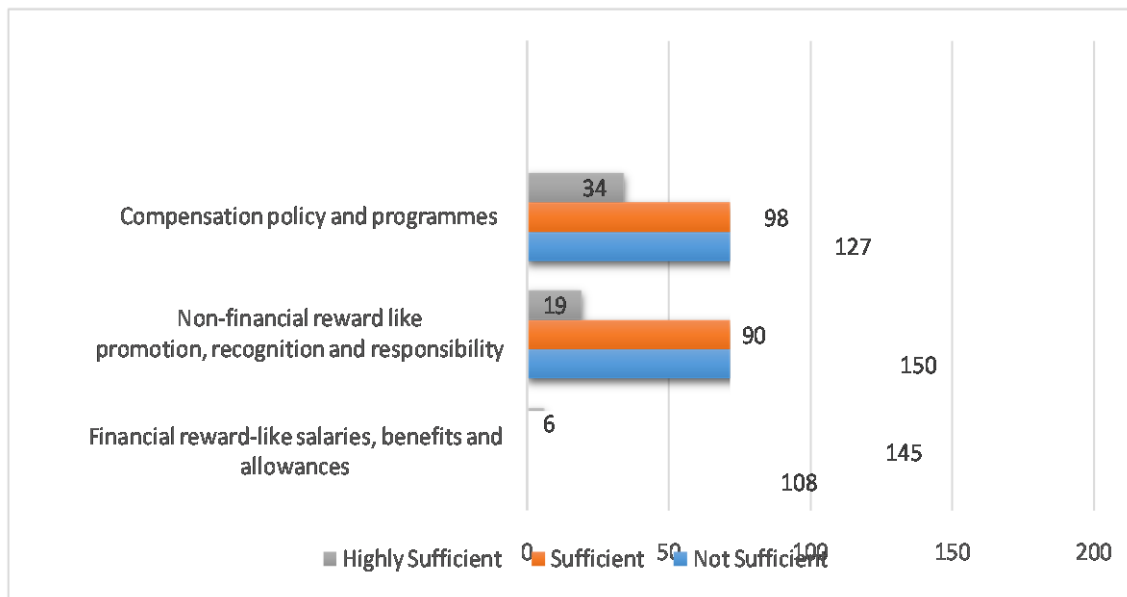
Figure 4.2: Sufficiency Level of Reward Packages
Source: Field Data (2019)

Study findings in Figure 4.2 posit that financial reward like salaries, benefits and allowances are sufficiency provided to the county government employees shown a majority of respondents, 145(56%) who agreed that they are sufficiently provided with these benefits. One of the reason that can be advanced here is because financial reward if one of the major component of employees monthly reward packages. A good number of respondents, 108(41.7%) were of the opinion that although they receive financial rewards, they are not sufficient thus need to be enhanced in term of increasing the reward amount. Only 6(2.3%) of the respondents though that they receive highly sufficient financial reward. These categories of staff are no longer motivated by financial reward but find more pressure in non-financial reward.

Study findings regarding non-financial rewards like promotion, recognition and responsibility reveal that most of the respondents, 150 (57.9%) agreed that these reward packages are not sufficient. One of the factors that came out during the interview process

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was the skewed way of promotion, recognition and assigning of responsibility which is affected by county politics. Those factions aligned to a given leadership benefit more than the other. A slightly lower number, 90(34.7%) of the respondents agreed that non-financial reward offered to them are sufficient and a smaller figure of 19(7.3%) opinioned that they receive highly sufficient non-financial reward. The skewed responses illustrates that non-financial reward offered by the county government is not properly streamlined but largely affected by county politics.

Finally, the study findings in Figure 4.2 opine that compensation policy and programmes in the county government is not sufficient shown by a majority of the respondents, 127 (49%) who were of the opinion that they are not sufficient. Only 98(37.8%) and a distance 34(13.1%) of the respondents that viewed compensation policy and programmes as sufficient and highly sufficient respectively. In general, it can be concluded that non-financial rewards and compensation policy and programmes are not sufficiently provided to employees of the county government but financial rewards are sufficiently provided to county government employees.

4.4.1.2 Sample Adequacy of Competitive Compensation Constructs

The study conducted tests to determine the appropriateness and adequacy of data collected on competitive compensation for statistical analysis. Table 4.6 shows the results of the findings.

Table 4.6: Competitive Compensation KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.908**
	Approx. Chi-Square	1232.364
Bartlett's Test of Sphericity	Df	55
	Sig.	**.000**

Source: Field Data (2019)

Study findings in Table 4.6 depicts that the KMO statistic was 0.908 which was significantly greater than the critical level of significance of the test set at 0.5 (Field, 2009; Hair et al., 2006). Bartlett's Test of Sphericity was also found to be highly significant (Chi-square (χ^2):= 1232.364 with 55 degrees of freedom (df), at α=0.000, thus p=0.05,α<p). The study results imply that there is a sufficient justification for conducting further statistical analysis on the data. KMO also depicted that sample size was adequate for the factors to be factor analyzed.

4.4.1.3 Factor Analysis on Competitive Compensation Constructs
The researcher conducted factor analysis factors analysis on the constructs of competitive compensation. The result of the study is shown in Table 4.7.

Table 4.7: Total Variance Explained for Competitive Compensation

Compo nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cum ulativ e %	Total	% of Variance	Cumulati ve %
1	5.336	48.513	48.513	5.336	48.513	48.51 3	3.702	33.657	33.657
2	1.106	10.052	58.565	1.106	10.052	58.56 5	2.740	24.908	**58.565**
3	.919	8.351	66.916						
4	.610	5.549	72.465						
5	.596	5.416	77.881						
6	.527	4.792	82.673						
7	.478	4.343	87.016						
8	.430	3.909	90.925						
9	.363	3.299	94.224						
10	.349	3.174	97.398						
11	.286	2.602	100.000						

Extraction Method: Principal Component Analysis

Source: Field Data (2019)

Table 4.7 results on total variance analysis show that eleven statements on competitive compensation can be factored into two factors. The results also depict that 58.6% of the total variance can be explained by the two extracted factors. Since the extracted factors accounted for 58.6% of the total variance, the factor analysis model was deemed to appropriately fit the data because it was well above the 50% threshold suggested by Hair *et al* (2006). Further analysis was conducted on the data in order to know whether to retain all the constructs of competitive compensation for analysis or to remove some using factor loading as depicted in Table 4.8.

Table 4.8: Factor Loading for Competitive Compensation

Statement	Component
My county offers both financial and non-financial rewards to its employees	.659
My total reward is fair in comparison to that of employees in other county governments	.635
Employees are given positive recognition when they produce high quality work	.697
My county reward system is competitive, fair and equitable	.784
Compensation and reward policy in my county includes all types of rewards to retain talents	.759
My county provides us with adequate and fair salary packages	.736
Promotion in my county is based on merit	.764
My county provides us with adequate allowances	.696
Employees in the county take responsibility for work done	.504
Employees are satisfied with promotion and recognition programs in the county	.710
Employees are motivated to initiate and complete projects in time when given salary and allowances	.675

Extraction Method: Principal Component Analysis.
a. 2 components extracted.
Source: Field Data (2019)

Study results in Table 4.8 opines that all the statements of competitive compensation attracted a coefficient value of more than 0.4 (ranging from 0.504-0.784) threshold suggested by Rahn (2010); Malakouti *et al.* (2006) and Morley *et al*. (2002) hence they were all retained for further descriptive and inferential analyses.

4.4.1.4 Descriptive Analysis of Competitive Compensation Constructs
The research respondents were asked to indicate the extent to which their county government focused on competitive compensations. The study computed normality of the responses before computing the mean and standard deviation so as to test the normality of the competitive compensation constructs using kurtosis and skewness. Finally, the researcher computed the aggregate mean score and standard deviation of competitive

compensation constructs in order to gauge the level of agreement to the researcher statements. Table 4.9 represents the results of the eleven constructs of competitive compensation.

Table 4.9: Competitive Compensation Descriptive Statistics

Statement	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employees in the county take responsibility for work done	259	3.1660	1.19083	-.214	.151	-.830	.302
Employees are motivated to initiate and complete projects in time when given salary and allowances	259	3.0193	1.24966	-.073	.151	-.991	.302
My county provides us with adequate and fair salary packages	259	2.9228	1.02385	.112	.151	-.321	.302
My county reward system is competitive, fair and equitable	259	2.8456	1.09230	.023	.151	-.732	.302
My county provides us with adequate allowances	259	2.8417	1.09351	-.094	.151	-.714	.302
Employees are given positive recognition when they produce high quality work	259	2.7915	1.11845	.001	.151	-.912	.302
Promotion in my county is based on merit	259	2.7606	1.23131	.039	.151	-1.046	.302
My county offers both financial and non-financial rewards to its employees	259	2.7490	1.11489	-.015	.151	-.495	.302
My total reward is fair in comparison to that of employees in other county governments	259	2.7259	1.08467	.067	.151	-.683	.302
Compensation and reward policy in my county includes all types of rewards to retain talents	259	2.7143	1.12211	.250	.151	-.451	.302
Employees are satisfied with promotion and recognition programs in the county	259	2.6448	1.22208	.167	.151	-1.041	.302
Average		**2.8346**	**1.1403**				
Valid N (listwise)	259						

Source: Field Data (2019)

The study results presented in Table 4.9 show that competitive compensation constructs skewness coefficient ranges from -0.214 to 0.250 and kurtosis coefficient ranges being -0.321 to -1.046. Based on these study findings, it was concluded that competitive

compensation constructs are normally distributed since they lies within the ±3 range recommended by George and Mallery (2010). This data is thus fit for descriptive statistical analysis and subsequent inferential analysis.

Table 4.9 depicts respondents' level of agreement regarding study statements on competitive compensation. A look at the responses reveal that county government employees in Western Kenya moderately agree with a mean of approximately 3 (Mean=3) that they receive competitive compensation. Although there was no consensus shown by a standard deviation of 1 (SD=1) on the level of their agreement implying that respondents agreement depend greatly on their individual reward packages and their job groups.

In general, respondents moderately agreed with a mean of 3 (mean=3) that: Employees in the county take responsibility for work done; Employees are motivated to initiate and complete projects in time when given salary and allowances; Their county provides them with adequate and fair salary package; Their county reward system is competitive, fair and equitable; Their county provides them with adequate allowances; Employees are given positive recognition when they produce high quality work; Promotion in their county is based on merit; County offers both financial and non-financial rewards to its employees; Their total reward is fair in comparison to that of employees in other county governments; Compensation and reward policy in their county includes all types of rewards to retain talents; and finally Employees are satisfied with promotion and recognition programs in the county.

The study findings mirror past findings on competitive compensation components. Mtazu (2009) opines that offering internally and externally rewards helps in gaining employees'

commitment and support while Shoaib et al (2009) argued that attractive packages are important ingredient to employees' retention. Armstrong (2010) posits that non-financial reward like promotion, recognition and responsibilities is increasingly become relevant in employees' retention as compared to financial reward. Kotachachu (2010) advocates for compensation policies and programmes which should be well ahead of market level for organization to retain their staff.

4.4.1.5 Relationship between Competitive Compensation and Organization Performance

The researcher conducted a correlation analysis on the relationship between competitive compensation and organization performance and the moderation effect of county leadership on the study variables. The study findings were illustrated in Tables 4.10-4.11.

Table 4.10: Competitive Compensation and Organization Performance Correlation Coefficient

		Organization Performance
	Pearson Correlation	**.343**[**]
Competitive Compensation	Sig. (2-tailed)	.000
	N	259

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Field Data (2019)

From Table 4.10, it is observed that competitive compensation have a significant and a moderate positive relationship on organization performance of County governments of former Western Province at 99% confidence level (r=0.343, α=0.000 and p-value=0.01 thus α<p-value). Study results imply that there is a moderate positive linear relationship between competitive compensation and organization performance hence by giving county government employees competitive compensation, their performance is likely to increase since the movement is in the same direction.

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The study findings are similar to Muthengi (2017) who found out that reward competitive strategy has a positive and significant effect on organization performance and Nyambura (2018) that observed that differentiated reward scheme has a positive effect on employee satisfaction. However, the current study is a departure from the study conducted by Aduda and Mysyoka (2010) who found out that executive remuneration has a negative and significant effect of firm performance. This inconsistency is justified on the fact that the current study focused on remuneration provided to al carder of staff both senior and junior and not senior staff focused in Aduda and Mysyoka (2010) study.

An interview conducted to the HR officers and members of the County Public Service Board opinioned that though their reward packages is not sufficient, they provide the following type of rewards to enhance county performance; promotion for meeting targets, positive recommendation letters, recognition through praises, work anniversaries, salaries, thank you notes, verbal and written praises.

The study also conducted correlation analysis on the moderating effect of county leadership on the relationship between competitive compensation and organization performance. The results are shown in Table 4.11.

Table 4.11: County Leadership Moderating Effect on Competitive Compensation and Organization Performance Correlation Coefficients

		Organization Performance
Competitive Compensation	Pearson Correlation	**.343**[**]
	Sig. (2-tailed)	.000
	N	259
CCCL	Pearson Correlation	**.549**[**]
	Sig. (2-tailed)	.000
	N	259

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

Key: CCCL-Competitive Compensation and County Leadership
Source: Field Data (2019)

Results in Table 4.11 show that when county leadership is introduced in the relationship, there is an improvement of significant and positive relationship from Pearson Product Moment Coefficient of 0.343 to 0.549 (α=0.000 and p-value=0.01 thus α<p-value). From the study findings, it can be concluded that county leadership strengthened the relationship between competitive compensation and organization performance especially when good leaders occupy strategic county departments charged with reward policy formulation, development and implementation. A study conducted by Gwavuya (2011) who found out that poor organization performance is as a result of incompetent leadership is consistent to the present study findings.

Interview conducted to the HR officers and members of County Public Service Board revealed that county government is political environment thus most of the decisions are determined by politician elected and their point persons in different county portfolio as ministers, chief officers and head of departments. These leaders are responsible of formulating, developing and implementing reward policies in the organization. One of the interviews asserted that:

> *"Promotion in the county government depend on whom do you know and is not mostly on merit. Some of us have stagnated in one position for more than five years. Allowances for training and other benefits is also a reserve of the few".*

Another interviewee asserted that:

> *"Reward in our county is per the scheme of service of the county government and workers should not expect what is not stipulated in the scheme of service. Although strict adherence to the scheme of service is what is lacking due to leaders own prioritization".*

4.4.1.6 Effect of Competitive Compensation on Organization Performance

The study presents the test of hypothesis results guided by the first study objective which was to examine the effect of competitive compensation on organization performance in county governments of Former Western Province.

The following study hypothesis was formulated for testing:

Ho$_1$: Competitive compensation has no significant effect on organization performance in county governments of Former Western Province.

The effect of competitive compensation on organization performance was tested using simple linear regression analysis. This was achieved by regressing organization performance on competitive compensation. The study regression results are presented in Table 4.12.

Table 4.12: Regression Results for the Effect of Competitive Compensation on Organization Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.343[a]	.117	.114	.79721
a. Predictors: (Constant), Competitive compensation				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.711	1	21.711	**34.162**	**.000[b]**
	Residual	163.335	257	.636		
	Total	185.046	258			
a. Dependent Variable: Organization Performance						
b. Predictors: (Constant), Competitive compensation						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	**2.349**	.185		12.705	.000
	Competitive compensation	**.367**	.063	.343	5.845	**.000**
a. Dependent Variable: Organization Performance						

Source: Field Data (2019)

The study regression results on model summary in Table 4.12 depict that there is a moderate positive correlation between competitive compensation and organization

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performance (R=0.343). The results also indicate that 11.7% of the variance in organization performance can be explained by variability in competitive compensation (R^2=0.117). The regression model did not explain 88.3% of variation in organization performance as a result of other factors that the study did not include. The findings of the study imply that competitive compensation is a moderate predictor of organization performance. These findings are in agreement with studies conducted by Muthengi (2017) who found out that reward competitive strategy results to organization performance and Nyambura (2018) who found out that differentiated reward schemes results to employees satisfaction.

Results of the ANOVA revealed that there is a satisfactory goodness of fit between competitive compensation and organization performance (F=34.162, α =0.000 and p-value=0.05 thus α<p-value). The study findings imply that the overall simple regression model was significantly feasible at 95% level of confidence in measuring the relation between competitive compensation and organization performance.

Based on the study beta coefficient results in Table 4.12, the equation simple linear regression model was fitted as; Y=2.349+0.367X_1+e. where **Y**=Organization Performance, **X_1** represents Competitive Compensation and **e** represents error term. Beta coefficients imply that one positive unit change in competitive compensation effectiveness leads to a change in organizational performance at the rate of 0.367 (36.7%). This finding confirms the positive effect of competitive compensation on organization performance in county governments of Former Western Province. The results also show that competitive compensation is statistically significant (α=0.000, p-value=0.05, thus α <p). Since the t-statistic was significant, the study rejected the first

null hypothesis and concluded that competitive compensation has a significant and positive effect on organization performance in county governments of Former Western Province. The study findings mirrors studies conducted by Muthengi (2017) who stressed that reward competitive strategy results to organization performance and Nyambura (2018) who asserted that differentiated reward schemes results to employees satisfaction. To validate the questionnaire results, when interview were asked on their view on relationship between competitive compensation to the county development agenda, majority of the said:

> *"Most of the county projects lag behind and take a lot of time to complete due to lack of goodwill to implement fully the scheme of service which advocate for adequate and equitable reward for all county employees. Fully implemented scheme of service will in turn result to superior county performance by realizing revenue collection targets and faster project completion rates".*

The study also purpose to find out whether county leadership has any moderating effect on the relationship between competitive compensation and organization performance. This resulted to a formation of sub-hypothesis from hypothesis one. It was in the form;

Ho$_{1a}$: *County leadership has no moderating effect on the relationship between competitive compensation and organization performance in county governments of Former Western Province.*

In this approach, the researcher used moderated multiple regression model. This approach had two models. Model one depicts the relationship of the study variable without moderation while model two depicts the relationship of the study variables with moderation. Table 4.13 shows the results of the study findings.

Table 4.13: Moderated Regression Results for the Effect of County Leadership on the relation between Competitive Compensation and Organization Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.343[a]	.117	.114	.79721
2	.607[b]	.368	.363	.67588

a. Predictors: (Constant), Competitive compensation
b. Predictors: (Constant), Competitive compensation, CCCL

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.711	1	21.711	**34.162**	**.000[b]**
	Residual	163.335	257	.636		
	Total	185.046	258			
2	Regression	68.103	2	34.052	**74.542**	**.000[c]**
	Residual	116.943	256	.457		
	Total	185.046	258			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Competitive compensation
c. Predictors: (Constant), Competitive compensation, CCCL

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.349	.185		12.705	.000
	Competitive compensation	.367	.063	.343	5.845	.000
2	(Constant)	**3.027**	.171		17.746	**.000**
	Competitive compensation	**-.547**	.105	-.510	-5.201	**.000**
	CCCL	**.223**	.022	.989	10.078	**.000**

a. Dependent Variable: Organization Performance

Key: CCCL-Competitive Compensation and County Leadership
Source: Field Data (2019)

The study regression results on model summary in Table 4.13 show that inclusion of county leadership as a moderator results to a higher positive and significant relationship between competitive compensation and organization performance (the R changed from 0.343 to 0.607). The results also indicate that 36.8% of the variance in organization performance can be explained by variability in competitive compensation and county

leadership as compared to on 11.7% in variability when county leadership is not involved. (R^2 changed from=0.117 to 0.368). The findings of the study imply that county leadership acts as a moderator in strengthening the relationship between competitive compensation and organization performance. These findings are consistent with studies conducted by Miller and Breton-Miller (2004) who asserted that leaders who practice current management styles that encourages teamwork and collective decision making results to organization success. Gwavuya (2011) also hold the view that incompetent leaders make their organization perform poorly. Good leaders are therefore able to marshal resources and implement scheme of service so as to reward their employees fairly and equitably for county improved performance.

Results of the ANOVA for both model one and two revealed that there is a satisfactory goodness of fit between county leadership, competitive compensation and organization performance (M1, F=34.162, F=Model 2, F=74.542, α =0.000 and p-value=0.05 thus α<p-value). The study findings imply that the overall moderated multiple regression model was significantly feasible at 95% level of confidence in measuring the relation between county leadership, competitive compensation and organization performance.

Based on the study beta coefficient results in Table 4.13, the equation of moderated multiple linear regression model was fitted as; $Y=3.027-0.547X_1+0.223X_2+e$. where **Y**=Organization Performance, **X_1**represents Competitive Compensation **X_2** represents County Leadership and Competitive Compensation interactions and **e** represents Error Term.

The moderate multiple regression equation implies that one positive unit change in competitive compensation effectiveness and a composite of competitive compensation and county leadership leads to a decrease and an increase in organizational performance at the rate of 0.547(54.7%) and 0.223(22.3%) respectively. These findings imply that in the absence of county leadership, competitive compensation is a negative determinant of organization performance while in the presence of county leadership; competitive compensation is a positive determinant. Since the t-statistic was significant and resulted to a positive determinant when county leadership was present, the study rejected the first null sub-hypothesis and concluded that county leadership moderate the relationship between competitive compensation and organization performance in county governments of Former Western Province. The study findings concur with the studies of Miller and Breton-Miller (2004) and Gwavuya (2011) who advanced the contribution of leadership in enhancing organization performance.

4.4.2 Objective Two: Research Findings and Discussion

The study objective two sought to determine the effect of competency training on organization performance in county governments of Former Western Province while the null hypothesis was set that competency training has no significant effect on organization performance in county governments of Former Western Province. In order to achieve the study objective and hypothesis, the researcher analyzed the general information on the study variables, conducted Exploratory Factor Analysis, descriptive and inferential analyzes.

4.4.2.1 Competency Training General Information

In this section, the researcher discusses the level at which different elements of competency training impact positively on performance of county government. This was so to enable the researcher know to which extent competency training affects organization performance. Figure 4.3 shows the study findings.
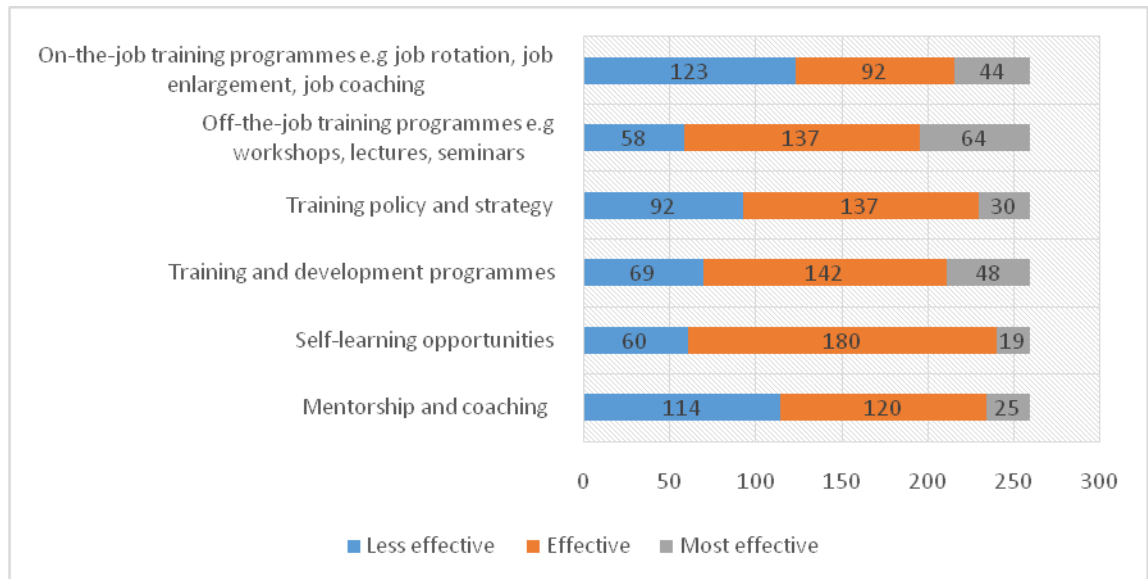
Figure 4.3: Level of Effectiveness of Competency Training
Source: Research Data (2019)

As shown in Figure 4.3, majority of the respondents, 123(47.5%) said that on-the-job training programmes like job rotation, job enlargement and job coaching is less effective in enhancing performance in their counties. Only 92(35.5%) and 44(17%) of the respondents agreed that on-the-job training programmes are effective and most effective respectively in enhancing county performance. Study results imply that employees in the county governments do not value skills development while on job but prefers other forms of training. On contrast, majority of the respondents, 137(52.9%) were of the view that off-the-job training programmes is effective in enhancing county performance. This results imply that county government employees prefers being take out to gain skills

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outside their work premises through workshops, seminars and short courses. On the same rating, having a well elaborate training policy and strategy is effective in encouraging performance in the counties because of well elaborate framework that guides and direct training.

Table results further depict that majority of respondents, 142(54.8%) opined that a functioning training and development programs is effective in enhancing county performance. 48(18.5%) of the respondents were of the view that training and development programs is most effective in enhancing county performance while 69(26.6%) contented that training and development programmes is less effective in fostering county performance. On the other end, most of the respondents, 180(69.5%) agreed that provision of self-learning opportunities to employees is an effective way of booting county performance while a good number of respondents, 120(46.3) held the view that mentorship and coaching is an effective way in motivating employees towards better county performance.

In general, from the study findings in Figure 4.3, it is evident that for improved organization performance, the following mode of training should be prioritized in the order: having self-learning opportunities for employees, putting in place training and development programs, developing a training policy and strategy to guide the training process, ensuring that organization embraces off-the-job training, having mentorship programmes for employees and finally embracing on-the-job training techniques.

4.4.2.2 Sample Adequacy of Competency Training Constructs

The researcher carried out KMO and Bartlett's Test in order to determine the appropriateness and adequacy of data collected on competency training for statistical analysis. Table 4.14 shows the results of the findings.

Table 4.14: Competitive Compensation KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.884**
	Approx. Chi-Square	1681.752
Bartlett's Test of Sphericity	Df	66
	Sig.	**.000**

Source: Field Data (2019)

From Table 4.14 results, it is observed that KMO statistic is 0.884 thus significantly greater than the critical level of significance of the test set at 0.5 (Field, 2009; Hair et al., 2006). Bartlett's Test of Sphericity was also found to be highly significant (χ^2= 1681.752, df=66, at α=0.000, thus p=0.05,α<p). The study results indicate that there is a sufficient justification for conducting further statistical analysis on the data. KMO value of 0.884 also depicted that the study had adequate sample size for the constructs of the variables to be factor analyzed.

4.4.2.3 Factor Analysis on Competency Training Constructs

The researcher carryout out factor analysis factors analysis on the constructs of competency training. The result of the study is illustrated in Table 4.15.

Table 4.15: Total Variance Explained for Competency Training

Compon ent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %
1	6.028	50.234	50.234	6.028	50.234	50.234	4.187	34.895	34.895
2	1.297	10.811	61.046	1.297	10.811	61.046	3.138	26.151	**61.046**
3	.957	7.979	69.025						
4	.758	6.313	75.338						
5	.579	4.825	80.163						
6	.522	4.353	84.516						
7	.420	3.500	88.015						
8	.365	3.038	91.053						
9	.330	2.751	93.804						
10	.274	2.280	96.084						
11	.251	2.093	98.178						
12	.219	1.822	100.000						

Extraction Method: Principal Component Analysis.
Source: Field Data (2019)

Study findings in Table 4.15 on total variance analysis opine that twelve statements on competency training can be factored into two factors. The results also show that 61.046% of the total variance can be explained by the two extracted factors. Since the extracted factors accounted for 61.046% of the total variance, the factor analysis model was deemed fit the data because it was well above the 50% threshold suggested by Hair *et al* (2006). Further analysis was therefore conducted on the data in order to know whether to retain all the constructs of competency training for analysis or to remove some of them using factor loading as depicted in Table 4.16.

Table 4.16: Factor Loading for Competency Training

Statement	Component
My county provides staff with opportunity to pursue academic and professional programmes	.673
My county has a comprehensive policy on training which links training to performance.	.634
In my county, training and development programmes are developed and implemented	.694
My county training strategy is in line with overall county objective	.764
Training in my county over the past years has enhanced transfer of training	.767
My county provides coaching and mentorship programmes to its employees	.746
My county offers both on-the-job and off-the-job training to its employees	.722
My county provide us with equal training opportunities to develop our talents	.763
In my county, employees are continuously acquiring new knowledge and skills, and mastering new ways of doing things	.777
Employees are satisfied with training needs assessment in the county	.700
Knowledge acquired through continuous training increases the level of project completion	.634
Employee trained on competency are able to generate more revenue to the county	.602

Extraction Method: Principal Component Analysis.
a. 2 components extracted.
Source: Field Data (2019)

Study results in Table 4.16 depict that all the statements of competency training attracted

a coefficient value of more than 0.4 (ranging from 0.602 to 0.777) threshold suggested by

Rahn (2010); Malakouti *et al.* (2006) and Morley *et al*. (2002) hence all the constructs of

competency training were retained for further descriptive and inferential analyses.

4.4.2.4 Descriptive Analysis of Competency Training Constructs

This section is meant to find out whether county government conduct competency training or not and to what extent. The study computed normality of the responses before computing the mean and standard deviation using kurtosis and skewness. Finally, the researcher computed the aggregate mean score and standard deviation of the study constructs in order to gauge the level of agreement to the researcher statements in general. Table 4.17 represents the results of the eleven constructs of competency training.

Table 4.17: Competency Training Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Employee trained on competency are able to generate more revenue to the county	259	3.2008	1.20329	-.298	.151	-.802	.302
Knowledge acquired through continuous training increases the level of project completion	259	3.0811	1.13660	-.096	.151	-.759	.302
In my county, employees are continuously acquiring new knowledge and skills, and mastering new ways of doing things	259	2.8803	1.10546	-.108	.151	-.777	.302
My county provides staff with opportunity to pursue academic and professional programmes	259	2.8610	1.29548	-.127	.151	-1.091	.302
My county offers both on-the-job and off-the-job training to its employees	259	2.8533	1.11095	-.049	.151	-.825	.302
My county training strategy is in line with overall county objective	259	2.8417	1.04642	-.354	.151	-.889	.302
Employees are satisfied with training needs assessment in the county	259	2.7066	1.01098	-.360	.151	-.666	.302
Training in my county over the past years has enhanced transfer of training	259	2.6911	1.12631	-.008	.151	-.899	.302
In my county, training and development programmes are developed and implemented	259	2.6757	1.05793	.065	.151	-.601	.302
My county provide us with equal training opportunities to develop our talents	259	2.6718	1.06222	-.095	.151	-1.036	.302
My county has a comprehensive policy on training which links training to performance.	259	2.6564	1.11789	.441	.151	-.531	.302
My county provides coaching and mentorship programmes to its employees	259	2.5792	1.09106	-.006	.151	-.910	.302
Average		**2.80825**	**1.11372**				
Valid N (listwise)	259						

Source: Field Data (2019)

As depicted in Table 4.17, competency training constructs have skewness coefficient values ranging from -0.360 to 0.44 and kurtosis coefficient ranging from -0.531 to -1.091. Based on the study results, the researcher concluded that competency training constructs are normally distributed since they lie within the ±3 range recommended by George and Mallery (2010). The study data is thus fit for descriptive statistical analysis and subsequent inferential analysis.

The mean of constructs of competency training is approximately three (Mean=3) implying that respondents moderately agreed that their county practice competency training. Standard deviation of all the constructs of competency training has approximate value of 1 implying that there was no consensus on the level of agreement among the different cadre of staff. The findings imply that competency training is still in its infant stage and not fully embraced. The respondents moderately agreed (Mean=3) on the following statements on competency training: Competency training enables county government to generate more revenue; Knowledge acquired through continuous training increases the level of project completion; County employees are continuously acquiring new knowledge and skills, and mastering new ways of doing things; County government provides staff with opportunity to pursue academic and professional programmes; County offers both on-the-job and off-the-job training to its employees; County training strategy is in line with overall county objective.

Respondents also moderately agreed that; Employees are satisfied with training needs assessment in the county; Training the county over the past years has enhanced transfer of training; County government have training and development programmes which are developed and implemented; County provide us with equal training opportunities to

develop our talents; County has a comprehensive policy on training which links training to performance; and county provides coaching and mentorship programmes to its employees.

The study had a standard deviation of 1 (SD=1) showing that there was no consensus regard the level of agreement on competency training statements. This implies that respondents had a varied opinion on competency training programmes available in the county government. In general, using an average mean of approximately 3 (Mean=2.8) depicted in Table 4.17, the study results reveal that county government still lag behind in providing competency training to their staff which may explain performance problems in the county. The study findings agree with past studies on the importance of training on performance. Waleed (2011) and Michael (2008) observe that training employees helps them gain skills to perform their job well. Armstrong (2010) stressed on the importance of providing continuous learning to employees in order to improve their performance. Chew (2004) and Waleed (2010) summed this by arguing that proving employees with training reduces turnover in the organization and in the long term results to retention of key talents in the organization for better performance.

Through interview, some HR officers and members of PSB said:

> *In our county, training is very importance because it help us impact right skills to our employees for better service delivery to citizens. Training also enable employees meet their set targets. Most of our recruits are not aware of their job duties and responsibilities thus training are a bridge to this skill gap. In addition, trained employees are motivated towards efficiency and effectiveness in job performance.*

4.4.2.5 Relationship between Competency Training and Organization Performance

Correlation analysis was carried out on the relationship between competency training and organization performance and the moderation effect of county leadership on relationship between the study variables. The study findings were presented in Tables 4.18-4.19.

Table 4.18: Competency Training and Organization Performance Correlation Coefficient

		Organization Performance
	Pearson Correlation	**.368**[**]
Competency Training	Sig. (2-tailed)	.000
	N	259

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Field Data (2019)

From Table 4.18, it is shown that competency training have a significant and a moderate positive relationship on organization performance of County governments of former Western Province at 99% confidence level (r=0.368, α=0.000 and p-value=0.01 thus α<p-value). Study results imply that there is a positive linear relationship between competency training and organization performance. Since there is a positive and significant relationship between competency training and organization performance, it follows that competency training provides enough evidence to support organization performance. The study findings are in line with past study findings that observed that training and development results to positive and significant effect on employees' performance (Musili, 2010; Valentine, 2017; Kiyana and Bett, 2017).

The study also conducted correlation analysis on the moderating effect of county leadership on the relationship between competency training and organization performance. The results are shown in Table 4.19.

Table 4.19: County Leadership Moderating Effect on Competency Training and Organization Performance Correlation Coefficients

		Organization Performance
Competency Training	Pearson Correlation	**.368**[**]
	Sig. (2-tailed)	.000
	N	259
CTCL	Pearson Correlation	**.526**[**]
	Sig. (2-tailed)	.000
	N	259

**. Correlation is significant at the 0.01 level (2-tailed).
Key: CTCL-Competency Training and County Leadership
Source: Field Data (2019)

Results in Table 4.19 depict that when county leadership is introduced in the relationship, there is an improvement of significant and positive relationship between competency training and organization performance. This is as a result of the change in Pearson Product Moment Coefficient (r) from 0.368 to 0.526 (α=0.000 and p-value=0.01 thus α<p-value). The study findings imply that county leadership strengthened the relationship between competency training and organization performance especially when good leaders occupy strategic county departments charged with training policy formulation, development and implementation. Gwavuya (2011) study supports the study findings noted that incompetent leaders derail county developments thus it supports the current study findings. Clarke (2001) also supports study findings by asserting that good leaders help to build strong employees relations that foster positive learning and development environment for retention of employees.

4.4.2.6 Effect of Competency Training on Organization Performance

The section indicates the test of hypothesis of the second study objective which was to determine the effect of competency training on organization performance in county governments of Former Western Province.

The following study hypothesis was formulated for testing:

Ho$_2$: Competency training has no significant effect on organization performance in county governments of Former Western Province.

The effect of competency training on organization performance was tested using simple linear regression model. This was achieved by regressing organization performance on competency training. The study regression results are presented in Table 4.20.

Table 4.20: Regression Results for the Effect of Competitive Compensation on Organization Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.368[a]	.136	.132	.78886

a. Predictors: (Constant), Competency training

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.115	1	25.115	**40.359**	**.000[b]**
Residual	159.930	257	.622		
Total	185.046	258			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Competency training

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	**2.275**	.182		12.488	.000
Competency Training	**.397**	.062	.368	**6.353**	**.000**

a. Dependent Variable: Organization Performance
Source: Field Data (2019)

Model summary results in Table 4.20 indicate that there is a moderate positive correlation between competency training and organization performance (R=0.368). The results also indicate that 13.6% of the variance in organization performance can be explained by variability in competency training (R^2=0.136). The regression model did not explain 86.4% of variation in organization performance as a result of other factors that the study did not look at. The findings of the study imply that competency training is a predictor of organization performance. These findings are consistent with studies conducted by Wanyama (2010) who noted that capacity results in employees' productivity that is closely linked to organization performance.

Results of the ANOVA reveal that there is a satisfactory goodness of fit between competency training and organization performance (F=40.359, α =0.000 and p-value=0.05 thus α<p-value). The study findings imply that the overall simple regression model was significantly feasible at 95% level of confidence in measuring the relation between competency training and organization performance.

Based on the study beta coefficient results in Table 4.20, the equation simple linear regression model was fitted as; Y=2.275+0.397X_2+e. where **Y**=Organization Performance, **X_2**represents Competency Training and **e** represents Error Term. Beta coefficients implies that one positive unit change in competency training effectiveness leads to a change in organizational performance at the rate of 0.395 (39.5%). The study findings acts as an evidence of the positive and significant effect of competency training on organization performance in county governments of Former Western Province. The results also indicate that competency training is statistically significant (α=0.000, p-value=0.05, thus α <p).

Since the t-statistic is significant, the study rejected the second null hypothesis and concluded that competency training has a significant and positive effect on organization performance in county governments of Former Western Province. The study findings concur with previous studies that observed that training and development results to positive and significant effect on employees' performance (Musili, 2010; Valentine, 2017; Kiyana and Bett, 2017; Wanyama, 2010).

The study also established whether county leadership has any moderating effect on the relationship between competency training and organization performance. This resulted to formation of sub-hypothesis from hypothesis two. The hypothesis took the form;

Ho$_{2a}$: *County leadership has no moderating effect on the relationship between competency training and organization performance in county governments of Former Western Province.*

Under this approach, the researcher used moderated multiple regression model which contained two models. The first model has no moderation while the second model is moderated. Table 4.21 depicts the results of the study findings.

Table 4.21: Moderated Regression Results for the Effect of County Leadership on the relation between Competency Training and Organization Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.368[a]	.136	.132	.78886
2	.606[b]	.367	.362	.67636

a. Predictors: (Constant), Competency training
b. Predictors: (Constant), Competency training, CTCL

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.115	1	25.115	**40.359**	**.000[b]**
	Residual	159.930	257	.622		
	Total	185.046	258			
2	Regression	67.936	2	33.968	**74.254**	**.000[c]**
	Residual	117.109	256	.457		
	Total	185.046	258			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Competency training
c. Predictors: (Constant), Competency training, CTCL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.275	.182		12.488	.000
	Competency training	.397	.062	.368	6.353	.000
2	(Constant)	**3.479**	.200		17.421	**.000**
	Competency training	**-.832**	.138	-.772	-6.036	**.000**
	CTCL	**.262**	.027	1.238	9.675	**.000**

a. Dependent Variable: Organization Performance
Key: CTCL-Competency Training and County Leadership
Source: Field Data (2019)

Model summary results in Table 4.21 opine that inclusion of county leadership as a moderator results to a higher positive and significant effect on the relationship between

competency training and organization performance (R changed from 0.368 to 0.606). The results also indicate that 36.7% of the variance in organization performance can be explained by variability in competency training and county leadership as compared to on 13.6% in variability when county leadership is excluded. (R^2 changed from=0.136 to 0.367). The findings of the study imply that county leadership acts as a moderator in strengthening the relationship between competency training and organization performance.

ANOVA Results for both models revealed that there is a satisfactory goodness of fit between county leadership, competency training and organization performance (M1, F=40.359, F=Model 2, F=74.254, α =0.000 and p-value=0.05 thus α<p-value). The study findings imply that the overall moderated multiple regression model was significantly feasible at 95% level of confidence in measuring the relation between county leadership, competency training and organization performance.

From Table 4.21 beta coefficient results, the equation of moderated multiple linear regression model was fitted as; $Y=3.479-0.832X_1+0.262X_2+e$. where **Y=**Organization Performance, X_1 represents Competency Training X_2 represents County Leadership and Competency Training interaction and **e** represents Error Term. The moderate multiple regression equation implies that one positive unit change in competency training effectiveness and an interaction of competency training and county leadership leads to a decrease and an increase in organizational performance at the rate of 0.832(83.2%) and 0.262(26.2%) respectively. These findings imply that in the absence of county leadership, competency training is a negative determinant of organization performance while in the presence of county leadership, competency training was a positive determinant.

Since the t-statistic was significant and resulted to a positive determinant when county leadership was present, the study reject the second null sub-hypothesis and concluded that county leadership moderate the relationship between competency training and organization performance in county governments of Former Western Province. Gwavuya (2011) study agrees with the study findings by noting that incompetent leaders derail county developments. Clarke (2001) also concurs with the study findings by observing that good leaders help to build strong employees relations that foster positive learning and development environment for retention of employees.

4.4.3 Objective Three: Research Findings and Discussion

The study objective three sought to examine the effect of career growth and development on organization performance in county governments of Former Western Province while the null hypothesis was set that career growth and development has no significant effect on organization performance in county governments of Former Western Province. In order to meet the study objective and test the hypothesis, the researcher analyzed the general information on career growth and development, carried out Exploratory Factor Analysis, descriptive and inferential analyzes.

4.4.3.1 Career Growth and Development General Information

The study discusses the awareness of the respondents about career and development programmes and the extent to which different components of career growth and development influences positively on performance of county government. Figures 4.4-4.5 indicate the study findings.
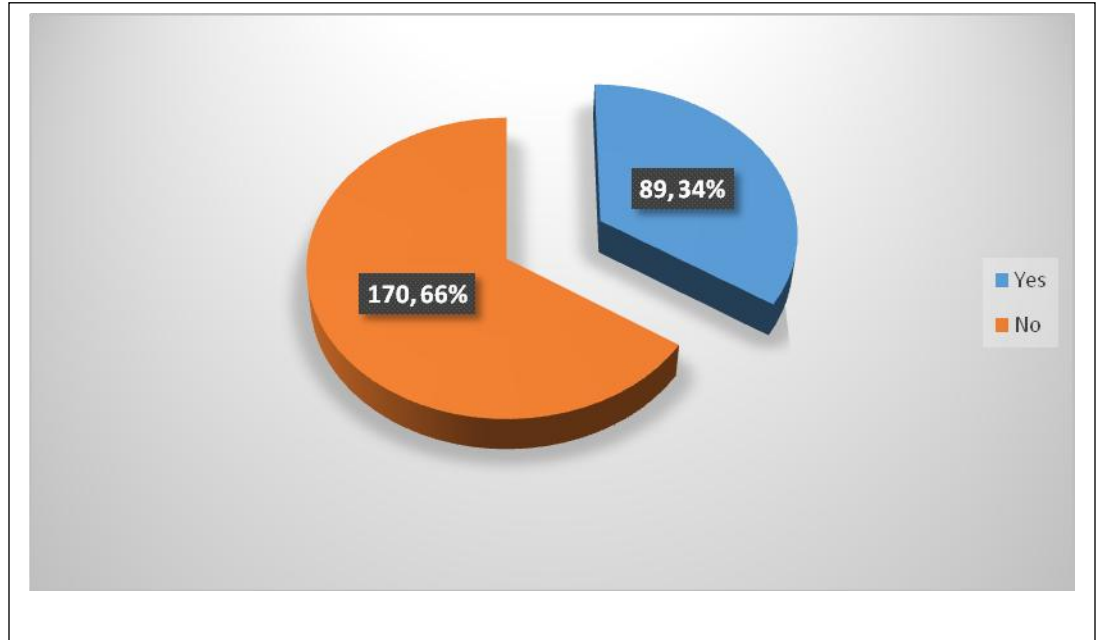
Figure 4.4: Awareness of Career Growth and Development Programmes
Source: Field Data (2019)

As shown in Figure 4.4, most respondents, 170(66%) said that they are not aware of the career growth and development programs in the county government and only 89(34%) of the respondents were aware that their county have career growth and development programmes. The researcher further asked the respondents to state the level of effectiveness of the career growth and development programmes on organization performance. Figure 4.5 depicts the study findings.
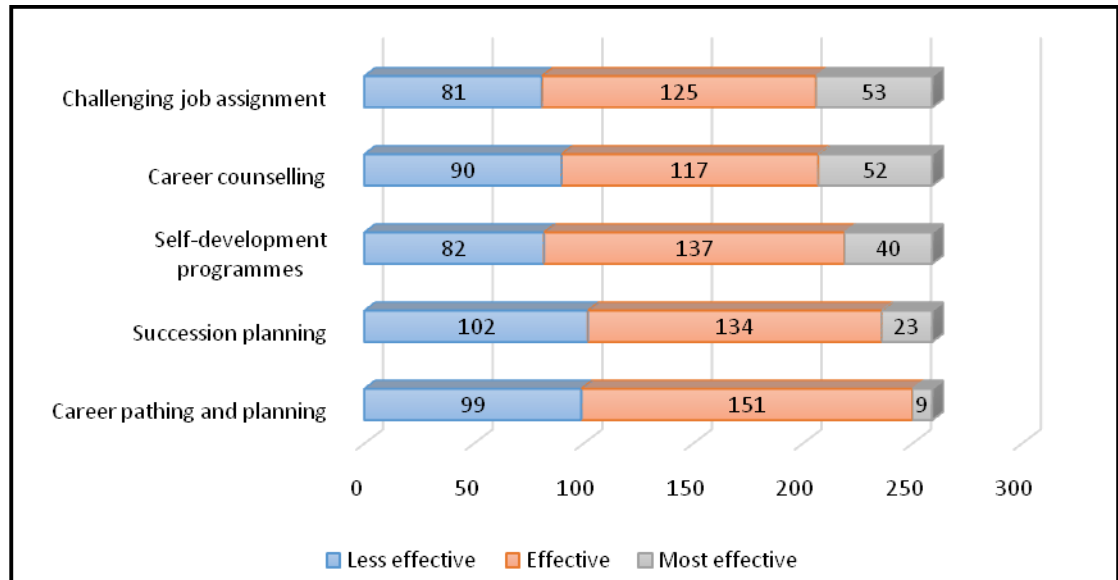
Figure 4.5 depicts that most of the respondents, 125(48.3%) agreed that giving employees challenging job assignment that engages their brain is effective in enhancing county government performance while 81(31.3%) and 53(20.5%) of the respondents asserted that assigning employees challenging job is less effective and most effective respectively in enhancing county performance. The study results imply that challenging job performance is effective in enhancing organization performance. Agarwala (2007) supports these findings by stressing that challenging job assignment is positively related to perceived career support.

Study also found out that career counselling is an effective way of enhancing organization performance. This was so because most respondents agreed, 117(45.2%) that career counselling is an effective way of enhancing county performance. However, 90(34.7%) agreed that career counseling is less effective in enhancing organization performance and only 52(20.1%) agreed that it is the most effective.

Majority of the respondents, 137(52.9%) agreed that self-development programmes are effective in enhancing county performance while 82(31.7%) opinioned that it is less effective and 40(15.4%) said that they are most effective. The study findings imply that county government should put in place self-development programmes to enhance their performance. The study findings agree with previous study conducted by Dargham (2013) who asserted that organizations should provide their employees with self-development opportunities to enhance organization performance. These programmes entail job rotation, training and job enrichment.

Succession planning was also cited to be effective by 134(51.7%) in influencing organization performance. some respondents, 102(39.4%) agreed that succession planning is less effective while 23(8.9%) said that it is most effective in boosting organization performance. It can be concluded from the study findings that counties that embraces succession planning reports an improvement in county performance.

It is also observed from Figure 4.5 that a majority of respondents, 151(58.3%) agreed that career pathing and planning is effective in enhancing organization performance. 99(38.2%) of the respondents asserted that career pathing and planning is less effective in enhancing performance while only 9(3.5%) of the respondents said that career pathing and planning the most effective way of improving organization performance. the study findings depict that career pathing and planning enable organization to meet performance targets. Previous studies concurs that career pathing and planning help organization manage employees career for increase performance. Dargham (2013) noted that career planning and pathing enable organization to manage their careers for performance.

In general, career growth and development programmes are effective in enhancing organization performance. These programmes entail; career planning and pathing, self-development programmes, succession planning, career counseling and challenging job assignments.

4.4.3.2 Sample Adequacy of Career Growth and Development Constructs

The researcher conducted KMO sampling adequacy and Bartlett's Tests in order to determine the appropriateness and adequacy of data collected on career growth and development for statistical analysis. Table 4.22 shows the results of the findings.

Table 4.22: Career Growth and Development KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.889**
	Approx. Chi-Square	1679.612
Bartlett's Test of Sphericity	Df	55
	Sig.	**.000**

Source: Field Data (2019)

Table 4.22 results depicts that KMO statistic is 0.889 thus significantly greater than the critical level of significance of the test set at 0.5 (Field, 2009; Hair et al., 2006). Bartlett's Test of Sphericity was also found to be highly significant (χ^2=1679.612, df=55, at α=0.000, thus p=0.05,α<p). The study results indicate that there is a sufficient justification for conducting further statistical analysis on the data. KMO value of 0.889 also depicted that the study had adequate sample size for the constructs of the variables to be factor analyzed.

4.4.3.3 Factor Analysis on Career Growth and Development Constructs

Factors analysis was conducted on the constructs of Career Growth and Development. The result of the study is illustrated in Table 4.23.

Table 4.23: Total Variance Explained for Career Growth and Development

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.132	55.744	55.744	6.132	55.744	55.744	4.250	38.640	38.640
2	1.027	9.332	65.076	1.027	9.332	65.076	2.908	26.436	**65.076**
3	.703	6.393	71.469						
4	.605	5.498	76.967						
5	.601	5.464	82.431						
6	.487	4.425	86.856						
7	.400	3.639	90.496						
8	.331	3.013	93.509						
9	.293	2.667	96.176						
10	.238	2.162	98.337						
11	.183	1.663	100.000						

Extraction Method: Principal Component Analysis.
Source: Field Data (2019)

It is evident from the study findings in Table 4.23 that total variance analysis results to extraction of two factors from eleven statements on career growth and development. The results also indicate that 65.076% of the total variance can be explained by the two extracted factors. Since the extracted factors accounted for 65.076% of the total variance, the factor analysis model was viable because it was well above the 50% threshold suggested by Hair *et al* (2006).

Further analysis was therefore conducted on the data in order to know whether to retain all the constructs of career growth and development for analysis or to remove some of them using factor loading as illustrated in Table 4.24.

Table 4.24: Factor Loading for Career Growth and Development

Statement	Component
My county has an elaborate and a functioning succession planning policies	**.771**
Career development policies in my county are known to workers and applied to develop talent	**.774**
My county provides regular opportunities for career advancements through self-development programmes	**.778**
My county help employees define their career path for their personal advancement	**.815**
Employees in my county are given challenging job assignment to enhance their personal growth	**.656**
My county provides career counseling to employees periodically	**.767**
My county review their career development policy regularly	**.805**
Revenue collection targets are achieved through providing employee with career growth and development opportunities	**.722**
Supervisors and employee are responsible for individual career advancement for development of county projects	**.695**
Employees are satisfied with career paths in the county	**.780**
Challenging and creative works increases the level of project initiation and completion rates in the county	**.625**

Extraction Method: Principal Component Analysis.
a. 2 components extracted.
Source: Field Data (2019)

Study findings in Table 4.24 depict that all the statements of career growth and development attracted a coefficient value of more than 0.4 (ranging from 0.625 to 0.815) threshold suggested by Rahn (2010); Malakouti *et al.* (2006) and Morley *et al*. (2002) hence all the constructs of career growth and development were retained for further descriptive and inferential analyses.

4.4.3.4 Descriptive Analysis of Career Growth and Development Constructs

This section is meant to find out whether county government conduct career growth and development or not and to what extent. The study computed normality of the responses before computing the mean and standard deviation using kurtosis and skewness. Finally, the researcher computed the aggregate mean score and standard deviation of the study constructs in order to gauge the level of agreement to the researcher statements in general. Table 4.25 represents the results of the eleven constructs of career growth and development.

Table 4.25: Career Growth and Development Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Challenging and creative works increases the level of project initiation and completion rates in the county	259	2.9073	1.32621	.041	.151	-1.038	.302
Employees are satisfied with career paths in the county	259	2.7683	1.18469	-.007	.151	-.901	.302
Revenue collection targets are achieved through providing employee with career growth and development opportunities	259	2.6873	1.14402	.119	.151	-.831	.302
Supervisors and employees are responsible for individual career advancement for development of county projects	259	2.6834	1.09268	-.028	.151	-.924	.302
Employees in my county are given challenging job assignment to enhance their personal growth	259	2.6486	1.00199	-.135	.151	-.775	.302
My county provides regular opportunities for career advancements through self-development programmes	259	2.6178	1.08756	.168	.151	-.589	.302
My county help employees define their career path for their personal advancement	259	2.5946	1.08626	-.072	.151	-1.150	.302
Career development policies in my county are known to workers and applied to develop talent	259	2.5869	.97804	.030	.151	-.406	.302
My county provides career counseling to employees periodically	259	2.5405	1.08963	.140	.151	-.844	.302
My county review their career development policy regularly	259	2.5058	1.18900	.349	.151	-.807	.302
My county has an elaborate and a functioning succession planning policies	259	2.4015	1.09304	.335	.151	-.475	.302
Average		**2.6310**	**1.11573**				
Valid N (listwise)	259						

Source: Field Data (2019)

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From Table 4.25, career growth and development constructs have skewness coefficient values ranging from -0.135 to .349 and kurtosis coefficient ranging from -0.406 to -1.150 to -1.091. Based on the study results, the researcher concluded that career growth and development constructs are normally distributed since they lie within the ±3 range recommended by George and Mallery (2010). The study data is thus fit for descriptive statistical analysis and subsequent inferential analysis.

The mean of constructs of career growth and development is approximately three (Mean=2.6) implying that respondents moderately agreed that their county embraces career growth and development programmes. Standard deviation of all the constructs of career growth and development has approximate value of 1 implying that there was no consensus on the level of agreement among the different cadre of staff. The findings imply that career growth and development opportunities are still minimal in county governments of Former Western Province.

The respondents moderately agreed (Mean=3) on the following statements on career growth and development: Supervisors and employees in the county are responsible for individual career advancement for development of county projects; Employees in county government are given challenging job assignment to enhance their personal growth; County provides regular opportunities for career advancements through self-development programmes; County help employees define their career path for their personal advancement; Career development policies in the county are known to workers and applied to develop talent; County provides career counseling to employees periodically; County review their career development policy regularly; and County has an elaborate and a functioning succession planning policies.

With regard to effect of career growth and development on county performance, respondents moderately agreed with a mean of three (mean=3) on the following statements: Challenging and creative works increases the level of project initiation and completion rates in the county; Employees in the county are satisfied with career paths in the county; and Revenue collection targets in the county are achieved through providing employee with career growth and development opportunities.The study had a standard deviation of 1 (SD=1) illustrating that there was no consensus regard the level of agreement on career growth and development statements. This implies that respondents had a varied opinion on career growth and development opportunities available in the county government.

In general, using an average mean of approximately 3 (Mean=2.6) depicted in Table 4.25, the study results reveal that county government have inadequate career growth and development programmes which hamper their development. The study findings mirror those conducted by Dargham (2013) that opined that developing and implementing career management increases employees' productivity. Hills (2009) and Cultterbuck (2005) also argued that succession planning results in big pool of talents in an organization thus booting organization performance.

During interview with the HR officers and members of PSB, a numbers of strategies were fronted that can be used to support career growth and development in the county government. These strategies entail: Creating a portfolio of employees achievements,; Creating a competitive work environment that promotes career growth and development; Setting goals and communicating them clearly to the employees; Having an open feedback loop to know the progress of employees career growth; Training of employees

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on self-development through seminars and workshops; and Budget allocation towards provision of career growth and development programmes.

4.4.3.5 Relationship between Career Growth and Development and Organization Performance

The researcher conducted correlation analysis on the relationship between career growth and development and organization performance. Moderating effect of county leadership on relationship between the study variables was also computed. The study findings were illustrates in Tables 4.26-4.27.

Table 4.26: Career Growth and Development and Organization Performance Correlation Coefficient

		Organization Performance
	Pearson Correlation	**.327**[**]
Career Growth and Development	Sig. (2-tailed)	.000
	N	259

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Field Data (2019)

Results in Table 4.26 posits that career growth and development have a significant and a moderate positive effect on organization performance of County governments of former Western Province at 99% confidence level (r=0.327, α=0.000 and p-value=0.01 thus α<p-value). Study results imply that there is a positive linear relationship between career growth and development on organization performance. Since there is a positive and significant relationship between career growth and organization performance, there is a strong evidence to support the assertion that providing career growth and development opportunities to employees enhances county performance. The study findings support previous study findings that linked career growth and development with positive and significant correlation with organization performance (Kraimer *et al*., 2003; Kakui and Gachunga; 2016). Wanjala *et al*., (2015) findings that career stagnation results to

negative performance of county government of Murang'a is also in line with this study because the reverse is true as in the case of the current study.

The study also performed correlation analysis on the moderating effect of county leadership on the relationship between career growth and development and organization performance. The results are presented in Table 4.27.

Table 4.27: County Leadership Moderating Effect on Career Growth and Development and Organization Performance Correlation Coefficients

		Organization Performance
Career Growth and Development	Pearson Correlation	**.327**[**]
	Sig. (2-tailed)	.000
	N	259
CGDCL	Pearson Correlation	**.486**[**]
	Sig. (2-tailed)	.000
	N	259

**. Correlation is significant at the 0.01 level (2-tailed).
Key: CGDCL-Career Growth and Development and County Leadership
Source: Field Data (2019)

Study results in Table 4.27 opine that when county leadership is introduced in the relationship, there is a high positive and significant correlation between career growth and development and organization performance. This was attributed to a change in Pearson Product Moment Coefficient (r) from 0.327 to 0.486 (α=0.000 and p-value=0.01 thus α<p-value). The study findings can be interpreted that county leadership strengthened the relationship between career growth and development and organization performance. Gwavuya (2011) observes that incompetent leaders derail county developments as a result of not formulating, developing and implementing elaborate career growth and development programmes in the organization. Gwavuya (2011) assertion supports the current study findings. Clarke (2001) also supports study findings

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by stressing that good leaders help to build strong employees relations that foster development of career growth and development opportunities.

4.4.3.6 Effect of Career Growth and Development on Organization Performance
The section presents the test of hypothesis on the study third objective which was to examine the effect of career growth and development on organization performance in county governments of Former Western Province.

The following study hypothesis was formulated for testing:

Ho₃: *Career growth and development has no significant effect on organization performance in county governments of Former Western Province.*

The effect of career growth and development on organization performance was tested using simple linear regression model. This was achieved by regressing organization performance on career growth and development. The study regression results are illustrated in Table 4.28.

Table 4.28: Regression Results for the Effect of Career Growth and Development on Organization Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.327[a]	.107	.103	.80194

a. Predictors: (Constant), Career growth and development

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.765	1	19.765	30.734	.000[b]
	Residual	165.280	257	.643		
	Total	185.046	258			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Career growth and development

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.513	.166		15.142	.000
	Career growth and development	.334	.060	.327	5.544	.000

a. Dependent Variable: Organization Performance
Source: Field Data (2019)

Model summary results in Table 4.28 depict that there is a moderate positive correlation between career growth and development and organization performance (R=0.327). The results also indicate that 10.7% of the variance in organization performance can be explained by variability in career growth and development (R^2=0.107). The regression model did not explain 89.3% of variation in organization performance as a result of other factors that the study did not consider.

The findings of the study can be interpreted that career growth and development is a predictor of organization performance. The study findings support previous study findings that linked career growth and development to positive and significant correlation with organization performance (Kraimer et al., 2003; Kakui and Gachunga; 2016).

Wanjala et al., (2015) findings that career stagnation results to negative performance of county government of Murang'a confirms these study findings because the reverse is true.

ANOVA results reveal that there is a satisfactory goodness of fit between career growth and development and organization performance (F=30.734, α =0.000 and p-value=0.05 thus α<p-value). The study findings depicts that the overall simple regression model was significantly feasible at 95% level of confidence in measuring the relation between career growth and development and organization performance.

Based on the study beta coefficient results in Table 4.28, the equation simple linear regression model was fitted as; $Y=2.513+0.334X_3+e$. where **Y=**Organization Performance, **X₃**represents Career Growth and Development and **e** represents Error Term. Beta coefficients imply that one positive unit change in career growth and development effectiveness leads to a change in organizational performance at the rate of 0.334 (33.4%).

The study findings act as approve of a positive and significant effect of career growth and development on organization performance in county governments of Former Western Province. The results also opine that career growth and development is statistically significant (α=0.000, p-value=0.05, thus α <p). Since the t-statistic is significant, the study reject the third null hypothesis and concluded that career growth and development has a significant and positive effect on organization performance in county governments of Former Western Province.

The study findings concur with previous studies that found out that career growth and development results to positive and significant effect on employees' performance (Kraimer et al., 2003; Kakui and Gachunga; 2016; Wanjala et al., 2015).

Interview conducted also supported the assertion that career growth and development results to county performance. Some HR officers and members of PSB said:

> *"Our county has a HR policy that advocate for career growth and development. The HR policy is not fully implemented due to shortage of funds allocated to human resource functions in our county. We believe that with full operationalization of the HR policy will provide career growth and development for improved performance. Most of our staff have stagnated in one position for long and it is just a matter of time that this will be a forgone issue".*

The study also established whether county leadership has any moderating effect on the relationship between career growth and development and organization performance. This resulted to formation of sub-hypothesis from hypothesis three. The hypothesis took the form;

Ho$_{3a}$: *County leadership has no moderating effect on the relationship between career growth and development and organization performance in county governments of Former Western Province.*

Under this approach, the researcher used moderated multiple regression model which contains two models. The first model has no moderation while the second model is moderated. Table 4.29 depicts the results of the study findings.

Table 4.29: Moderated Regression Results for the Effect of County Leadership on the relation between Career Growth and Development and Organization Performance

		Model Summary		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	**.327[a]**	**.107**	.103	.80194
2	**.642[b]**	**.413**	.408	.65156

a. Predictors: (Constant), Career growth and development
b. Predictors: (Constant), Career growth and development, CGDCL

		ANOVA[a]				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.765	1	19.765	**30.734**	**.000[b]**
	Residual	165.280	257	.643		
	Total	185.046	258			
2	Regression	76.365	2	38.183	**89.940**	**.000[c]**
	Residual	108.681	256	.425		
	Total	185.046	258			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Career growth and development
c. Predictors: (Constant), Career growth and development, CGDCL

		Coefficients[a]				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.513	.166		15.142	.000
	Career growth and development	.334	.060	.327	5.544	.000
2	(Constant)	**3.901**	.181		21.594	**.000**
	Career growth and development	**-1.341**	.153	-1.314	-8.762	**.000**
	CGDCL	**.372**	.032	1.731	11.547	**.000**

a. Dependent Variable: Organization Performance
Source: Field Data (2019)

Model summary results in Table 4.29 show that inclusion of county leadership as a moderator results to a higher positive and significant effect on the relationship between career growth and development and organization performance (R changed from 0.327 to 0.642).

The results also depict that 41.3% of the variance in organization performance can be explained by variability in career growth and development and county leadership as compared to on 10.7% in variability when county leadership is excluded. (R^2 changed from=0.107 to 0.413). The findings of the study imply that county leadership acts as a moderator in strengthening the relationship between career growth and development and organization performance.

Study ANOVA Results for both models indicated that there is a satisfactory goodness of fit between county leadership, career growth and development and organization performance (M1, F=30.734, F=Model 2, F=89.940, α =0.000 and p-value=0.05 thus α<p-value). The study findings can be interpreted that the overall moderated multiple regression model was significantly feasible at 95% level of confidence in measuring the relation between county leadership, career growth and development and organization performance.

From Table 4.29 beta coefficient results, the equation of moderated multiple linear regression model was fitted as; $Y=3.901-1.341X_1+0.372X_2+e$. where **Y=**Organization Performance, **X_1**represents Career Growth and Development, **X_2**represents County Leadership and Career Growth and Development interaction and **e** represents Error Term. The moderate multiple regression equation indicates that one positive unit change in career growth and development effectiveness and an interaction of career growth and development and county leadership lead to a decrease and an increase in organizational performance at the rate of 1.341(134.1%%) and 0.372(37.2%) respectively.

The study findings imply that in the absence of county leadership, career growth and development is a negative determinant of organization performance while in the presence

of county leadership, career growth and development is a positive determinant. Since the t-statistic was significant and resulted to a positive determinant when county leadership was present, the study reject the third null sub-hypothesis and concluded that county leadership moderate the relationship between career growth and development and organization performance in county governments of Former Western Province. Clarke (2001) supports the study findings by stressing that good leaders help to build strong employees relations that fosters development of career growth and development opportunities.

To strengthen the findings of the study from questionnaires, during the interview process, one the member of PSB asserted:

> *"Since allocation and budgeting for HR functions lies with leadership in the county government, it requires political goodwill to develop career growth and development programmes in the executive and also in the county assembly in passing the budgets on human resource functions. It is unfortunate that career paths in the organization is sometimes determined by political choices but not based on performance and merit. This reduces employees' morale towards better performance".*

Analysis of the interview reveals the role played by leaders in assisting to formulate, develop and implement career growth and development programmes through budgetary allocation to enhance organization performance.

4.4.4 Objective Four: Research Findings and Discussion

The study sought establish the effect of work-life balance on organization performance in county governments of Former Western Province while the null hypothesis was set that Career growth and development has no significant effect on organization performance in county governments of Former Western Province. In order to meet the study objective and test the hypothesis, the researcher analyzed the general information on work life balance, conducted Exploratory Factor Analysis, descriptive and inferential analyzes.

4.4.4.1 Work-life balance General Information

The study investigated the whether county government levels of provision work-life balance programmes are high or low and the extent of provision of these programmes. Figures 4.6-4.7 illustrate the study findings.
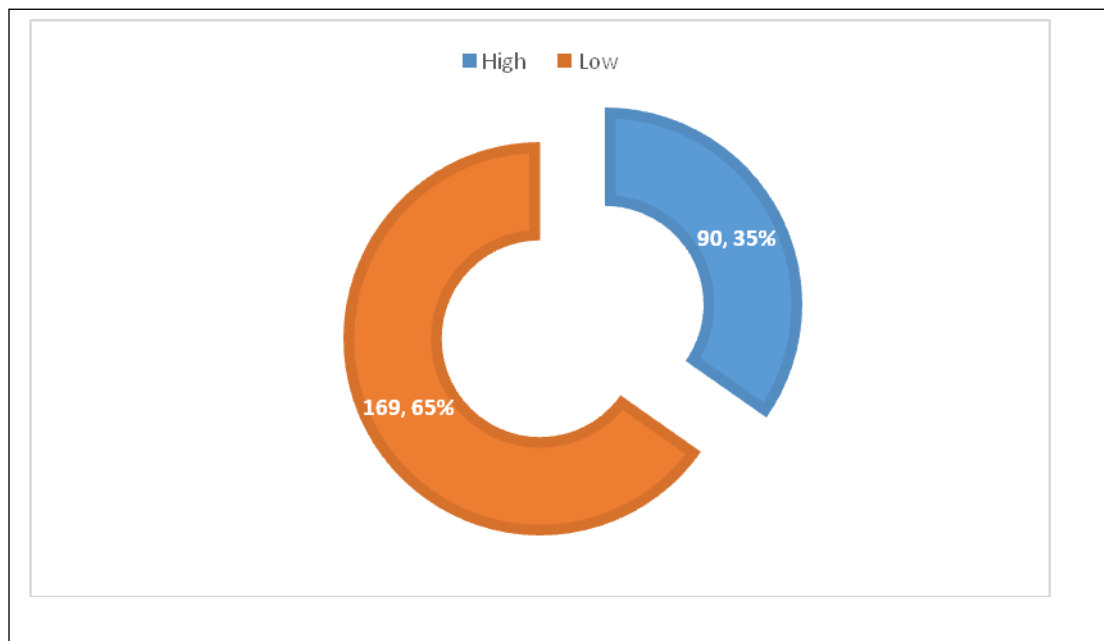
Figure 4.6: Level of Provision of Work-life balance Programmes
Source: Field Data (2019)

As illustrated in Figure 4.6, most respondents, 169(65%) said that their county government level of provision of work-life balance programmes are low and only 90(35%) of the respondents opinioned that there is a high level of provision of work-life balance programmes in the county. The study findings imply that the county governments do not provide the whole package of work-life balance programmes. The researcher further asked the respondents to state the whether there are providing with different work life programmes packages or not. Figure 4.7 shows the study findings.
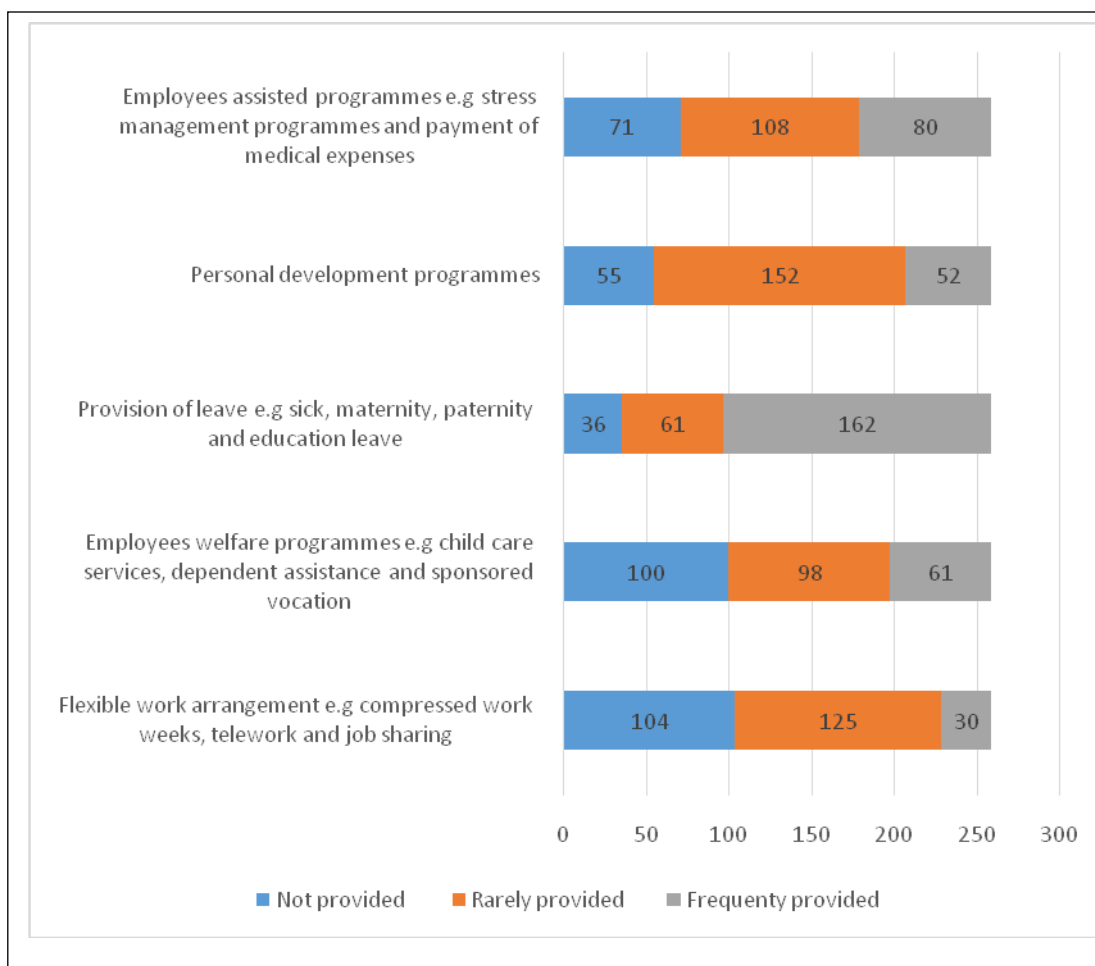
Figure 4.7: Provision of Work-life balance Programmes
Source: Field Data (2019)

Results from Figure 4.7 reveal that most of the respondents, 108(41.7%) noted that their county rarely provide them with employees assisted programmes which entails stress

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management programmes and payment of medical expenses. 80(30.9) of the respondents believed that their count government provide them with employees assisted programmes while 71(27.4) of the respondents indicated that they are not provided with these programmes. The study results can be interpreted that employee assisted programmes are rarely provided in the county governments. Poor county performance can partly be attributed to inadequate employees assisted programmes that Perry-Smith and Blum (2000) observed that is part of work balance programmes for enhancement of organization performance.

A majority of the respondents, 152(58.7) also asserted that their county government rarely provide them with opportunities for personal development. Another group of 55(21.1%) of the respondents denied that they are provided with personal development programmes while 52(20.1%) of the respondents were contented that they are frequently provided with personal development programmes. The researcher concluded that county governments rarely provide their staff with personal development programmes that is noted by Noor (2011) to results to employees' performance.

Due to the entitlement of leave to employees as a constitutional right, majority of the respondents, 162(62.5%) said that they are frequently granted different types of leave like maternity, paternity, sick and education leave. 61(23.6%) of the respondents however asserted that they are rarely provided with leave while 36(13.9%) of the respondents believed that they are denied leave in their organization. The study findings imply that leave is granted to county government employees due to its weight in bill of right of the Kenyan constitution of 2010.

Estes and Bloom (2005) and Perry-Smith and Blum (2000) noted that leave is the most important aspect of work-life balance programmes that should be granted to employees in an organization. The results of the study depict that majority of respondents 100(38.6%) reported that there are not provided with employees welfare programmes like child care services, dependents assistance and sponsored vocation.

A group of 98(37.8%) respondents agreed that they are rarely provided with employees welfare programmes and only 61(23.6%) said that they are frequently benefit from these programmes. From the study findings, it can be interpreted that county governments in Western Kenya rarely provide their workers with employees' welfare programmes. Estes and Bloom (2005) and Perry-Smith and Blum (2000) cites that employees welfare programmes are categorized as WLBP that enable organization to retain their employees.

It is also depicted in Figure 4.7 study findings that majority of the respondents, 125(48.3%) opined that they are rarely provided with flexible work arrangement like job sharing, compressed work weeks and telework. However, 104(40.2%) of the respondents agreed that there are not provided with flexible work arrangement while 30(11.6%) of the respondents were contented that they are frequently provided with flexible work arrangements.

The study findings imply that county governments have not fully embraced flexible work arrangement programmes to their employees which may be linked to poor county performance. Perry-Smith and Blum (2000) and Estes and Bloom (2005) noted that work-life balance in the organization can be enhanced by providing employees with flexible work arrangement programmes which can results to improvement in work performance.

In general, it can be concluded that the county government rarely provide and sometimes does not provided work-life balance programmes apart from leave that is mandatory and provided for in the Constitution of Kenya 2010 under Bill of Rights.

4.4.4.2 Sample Adequacy of Work-life Balance Constructs

The researcher carried out KMO sampling adequacy and Bartlett's Tests in so as to determine the appropriateness and adequacy of data collected on work-life balance constructs for statistical analysis. Table 4.30 depicts the results of the findings.

Table 4.30: Work-life balance KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.802**
	Approx. Chi-Square	816.727
Bartlett's Test of Sphericity	Df	36
	Sig.	**.000**

Source: Field Data (2019)

As shown in Table 4.30, KMO value is 0.802 which is greater than the critical level of significance of the test set at 0.5 thus is considered significant (Field, 2009; Hair et al., 2006). The findings also illustrate that Bartlett's Test of Sphericity was also found to be highly significant (χ^2=816.727, df=36, at α=0.000, thus p=0.05,α<p). The study results imply that there is a sufficient justification for conducting further statistical analysis on the data. KMO value of 0.802 can be interpreted that the study had adequate sample size for the constructs of work-life balance to be factor analyzed.

4.4.4.3 Factor Analysis on Work-life Balance Constructs

The researcher computed factors analysis on the constructs of work-life balance. The result of the study is presented in Table 4.31.

Table 4.31: Total Variance Explained for Work Life Balance

Compo nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %
1	3.688	40.982	40.982	3.688	40.982	40.982	3.222	35.803	35.803
2	1.761	19.568	60.550	1.761	19.568	60.550	2.227	24.746	**60.550**
3	.785	8.724	69.274						
4	.616	6.842	76.115						
5	.562	6.248	82.364						
6	.480	5.336	87.700						
7	.430	4.782	92.481						
8	.404	4.485	96.967						
9	.273	3.033	100.000						

Extraction Method: Principal Component Analysis.
Source: Field Data (2019)

From Table 4.31, it is evident that total variance analysis resulted to extraction of two factors from nine statements on work life balance. The results also posit that 60.55% of the total variance can be explained by the two extracted factors. Since the extracted factors accounted for 60.55% of the total variance, the factor analysis model was viable because it was well above the 50% threshold suggested by Hair *et al* (2006). Further analysis was therefore conducted on the data in order to know whether to retain all the constructs of work-life balance for analysis or to remove some of them using factor loading as shown in Table 4.32.

Table 4.32: Factor Loading for Work-life balance

Statement	Component
Work schedules in my county are flexible enough to allow employees attend to personal issues	**.645**
My county has part-time working arrangements	**.640**
Gyms and mental relaxation programmes are available in my county	**.637**
My county provides employees with statutory leave (paternity, paternity and sick leave) and other types of leave like education leave	**.837**
My county provides employees with welfare programmes like child care services, dependent assistance and sponsored vocation	**.689**
My county provides employees assisted programmes like stress management programmes and payment of medical expenses	**.652**
Mobilization of donor funding and grants is as a result of flexible work arrangement in the county	**.713**
Employees welfare programmes results to faster county projects completion rates	**.763**
Provision of statutory and non-statutory leave results to meeting of county revenue collection targets	**.724**

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Source: Field Data (2019)

Study findings in Table 4.32 show that all the statements of work-life balance attracted a coefficient value of more than 0.4 (ranging from 0.637 to 0.837) threshold suggested by Rahn (2010); Malakouti *et al.* (2006) and Morley *et al*. (2002) hence all the constructs of work-life balance were retained for further descriptive and inferential analyses.

4.4.4.4 Descriptive Analysis of Work-life balance Constructs

The section presents description of the work-life balance constructs meant to gauge the extent to which work-life balance is provided in the county governments. The study computed normality of the responses before computing the mean and standard deviation using kurtosis and skewness. Finally, the researcher computed the aggregate mean score and aggregate standard deviation of the study constructs in order to gauge the level of agreement to the researcher statements in general. Table 4.33 represents the results of the nine constructs of work life balance.

Table 4.33: Work-life balance Descriptive Statistics

Statements	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
My county provides employees with statutory leave (paternity, paternity and sick leave) and other types of leave like education leave	259	3.5174	1.15583	-.559	.151	-.504	.302
Employees welfare programmes results to faster county projects completion rates	259	3.1583	1.19837	-.227	.151	-.911	.302
Provision of statutory and non-statutory leave results to meeting of county revenue collection targets	259	3.0734	1.25384	-.211	.151	-1.043	.302
Work schedules in my county are flexible enough to allow employees attend to personal issues	259	2.9498	1.22688	-.145	.151	-.939	.302
Mobilization of donor funding and grants is as a result of flexible work arrangement in the county	259	2.9189	1.17020	-.046	.151	-.854	.302
My county provides employees assisted programmes e.g stress management programmes and payment of medical expenses	259	2.7992	1.25067	.062	.151	-1.062	.302
My county provides employees with welfare programmes e.g child care services, dependent assistance and sponsored vocation	259	2.6255	1.15583	.070	.151	-.991	.302
My county has part-time working arrangements	259	2.4517	.98466	-.073	.151	-1.034	.302
Gyms and mental relaxation programmes are available in my county	259	2.2857	1.15278	.388	.151	-1.021	.302
Average		**2.86443**	**1.17211**				
Valid N (listwise)	259						

Source: Field Data (2019)

From Table 4.33, work-life balance constructs have skewness coefficient values ranging from -0.046 to 0.388 and kurtosis coefficient ranging from -0.504 to -1.062. Based on the study results, the researcher concluded that work-life balance constructs are normally distributed since they lie within the ±3 range recommended by George and Mallery (2010). The study data is thus fit for descriptive statistical analysis and subsequent inferential analysis.

Table 4.33 also depicts that the majority of the respondents (Mean=4) agreed that their counties provide them with statutory leave (paternity, paternity and sick leave) and other types of leave like education leave. From the study, it is evident that leave is provided to the county employees because it is a requirement by the constitution of Kenya 2010 and the labour laws Kenya under Employment Act, 2007 provide for it.

Most of the respondents also moderately agreed (Mean=3) to the following statements concerning work life balance: Work schedules in the county are flexible enough to allow employees attend to personal issues; County provides employees assisted programmes e.g stress management programmes and payment of medical expenses; and County provides employees with welfare programmes like child care services, dependent assistance and sponsored vocation. On contrary another group of respondents disagreed (Mean=2) on the following aspects of work life balance: County has part-time working arrangements; and Gyms and mental relaxation programmes are available in the county.

On organization performance, a good number of respondents moderately agreed (Mean=3) that: Employees welfare programmes results to faster county projects completion rates; Provision of statutory and non-statutory leave results to meeting of county revenue collection targets; and Mobilization of donor funding and grants is as a

result of flexible work arrangement in the county.The study had a standard deviation of 1 (SD=1) showing that there was no consensus regard the level of agreement on work-life balance statements. This implies that respondents had a varied opinion on work-life balance packages given to them by the county government. In general, it can be deduced that the county governments have not fully embraced work-life balance practices.

4.4.4.5 Relationship between Work-life balance and Organization Performance

Correlation analysis was conducted on the relationship between work-life balance and organization performance. Moderating effect of county leadership on relationship between the study variables was also analyzed. The study findings were presented in Tables 4.34-4.35.

Table 4.34: Work-life balance and Organization Performance Correlation Coefficient

		Organization Performance
	Pearson Correlation	**.410**[**]
Work Life Balance	Sig. (2-tailed)	.000
	N	259

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Field Data (2019)

Table 4.34 results posits that work-life balance have a significant and a high positive effect on organization performance of County governments of former Western Province at 99% confidence level (r=0.410, α=0.000 and p-value=0.01 thus α<p-value). Study results can be interpreted that there is a positive linear relationship between work-life balance on organization performance. Since there is a positive and significant relationship between the study variables, there is a strong evidence to support the assertion that providing work-life balance programmes to employees enhances county performance. The study findings mirror previous studies that linked work-life balance to positive and

significant correlation with organization performance (Meyer et al., 2001; Obiageli et al., 2015; Muleke et al., 2013; Mukururi and Ngari, 2014; and Kathike, 2015).

The study also conducted correlation analysis on the moderating effect of county leadership on the relationship between work-life balance and organization performance. The results are illustrated in Table 4.35.

Table 4.35: County Leadership Moderating Effect on Work-life balance and Organization Performance Correlation Coefficients

		Organization Performance
Work Life Balance	Pearson Correlation	**.410**[**]
	Sig. (2-tailed)	.000
	N	259
WLBCL	Pearson Correlation	**.545**[**]
	Sig. (2-tailed)	.000
	N	259

**. Correlation is significant at the 0.01 level (2-tailed).
Key: WLBCL-Work-life balance and County Leadership
Source: Field Data (2019)

Study findings in Table 4.35 depict that introduction of county leadership in the relationship, there is a high positive and significant correlation between work-life balance and organization performance. This was due to the change of Pearson Product Moment Coefficient (r) from 0.410 to 0.545 (α=0.000 and p-value=0.01 thus α<p-value). The study findings imply that county leadership strengthened the relationship between work-life balance and organization performance. In support of the study findings, Gwavuya (2011) observes that incompetent leaders derail county developments. The incompetency can be as a result of not formulating, developing and implementing elaborate work-life balance programmes in the organization to realize improved performance. Clarke (2001) also agrees with the study findings by stressing that good leaders help to build strong

employees relations that foster development and implementing work-life balance programmes in the organization.

4.4.4.6 Effect of Work-life Balance on Organization Performance

Test of hypothesis of the study fourth objective is presented in this section which was to establish the effect of work-life balance on organization performance in county governments of Former Western Province.

The following study hypothesis was formulated for testing:

Ho$_4$: *Work-life balance has no significant organization performance in county governments of Former Western Province.*

The effect of work-life balance on organization performance was tested using simple linear regression model. This was achieved by regressing organization performance on work life balance. The study regression results are presented in Table 4.36.

Table 4.36: Regression Results for the Effect of Work-life balance on Organization Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410[a]	.168	.165	.77376
a. Predictors: (Constant), Work Life Balance				

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	31.177	1	31.177	52.074	.000[b]
Residual	153.869	257	.599		
Total	185.046	258			
a. Dependent Variable: Organization Performance					
b. Predictors: (Constant), Work Life Balance					

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.046	.192		10.629	.000
Work Life Balance	.469	.065	.410	7.216	.000
a. Dependent Variable: Organization Performance					

Source: Field Data (2019)

From Model summary results in Table 4.36, it is observed that there is a high positive correlation between work-life balance and organization performance (R=0.410). The results also depict that 16.8% of the variance in organization performance can be explained by variability in work-life balance (R^2=0.163). The regression model did not explain 83.2% of variation in organization performance as a result of other factors that the study did not consider. The findings of the study imply that work-life balance is a predictor of organization performance. The study findings support previous study findings that linked work-life balance to positive and significant correlation with organization performance (Meyer et al., 2001; Obiageli et al., 2015; Muleke et al., 2013; Mukururi and Ngari, 2014; and Kathike, 2015).

Study ANOVA results opine that there is a satisfactory goodness of fit between work-life balance and organization performance (F=52.074, α =0.000 and p-value=0.05 thus α<p-value). The study findings imply that the overall simple regression model was significantly feasible at 95% level of confidence in measuring the relation between work-life balance and organization performance.

From beta coefficient results in Table 4.36, the equation simple linear regression model was fitted as; $Y=2.046+0.469X_4+e$. where **Y=**Organization Performance, **X_4**represents Work-life balance and **e** represents Error Term. The study beta results reveal that one positive unit change in work-life balance effectiveness leads to a change in organizational performance at the rate of 0.469 (46.9%). The study findings provide evidence to support the positive and significant effect of work-life balance and organization performance in county governments of Former Western Province. The results also depict that work-life balance is statistically significant (α=0.000, p-value=0.05, thus α <p).

Since the t-statistic is significant, the study rejected the fourth null hypothesis and concluded that work-life balance has a significant and positive effect on organization performance in county governments of Former Western Province. The study findings are consistent with previous studies that found out work-life balance results to positive and significant effect on organization performance (Meyer et al., 2001; Obiageli et al., 2015; Muleke et al., 2013; Mukururi and Ngari, 2014; and Kathike, 2015).

In corroborating the study findings, it was noted during the interviewee with HR officers and members of PSB that county government provides some of the work-life balance packages especially those mandated by the Employment Act, 2007 like the leave. Flexible work schedules and family friendly work environment were also cited. The

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interviewee also agreed that work-life balance programmes play a very big role in enhancing a healthy growth and development of the county.

Own of the interviewee however said:

> *Our county government is slowly developing work-life balance programmes since it adheres to its policies stipulated in HR 2016 manuals".*

The study also established whether county leadership has any moderating effect on the relationship between work-life balance and organization performance. This led to formation of sub-hypothesis from hypothesis four. The hypothesis was written as;

Ho$_{4a}$: *County leadership has no moderating effect on the relationship between work-life balance and organization performance in county governments of Former Western Province.*

Under this approach, the researcher used moderated multiple regression model which contained two models. The first model had no moderation while the second model is moderated. Table 4.37 depicts the results of the study findings.

Table 4.37: Moderated Regression Results for the Effect of County Leadership on the relation between Work-life balance and Organization Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410[a]	.168	.165	.77376
2	.614[b]	.377	.372	.67125

a. Predictors: (Constant), Work Life Balance
b. Predictors: (Constant), Work Life Balance, WLBCL

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.177	1	31.177	**52.074**	**.000[b]**
	Residual	153.869	257	.599		
	Total	185.046	258			
2	Regression	69.697	2	34.848	**77.341**	**.000[c]**
	Residual	115.349	256	.451		
	Total	185.046	258			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Work Life Balance
c. Predictors: (Constant), Work Life Balance, WLBCL

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.046	.192		10.629	.000
	Work life Balance	.469	.065	.410	7.216	.000
2	(Constant)	**3.543**	**.233**		15.233	**.000**
	Work life Balance	**-.911**	**.160**	-.797	-5.708	**.000**
	WLBCL	**.281**	**.030**	1.290	9.246	**.000**

a. Dependent Variable: Organization Performance
Source: Field Data (2019)

Model summary results in Table 4.37 reveal that inclusion of county leadership as a moderator results to a higher positive and significant effect on the relationship between work-life balance and organization performance (R changed from 0.410 to 0.614). The results also depict that 37.7% of the variance in organization performance can be explained by variability in the interaction between work-life balance and county leadership as compared to on 16.8% in variability when county leadership is excluded.

(R^2 changed from=0.168 to 0.377). The findings of the study can be interpreted that county leadership acts as a moderator in strengthening the relationship between work-life balance and organization performance.

Study ANOVA results for both models indicate that there is a satisfactory goodness of fit between county leadership, work-life balance and organization performance (M1, F=52.074, F=Model 2, F=77.341, α =0.000 and p-value=0.05 thus α<p-value). The study findings imply that the overall moderated multiple regression model was significantly feasible at 95% level of confidence in measuring the relation between county leadership, work-life balance and organization performance.

From Table 4.37 beta coefficient results, the equation of moderated multiple linear regression model was fitted as; $Y=3.543-0.911X_1+0.281X_2+e$. where **Y=**Organization Performance, X_1represents Work Life Balance, X_2represents County Leadership and Work-life balance interaction and **e** represents Error Term. The moderate multiple regression equation indicates that one positive unit change in work-life balance effectiveness and an interaction of work-life balance and county leadership lead to a decrease and an increase in organizational performance at the rate of 0.911(91.1%%) and 0.281(28.1%) respectively.

The study findings denote that in the absence of county leadership, work-life balance is a negative determinant of organization performance while in the presence of county leadership, work-life balance is a positive determinant of organization performance. Since the t-statistic was significant and resulted to a positive determinant when county leadership was present, the study reject the fourth null sub-hypothesis and concluded that county leadership moderate the relationship between work-life balance and organization

performance in county governments of Former Western Province. Clarke (2001) supports the study findings by stressing that good leaders help to build strong employees relations. Strong employees' relations may result development and implementation of work-life balance programmes.

4.4.5 Objective Five: Research Findings and Discussion

The study sought establish the moderating effect of county leadership on the relationship between employee retention practices and organization performance in county governments of Former Western Province while the null hypothesis was set that that county leadership has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province. In order to meet the study objective and test the hypothesis, the researcher conducted Exploratory Factor Analysis, descriptive and inferential analyzes.

4.4.5.1 Sample Adequacy of County Leadership Constructs

The researcher conducted KMO sampling adequacy and Bartlett's Tests in so as to determine the appropriateness and adequacy of data collected on county leadership constructs for statistical analysis. Table 4.38 shows the results of the findings.

Table 4.38: County Leadership KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.879**
	Approx. Chi-Square	1250.447
Bartlett's Test of Sphericity	Df	45
	Sig.	**.000**

Source: Field Data (2019)

As illustrated in Table 4.38, KMO value is 0.879 which is greater than the critical level of significance of the test set at 0.5 is thus considered significant (Field, 2009; Hair et al., 2006). The findings also show that Bartlett's Test of Sphericity was also found to be highly significant (χ^2=1250.447, df=45, at α=0.000, thus p=0.05,α<p). From the study results, it can be deduced that there is a sufficient justification for conducting further

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statistical analysis on the data. KMO value of 0.879 can also imply that the study had

adequate sample size for the constructs of county leadership to be factor analyzed.

4.4.5.2 Factor Analysis on County Leadership Constructs

The researcher conducted factor analysis on the constructs of county leadership. The

result of the study is shown in Table 4.39.

Table 4.39: Total Variance Explained for County Leadership

Compo nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulat ive %	Total	% of Variance	Cumulat ive %	Total	% of Variance	Cumulat ive %
1	5.113	51.135	51.135	5.113	51.135	51.135	3.642	36.419	36.419
2	1.024	10.235	61.370	1.024	10.235	61.370	2.495	24.951	**61.370**
3	.890	8.895	70.265						
4	.649	6.491	76.756						
5	.615	6.152	82.908						
6	.474	4.737	87.646						
7	.399	3.992	91.637						
8	.345	3.451	95.088						
9	.268	2.684	97.773						
10	.223	2.227	100.000						

Extraction Method: Principal Component Analysis.
Source: Field Data (2019)

From Table 4.39 results, it is evident that total variance analysis resulted to extraction of

two factors from ten statements on county leadership. The results also depict that 61.37%

of the total variance can be explained by the two extracted factors. Since the extracted

factors accounted for 61.37% of the total variance, the factor analysis model was viable

because it was well above the 50% threshold suggested by Hair *et al* (2006). Further

analysis was therefore conducted on the data so as know whether to retain all the

constructs of county leadership for analysis or to remove some of them using factor

loading as shown in Table 4.40.

Table 4.40: Factor Loading for County Leadership

Statements	Component
Leadership in my county is competent enough to implement devolved governance function	.798
The employees in my county appreciate the leadership adopted in the organization.	.780
My county leaders provide us with opportunities for learning and development	.815
The county leadership ensures that workers are trained on how to generate more revenue to the county	.829
My county leaders motivate us by providing career progression paths	.727
There is teamwork in the county that enhances county projects initiation and completion	.753
Democratic work environment has a negative impact on the relationship between employee retention practices and donor funding	.562
My county has a climate of trust and openness which favours the development of employee retention practices for enhanced revenue collection	.700
Leadership flexibility is an ingredient of developing and implementing employee retention practices for development of county projects	.541
Collective decision making is important for attracting and utilizing grants and donor funding	.594

Extraction Method: Principal Component Analysis.
a. 2 components extracted.
Source: Field Data (2019)

Study findings in Table 4.40 indicate that all the statements of county leadership attracted a coefficient value of more than 0.4 (ranging from 0.541 to 0.829) threshold suggested by Rahn (2010); Malakouti *et al.* (2006) and Morley *et al*. (2002) hence all the constructs of county leadership were retained for further descriptive and inferential analyses.

4.4.5.3 Descriptive Analysis of County Leadership Constructs

This section presents description of the county leadership constructs meant to gauge the leadership at the county government. The study computed normality of the responses using kurtosis and skewness before computing the mean and standard deviation. Finally,

the researcher computed the aggregate mean score and aggregate standard deviation of the study constructs in order to gauge the level of agreement to the researcher statements concerning county leadership. Table 4.41 depicts the results of the ten constructs of county leadership.

Table 4.41: County Leadership Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Collective decision making is important for attracting and utilizing grants and donor funding	259	3.2780	1.25443	-.313	.151	-.856	.302
Leadership flexibility is an ingredient of developing and implementing employee retention practices for development of county projects	259	3.2317	1.18141	-.373	.151	-.797	.302
The employees in my county appreciate the leadership adopted in the organization.	259	2.9575	1.03903	-.103	.151	-.847	.302
There is teamwork in the county that enhances county projects initiation and completion	259	2.9073	1.09221	-.247	.151	-.828	.302
My county leaders provide us with opportunities for learning and development	259	2.8996	1.18353	-.313	.151	-.947	.302
Democratic work environment has a positive impact on the relationship between employee retention practices and donor funding	259	2.7954	1.03832	-.230	.151	-.876	.302
My county leaders motivate us by providing career progression paths	259	2.7838	1.09242	-.065	.151	-.767	.302
Leadership in my county is competent enough to implement devolved governance function	259	2.7722	1.20651	-.047	.151	-.878	.302
The county leadership ensures that workers are trained on how to generate more revenue to the county	259	2.7181	1.12826	-.080	.151	-1.122	.302
My county has a climate of trust and openness which favours the development of employee retention practices for enhanced revenue collection	259	2.5946	1.06099	.064	.151	-.821	.302
Average		**2.89382**	**1.127711**				

Valid N (listwise)	259

Source: Field Data (2019)

From Table 4.41, county leadership constructs have skewness coefficient values ranging from -0.047 to 0.064 and kurtosis coefficient ranging from -0.767 to -1.122. Based on the study results, the researcher concluded that county leadership constructs are normally distributed since they lie within the ±3 range recommended by George and Mallery (2010). The study data is thus fit for descriptive statistical analysis and subsequent inferential analysis.

Study results in Table 4.41 also depict that there is a moderate agreement that county leadership is practiced in the Western Kenya Counties. It was also observed that county leadership results to county performance. The researcher respondents moderately agreed with a mean of 3 as far as the following constructs of county leadership is concern: Collective decision making is important for attracting and utilizing grants and donor funding; Leadership flexibility is an ingredient of developing and implementing employee retention practices for development of county projects; The employees in the county appreciate the leadership adopted in the organization.; and There is teamwork in the county that enhances county projects initiation and completion.

There respondents also moderately agreed that: County government leaders provide employees with opportunities for learning and development; Democratic work environment has a positive impact on the relationship between employee retention practices and donor funding; County leaders motivate employees by providing them with career progression paths; Leadership the county is competent enough to implement devolved governance function; County leadership ensures that workers are trained on how to generate more revenue to the county; County governments have a climate of trust

and openness which favours the development of employee retention practices for enhanced revenue collection.

The study had a standard deviation of 1 (SD=1) depicting that there was no consensus regard the level of agreement on county leadership statements. This imply that respondents had a varied opinion on how the county government is being managed. In general, the study findings can be interpreted that the county governments leadership is not up-to-date due to moderate agreement level depicted by the respondents thus an improvement in leadership is necessary for the county governments to realize their development agenda.

Gwavuya (2011) observes that incompetent leaders derail county developments. The incompetency can be as a result of not formulating, developing and implementing elaborate employee retention programmes in the organization to realize improved performance. Clarke (2001) also agrees with the study findings by stressing that good leaders help to build strong employees relations that foster development and implementing employee retention programmes in the organization. Finally, Miller and Breton-Miller (2014) asserted that leaders who practice current management style acts as team leaders, counselors, and facilitators for a successful management in an organization while according to Mwangi (2009) effective leaders are those who motivate their employees and also build their morale towards better organization performance.

4.4.5.4 Sample Adequacy of Organization Performance Constructs

The study computed KMO sampling adequacy and Bartlett's Tests in so as to determine the appropriateness and adequacy of data collected on organization performance constructs for statistical analysis. Table 4.42 illustrates the results of the study findings.

Table 4.42: Organization Performance KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.897**
	Approx. Chi-Square	1288.349
Bartlett's Test of Sphericity	Df	36
	Sig.	**.000**

Source: Field Data (2019)

As shown in Table 4.42, KMO value is 0.897 which is greater than the critical level of significance of the test set at 0.5 is thus considered significant (Field, 2009; Hair et al., 2006). The findings also show that Bartlett's Test of Sphericity was also found to be highly significant (χ^2=1288.349, df=36, at α=0.000, thus p=0.05,α<p). From the study results, it implies that there is a sufficient justification for conducting further statistical analysis on the data. KMO value of 0.897 can also be interpreted that the study had adequate sample size for the constructs of organization performance to be factor analyzed.

4.4.5.5 Factor Analysis on Organization Performance Constructs

The researcher carried out factor analysis on the constructs of organization performance. The result of the study is illustrated in Table 4.43.

Table 4.43: Total Variance Explained for Organization Performance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.822	53.576	53.576	4.822	53.576	53.576	4.648	51.645	51.645
2	1.471	16.347	69.923	1.471	16.347	69.923	1.645	18.278	**69.923**
3	.580	6.447	76.370						
4	.561	6.233	82.603						
5	.391	4.341	86.944						
6	.364	4.049	90.993						
7	.312	3.461	94.455						
8	.279	3.100	97.554						
9	.220	2.446	100.000						

Extraction Method: Principal Component Analysis.

Source: Field Data (2019)

Table 4.43 results depict that the total variance analysis resulted to extraction of two factors from nine statements on organization performance. The results also show that 69.923% of the total variance can be explained by the two extracted factors. Since the extracted factors accounted for 69.923% of the total variance, the factor analysis model was viable because it was well above the 50% threshold suggested by Hair *et al* (2006). Further analysis was therefore conducted on the data in order to establish whether to retain all the constructs of organization performance for analysis or to remove some of them using factor loading as shown in Table 4.44.

Table 4.44: Factor Loading for Organization Performance

Statements	Component
Competent staff have the ability to attract investors for better county performance	.869
Development projects can be enhance through training of staff on management of county resources	.794
My county employees are satisfied with the level of implementation of work-life programmes	.786
Provision of better reward packages to employees improves county revenue collections and generation	.681
Offering career growth and development opportunities to employees results to low level of project initiation and completion	.816
Well trained employees are able to utilize well the grants receive by the county from the national government and the donors	.798
Provision of work-life balance programmes to employees make them be more satisfied	.846
Career counseling results to positive effect on employees satisfaction	.837
Giving employees both financial and non-financial rewards improves the level of employees satisfaction	.871

Extraction Method: Principal Component Analysis.
a. 2 components extracted.
Source: Field Data (2019)

Table 4.44 study findings indicate that all the statements of organization performance attracted a coefficient value of more than 0.4 (ranging from 0.681 to 0.871) threshold suggested by Rahn (2010); Malakouti *et al.* (2006) and Morley *et al.* (2002) hence all the constructs of organization performance were retained for further descriptive and inferential analyses.

4.4.5.6 Descriptive Analysis of Organization Performance Constructs

This section presents description of the organization performance constructs meant to find out if county governments have performance indicators. The study analyzed normality of the responses using kurtosis and skewness before computing the mean and standard deviation. Finally, the researcher computed the aggregate mean score and aggregate standard deviation of the study constructs in order to gauge the level of

agreement to the researcher statements concerning organization performance. Table 4.45 illustrates the results of the nine constructs of organization performance.

Table 4.45: Organization Performance Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Giving employees both financial and non-financial rewards improves the level of employees satisfaction	259	3.8919	1.25595	-.930	.151	-.265	.302
Well trained employees are able to utilize well the grants receive by the county from the national government and the donors	259	3.7181	1.11790	-.617	.151	-.416	.302
Career counseling results to positive effect on employees satisfaction	259	3.5637	1.14068	-.537	.151	-.514	.302
Provision of work-life balance programmes to employees make them be more satisfied	259	3.5019	1.23695	-.506	.151	-.712	.302
Competent staff have the ability to attract investors for better county performance	259	3.4672	1.33595	-.499	.151	-.819	.302
Development projects can be enhance through training of staff on management of county resources	259	3.4440	1.13769	-.044	.151	-1.195	.302
Provision of better reward packages to employees improves county revenue collections and generation	259	3.1969	1.20232	-.291	.151	-.845	.302
My county employees are satisfied with the level of implementation of work-life programmes	259	2.9189	1.15688	-.159	.151	-.933	.302
Offering career growth and development opportunities to employees results to low level of project initiation and completion	259	2.8108	1.18408	.005	.151	-.794	.302
Average		**3.3904**	**1.1965**				
Valid N (listwise)	259						

Source: Field Data (2019)

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Table 4.45 results shows that organization performance constructs have skewness coefficient values ranging from -0.044 to 0.005 and kurtosis coefficient ranging from -0.265 to -1.195. Based on the study results, the researcher noted that organization performance constructs are normally distributed since skewness and kurtosis lie within the ±3 range recommended by George and Mallery (2010). The study data is thus fit for descriptive statistical and inferential analyses.

Descriptive statistical analysis using mean shows that most of the respondents agreed with a mean of 4 (Mean=4) that organization performance is evident in the following statements: Giving employees both financial and non-financial rewards improves the level of employees' satisfaction; Well trained employees are able to utilize well the grants receive by the county from the national government and the donors; Career counseling results to positive effect on employees satisfaction; Provision of work-life balance programmes to employees make them be more satisfied; and Competent staff have the ability to attract investors for better county performance.

However, respondents moderately agreed with a mean of three (Mean=3) concerning the following statements regarding county performance: Development projects can be enhance through training of staff on management of county resources; Provision of better reward packages to employees improves county revenue collections and generation; County employees are satisfied with the level of implementation of work-life programmes; and Offering career growth and development opportunities to employees results to low level of project initiation and completion.

The study had a standard deviation of 1 (SD=1) depicting that there was no consensus regard the level of agreement on organization performance statements. This imply that

respondents had a varied opinion concerning county organization performance. In general, the statements on organization performance had an average mean of 3 (Mean=3) and an average standard deviation of 1 (SD=1) implying that the respondents moderately agreed that employee retention practices results to organization performance but with a varied opinion on the individual respondents.

4.4.5.7 Sample Adequacy of Employee Retention Practices, County Leadership and Organization Performance

The study conducted KMO sampling adequacy and Bartlett's Tests in so as to determine the appropriateness and adequacy of data collected on employee retention practices, county leadership and organization performance for statistical analysis. Table 4.46 depicts the results of the study findings.

Table 4.46: Employee Retention Practices, County Leadership and Organization Performance KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.805**
	Approx. Chi-Square	1274.590
Bartlett's Test of Sphericity	df	15
	Sig.	**.000**

Source: Field Data (2019)

As illustrated in Table 4.46, KMO value is 0.805 which is greater than the critical level of significance of the test set at 0.5 is thus considered significant (Field, 2009; Hair et al., 2006). The findings also show that Bartlett's Test of Sphericity was also found to be highly significant (χ^2=1274.590, df=15, at α=0.000, thus p=0.05,α<p). The study results imply that there is a sufficient justification for conducting further statistical analysis on the study variables. KMO value of 0.805 can also be interpreted that the study had adequate sample size for the study variables to be factor analyzed.

4.4.5.8 Factor Analysis on Employee Retention Practices, County Leadership and Organization Performance

The researcher carried out factor analysis on Employee Retention Practices, County Leadership and Organization Performance. The result of the study is depicted in Table 4.47.

Table 4.47: Total Variance Explained for Employee Retention Practices, County Leadership and Organization Performance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.199	69.982	69.982	4.199	69.982	**69.982**
2	.864	14.399	84.381			
3	.423	7.050	91.431			
4	.234	3.897	95.328			
5	.168	2.800	98.128			
6	.112	1.872	100.000			

Extraction Method: Principal Component Analysis.
Source: Field Data (2019)

Results in table 4.47 show that the total variance analysis led to extraction of one factor from six study variables. The results also show that 69.982% of the total variance can be explained by the one extracted factor. Since the extracted factor accounted for 69.982% of the total variance, the factor analysis model was viable because it was well above the 50% threshold propagated by Hair *et al* (2006). Further analysis was therefore conducted on the study variables in order to establish whether to retain all the study variables for analysis or to remove some of them using factor loading as illustrated in Table 4.48.

Table 4.48: Factor Loading for Employee Retention Practices, County Leadership and Organization Performance

Statements	Component
Competitive Compensation	.830
Competency Training	.892
Career Growth and Development	.880
Work Life Balance	.885
County Leadership	.902
Organization Performance	.585

Extraction Method: Principal Component Analysis.
a. 1 components extracted.
Source: Field Data (2019)

Table 4.48 study findings depict that all the study variables attracted a coefficient value of more than 0.4 (ranging from 0.585 to 0.902) threshold propagated by Rahn (2010); Malakouti *et al.* (2006) and Morley *et al*. (2002) hence all the study variables were retained for further descriptive and inferential analyses.

4.4.5.9 Descriptive Analysis of Employee Retention Practices, County Leadership and Organization Performance

This section presents description of the study variables meant to find out their mean as far as county performance is concern. The study analyzed normality of the variables using kurtosis and skewness before computing the mean and standard deviation. Finally, the researcher computed the aggregate mean score and aggregate standard deviation of the study variables in order to gauge the level of agreement concerning organization performance. Table 4.49 shows the results of the six study variables.

Table 4.49: Employee Retention Practices, County Leadership and Organization Performance Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Organization Performance	259	3.3904	.84690	-.742	.151	-.106	.302
County Leadership	259	2.8938	.79881	-.596	.151	-.811	.302
Work Life Balance	259	2.8644	.74048	-.330	.151	-.839	.302
Competitive Compensation	259	2.8347	.78978	-.156	.151	-.339	.302
Competency Training	259	2.8082	.78587	-.311	.151	-.424	.302
Career Growth and Development	259	2.6311	.82985	-.228	.151	-1.018	.302
Valid N (listwise)	259						

Source: Field Data (2019)

Table 4.49 results depicts that study variables have skewness coefficient values ranging from -0.156 to –o.742 and kurtosis coefficient ranging from -0.106 to -1.018. Based on the study results, the researcher observed that study constructs are normally distributed since skewness and kurtosis lie within the ±3 range recommended by George and Mallery (2010). The study data is thus fit for descriptive statistical and inferential analyses.

Descriptive statistical analysis using mean posits that most of the respondents moderately agreed with a mean of 3 (Mean=3) that their organization practice good leadership which results to county performance and also that their county performance level is fairly good. The study respondents also moderately agreed with a mean of three (mean=3) that the components of employees retention practices are fairly present in the county government and when well utilized can result to county performance. These components entail; Work life balance, competitive compensation, competency training and career growth and development programmes.

All the six study variables had a standard deviation less than one (SD ranging from 0.74048 to .84690) showing that there was consensus regard the level of agreement on the study variables as far as organization performance is concern. This implies that respondents had almost the same opinion concerning study variables effect on county performance.

4.4.5.10 Relationship between Employee Retention Practices and Organization Performance

Correlation analysis was carried out on the relationship between employee retention practices and organization performance. Moderating effect of county leadership on relationship between the study variables was also analyzed. The study findings were presented in Tables 4.50-4.51.

Table 4.50: Employee Retention Practices and Organization Performance Correlation Coefficient

		Organization Performance
	Pearson Correlation	**.402**[**]
Employee Retention Practices	Sig. (2-tailed)	.000
	N	259

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Field Data (2019)

Table 4.50 study results shows that employee retention practices have a significant and a high positive effect on organization performance of County governments of former Western Province at 99% confidence level (r=0.402, α=0.000 and p-value=0.01 thus α<p-value). Study results imply that there is a positive linear relationship between employee retention practices on organization performance.

The study findings concur with previous studies that found out that employee retention practices result to positive and significant effect on organization performance. Ooko *et al*

(2016) noted that talent retention strategy results to employees' productivity in Private Sugar Manufacturing Companies in Kakamega County, Kenya. Peggy and Bernard (2016) study noted that there was a positive and significant effect of employee retention strategies of recruitment and supervision on organization performance. Another study by Domfeh (2012) found out that there is a significant and positive effect between employee retention strategies and performance of selected rural banks in Ashanti Region.

Interview conducted involving HR officers and members of PSB indicated that the county governments have taken necessary steps to ensure that they retain their staff. Some of the suggested measures entails; proper training and remunerations, flexible work schedules, inter-county transfers, staff promotion and performance management, learning and development opportunities and improving county management efficiency and effectiveness.

The study also conducted correlation analysis on the moderating effect of county leadership on the relationship between employee retention practices and organization performance. The results are shown in Table 4.51.

Table 4.51: Moderation of County Leadership on the Relation between Employee Retention Practices and Organization Performance Correlation Coefficients

		Organization Performance
Employee Retention Practices	Pearson Correlation	**.402**[**]
	Sig. (2-tailed)	.000
	N	259
ERPCL	Pearson Correlation	**.544**[**]
	Sig. (2-tailed)	.000
	N	259

**. Correlation is significant at the 0.01 level (2-tailed).
Key: ERPCL-Employee Retention Practices and County Leadership
Source: Field Data (2019)

Study findings in Table 4.51 show that introduction of county leadership in the relationship, there is a high positive and significant correlation between employee retention practices and organization performance. This was due to the change of Pearson Product Moment Coefficient (r) from 0.402 to 0.544 (α=0.000 and p-value=0.01 thus α<p-value). The study findings imply that county leadership strengthened the relationship between employee retention practices and organization performance. In support of the study findings, Gwavuya (2011) observes that incompetent leaders derail county developments. The incompetency can be as a result of not formulating, developing and implementing elaborate employee retention practices in the county to realize improved performance.

4.4.5.11 Moderating Effect of County Leadership on the Relation between Employee Retention Practices and Organization Performance

The study presents test of hypothesis of the fifth objective this section which was to establish the moderating effect of county leadership on the relationship between employee retention practices and organization performance in county governments of Former Western Province. Effect of moderation was assessed by examining the changes between employee retention practices and organization performance when a moderator is introduced.

The following study hypothesis was formulated for testing:

Ho$_5$: *County leadership has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

Regression results are illustrated in Table 4.52.

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Table 4.52 Regression Results for the Moderating Effect of County Leadership on the Effect of Employee Retention Practices on Organization Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.402[a]	.162	.159	.77684
2	.706[b]	.499	.495	.60204
3	.727[c]	.529	.523	.58486

a. Predictors: (Constant), Employee Retention Practices
b. Predictors: (Constant), Employee Retention Practices, County Leadership
c. Predictors: (Constant), Employee Retention Practices, County Leadership, ERCL

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.953	1	29.953	49.634	.000[b]
	Residual	155.093	257	.603		
	Total	185.046	258			
2	Regression	92.259	2	46.129	127.271	.000[c]
	Residual	92.787	256	.362		
	Total	185.046	258			
3	Regression	97.821	3	32.607	95.326	.000[d]
	Residual	87.225	255	.342		
	Total	185.046	258			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Employee Retention Practices
c. Predictors: (Constant), Employee Retention Practices, County Leadership
d. Predictors: (Constant), Employee Retention Practices, County Leadership, ERCL

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.045	.197		10.386	.000
	Employee Retention Practices	.483	.069	.402	7.045	.000
2	(Constant)	1.654	.156		10.633	.000
	Employee Retention Practices	-.431	.088	-.359	-4.915	.000
	County Leadership	1.015	.077	.957	13.111	.000
3	(Constant)	-.176	.478		-.368	.714
	Employee Retention Practices	.334	.208	.278	1.607	.109
	County Leadership	1.753	.198	1.653	8.859	.000
	ERCL	-.287	.071	-1.275	-4.032	.000

a. Dependent Variable: Organization Performance
Source: Field Data (2019)

Step One: The Effect of Employee Retention Practices on Organization Performance

Model one study results in Table 4.52 show the regression between organization performance and employee retention practices. The results show that 16.2 percent of variance in organization performance was explained by employee retention practices ($R^2 = 0.162$). This implies that 83.8% of variation in organization performance was not explained due to other factors not captured in the study model one. The overall model one was statistically significant in establishing the relationship between the study variables (F=49.634, α =0.000 and p-value=0.05 thus α<p-value). The study model one was fitted as; $Y = 2.045 + 0.483X_1 + e$. From the study model one, it was deduced that one unit change in employee retention practices is associated with 0.482 changes in organization performance. Further, the study t-statistics of employee retention practices was statistically significant. It implies that employee retention practices result to a significant and positive effect on organization performance.

Step Two: The Effect of Employee Retention Practices and County Leadership on Organization Performance

Model two study findings in Table 4.52 depict that when a moderator, county leadership is introduced in the study variables, it significantly improves the influence of employee retention practices on organization performance. Employee retention practices and county leadership explained 49.9% of variance in organization performance ($R^2 = 0.499$). There was a change of R^2 changes from 0.162 in step one to 0.499 in step two (R^2 change=0.337) suggesting that employee retention practices and county leadership have a higher effect on organization performance.

The overall model two was statistically significant in evaluating the relationship between the study variables (F=127.271, α =0.000 and p-value=0.05 thus α<p-value). The study model two was fitted as; Y=1.654-0.431X_1+ 1.015X_2+e. From the study model two, it was deduced that one unit change in employee retention practices is associated with -0.431 change in organization performance while one unit change in county leadership is associated with 1.015 changes in organization performance.

Further, the study t-statistics of employee retention practices and county leadership are statistically significant implying that employee retention practices and county leadership result to a significant negative and positive effect on organization performance respectively. It also implies that employee retention practices and county leadership had a significant contribution on organization performance.

Step Three: The Effect of Employee Retention Practices, County Leadership and Interaction Term on Organization Performance

Finally, model three results of the study findings in Table 4.52 show that the interaction term (employee retention practices*county leadership) accounts for 52.9% of variance in organization performance (R^2=0.529). From the study, R^2 changes from 0.499 in step two to 0.529 in step three (R^2 change=0.03) suggesting that the interaction term have a marginal effect on organization performance.

The overall model three was statistically significant in evaluating the relationship between the study variables (F=95.326, α =0.000 and p-value=0.05 thus α<p-value). The study model three was fitted as; Y=-0.176+0.334X_1+ 1.753X_2-0.287X_1*X_2+e. From the study model three, it was deduced that one unit change in employee retention practices,

county leadership and the interaction term is associated with 0.334, 1.753 and -0.287 change in organization performance respectively.

Further, the study t-statistic implies that employee retention practices are an insignificant determinant of organization performance while county leadership and the interaction term are significant determinant of organization performance. Given that the interaction of employee retention practices and county leadership on organization performance was statistically significant (t=-4.032, α =0.000 and p-value=0.05 thus α<p-value), the third condition in testing for moderation in the study was met hence the study rejected the fifth research hypothesis and concluded that county leadership has a significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

4.4.6 Joint Effect of Employee Retention Practices and County Leadership Constructs on Organization Performance

The study sought to determine whether the joint effect of employee relation practices, county leadership constructs and organization performance is greater than the individual effect of each predictor variable on organization performance. The researcher formulated following hypothesis for testing:

> **H$_{06}$**: *The joint effect of employee retention practices, county leadership constructs and on organization performance is not greater than the individual effect of each study predictor variable.*

This study hypothesis was meant to test the study sub-hypothesis five from **a** to **f.** The researcher used hierarchical regression analysis to test the hypothesis six and the sub-hypotheses a-f.

The sub-hypotheses to be tested were:

Culture of trust and openness has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

a. *Democratic management has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

b. *Autonomy and flexibility in management has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

c. *Teamwork has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

d. *Collective decision making has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

e. *Motivation and empowerment has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

The results of the study are presented in Tables 4.53-4.55.

Table 4.53: Model Summary for the Joint Effect of Employee Retention Practices and County Leadership Constructs on Organization Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.402[a]	.162	.159	.77684
2	.410[b]	.168	.161	.77550
3	.491[c]	.241	.232	.74231
4	.736[d]	.542	.534	.57790
5	.763[e]	.582	.574	.55297
6	.779[f]	.606	.597	.53761
7	.779[g]	.606	.595	.53867

a. Predictors: (Constant), Employee Retention Practices
b. Predictors: (Constant), Employee Retention Practices, Culture of trust and openness
c. Predictors: (Constant), Employee Retention Practices, Culture of trust and openness, Democratic Management
d. Predictors: (Constant), Employee Retention Practices, Culture of trust and openness, Democratic Management, Autonomy and flexibility in management
e. Predictors: (Constant), Employee Retention Practices, Culture of trust and openness, Democratic Management, Autonomy and flexibility in management, Teamwork
f. Predictors: (Constant), Employee Retention Practices, Culture of trust and openness, Democratic Management, Autonomy and flexibility in management, Teamwork, Collective decision making
g. Predictors: (Constant), Employee Retention Practices, Culture of trust and openness, Democratic Management, Autonomy and flexibility in management, Teamwork, Collective decision making, Motivation and Empowerment
Source: Field Data (2019)

Table 4.53 model 1 results reveal that 16.2% of variance in organization performance was explained by employee retention practices. This implies that 83.8% of variance in organization performance was due to other factors not included in study model 1 (R^2=0.162).

In study model 2, the first construct of county leadership (culture of trust and openness) was introduced in the model. The results show that 16.8% of variation in organization performance was explained by employee retention practices and culture of trust and openness. 83.4 of variation in organization performance was not explained by the study model 2 due to other factors not captured in the regression model (R^2=0.162).

It was observed that R^2 changed from 0.162 in step 1 to 0.168 in step 2 (R^2=0.006). This change implies that culture of trust and openness had a marginal effect on organization performance.

Model 3 of the study involved adding the three variables (employee retention practices, culture of trust and openness and democratic management) simultaneously into the regression model in order to predict organization performance. The study results show that 24.1% of variance in organization performance was explained by the predictor variables. However, 75.9% of variance in organization performance was as a result of other factors not captured in the study (R^2=0.241). It was noted that R^2 changed from 0.168 in step 2 to 0.241 in step 3 (R^2=0.073). This change implies that democratic management had a slight higher effect on organization performance.

In model 4 of the study, all the four variables (employee retention practices, culture of trust and openness, democratic management and autonomy and flexibility in management) were simultaneously added into the regression model in order to predict their effect on organization performance. The study results show that 54.2% of variance in organization performance was explained by the predictor variables. However, 45.8% of variance in organization performance was as a result of other factors not included in the study (R^2=0.542). It was noted that R^2 changed from 0.241 in step 3 to 0.542 in step 4 (R^2=0.301). This change implies that autonomy and flexibility in management had a higher effect on organization performance.

In study model 5, all the five variables (employee retention practices, culture of trust and openness, democratic management, autonomy and flexibility in management, and teamwork) were simultaneously added into the regression model in order to predict their

effect on organization performance. The study results show that 58.2% of variance in organization performance was explained by the predictor variables. However, 41.8% of variance in organization performance was as a result of other factors not captured in the study (R^2=0.582). It was observed that R^2 changed from 0.542 in step 4 to 0.582 in step 5 (R^2=0.040). The change implies that teamwork had a slight higher marginal effect on organization performance.

In study model 6, all the six variables (employee retention practices, culture of trust and openness, democratic management, autonomy and flexibility in management, teamwork, and collective decision making) were simultaneously included into the regression model in order to predict their effect on organization performance. The study results show that 60.6% of variance in organization performance was explained by the predictor variables. However, 39.4% of variance in organization performance was as a result of other factors not captured in the study (R^2=0.606). It was observed that R^2 changed from 0.582 in step 5 to 0.606 in step 6 (R^2=0.024). The change implies that collective decision making had a slight higher marginal effect on organization performance.

Finally, in study model 7, all the seven variables (employee retention practices, culture of trust and openness, democratic management, autonomy and flexibility in management, teamwork, collective decision making, and motivation and empowerment) were simultaneously entered into the regression model in order to predict their effect on organization performance. The study results show that 60.6% of variance in organization performance was explained by the predictor variables. However, 39.4% of variance in organization performance was as a result of other factors not captured in the study (R^2=0.606). It was observed that R^2 remained the same in step 6 and 7. The constant

value implies that motivation and empowerment had no effect on organization performance.

In general, the study in Table 4.53 found out that among the constructs of county leadership, autonomy and flexibility in management had the highest contribution to organization performance (30.1%) followed at a distance by democratic management (7.3%), teamwork (4%), collective decision marking (2.4%), culture of trust and openness (0.6%). Motivation and empowerment was found to have no effect on organization performance. The study therefore rejected the sixth hypothesis at 95% confidence level and concluded that the joint effect of employee retention practices, county leadership constructs and on organization performance is greater than the individual effect of each study predictor variable. Study ANOVA results are depicted in Table 4.54.

Table 4.54: ANOVAa for the Joint Effect of Employee Retention Practices and County Leadership Constructs on Organization Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.953	1	29.953	49.634	**.000**[b]
	Residual	155.093	257	.603		
	Total	185.046	258			
2	Regression	31.087	2	15.544	25.846	**.000**[c]
	Residual	153.959	256	.601		
	Total	185.046	258			
3	Regression	44.534	3	14.845	26.940	**.000**[d]
	Residual	140.511	255	.551		
	Total	185.046	258			
4	Regression	100.219	4	25.055	75.022	**.000**[e]
	Residual	84.827	254	.334		
	Total	185.046	258			
5	Regression	107.684	5	21.537	70.432	**.000**[f]
	Residual	77.362	253	.306		
	Total	185.046	258			
6	Regression	112.211	6	18.702	64.706	**.000**[g]
	Residual	72.835	252	.289		
	Total	185.046	258			
7	Regression	112.214	7	16.031	55.246	**.000**[h]
	Residual	72.832	251	.290		
	Total	185.046	258			

a. Dependent Variable: Organization Performance

Source: Field Data (2019)

Table 4.54 results indicates that all the seven models had a significant F-statistics (α =0.000 and p-value=0.05 thus α<p-value). The study results imply that the overall study models were statistically significant and therefore suitable to be used in the study in establishing the relationship between the study variables.

Table 4.55: Coefficientsa for the Joint Effect of Employee Retention Practices and County Leadership Constructs on Organization Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.045	.197		10.386	.000
	Employee Retention Practices	.483	.069	.402	7.045	.000
2	(Constant)	2.056	.197		10.450	.000
	Employee Retention Practices	.403	.090	.335	4.469	.000
	Culture of trust and openness	**.082**	**.060**	**.103**	**1.373**	**.171**
3	(Constant)	1.819	.194		9.362	.000
	Employee Retention Practices	.162	.099	.135	1.632	.104
	Culture of trust and openness	**.039**	**.058**	**.049**	**.680**	**.497**
	Democratic Management	.354	.072	.360	4.940	.000
4	(Constant)	1.531	.153		10.012	.000
	Employee Retention Practices	-.206	.082	-.172	-2.505	.013
	Culture of trust and openness	**-.004**	**.045**	**-.005**	**-.083**	**.934**
	Democratic Management	.212	.057	.216	3.731	.000
	Autonomy and flexibility in management	.610	.047	.711	12.913	.000
5	(Constant)	1.566	.146		10.687	.000
	Employee Retention Practices	-.326	.082	-.272	-3.964	.000
	Culture of trust and openness	**-.004**	**.043**	**-.005**	**-.100**	**.920**
	Democratic Management	.180	.055	.183	3.290	.001
	Autonomy and flexibility in management	.530	.048	.618	11.036	.000
	Teamwork	.218	.044	.282	4.941	.000
6	(Constant)	1.458	.145		10.053	.000
	Employee Retention Practices	-.352	.080	-.294	-4.387	.000
	Culture of trust and openness	**-.017**	**.042**	**-.022**	**-.408**	**.684**
	Democratic Management	.189	.053	.193	3.552	.000
	Autonomy and flexibility in management	.450	.051	.524	8.832	.000
	Teamwork	.220	.043	.284	5.118	.000
	Collective decision making	.129	.033	.192	3.958	.000
7	(Constant)	1.460	.147		9.940	.000
	Employee Retention Practices	-.354	.082	-.295	-4.319	.000
	Culture of trust and openness	**-.018**	**.043**	**-.023**	**-.418**	**.677**
	Democratic Management	.187	.059	.190	3.161	.002
	Autonomy and flexibility in management	.449	.053	.523	8.458	.000
	Teamwork	.219	.044	.283	5.021	.000
	Collective decision making	.130	.033	.192	3.951	.000
	Motivation and empowerment	**.006**	**.063**	**.007**	**.094**	**.926**

a. Dependent Variable: Organization Performance

Source: Field Data (2019)

From the study Table 4.55 results, the hierarchical regression models were fitted as:

Model One: $Y=2.045+0.483X_1+e$
Model Two: $Y=2.056+0.403X_1+0.082X_2+e$
Model Three: $Y=1.819+0.162X_1+0.039X_2+0.354X_3+e$
Model Four: $Y=1.531-0.206X_1-0.004X_2+0.212X_3+0.610X_4+e$
Model Five: $Y=1.566-0.326X_1-0.004X_2+0.180X_3+0.530X_4+0.218X_5+e$
Model Six: $Y=1.458-0.352X_1-0.017X_2+0.189X_3+0.450X_4+0.220X_5+0.129X_6+e$
Model Seven: $Y=1.460-0.354X_1-0.018X_2+0.187X_3+0.449X_4+0.219X_5+0.130X_6+0.006X_7+e$

The study results in model seven reveal that one unit change in autonomy and flexibility in management results to the highest significant positive change in organization performance by 0.449 units followed by teamwork, democratic management, and collective decision making results 0.219, 0.180 and 0.130 change in organization performance respectively. In contrary, one unit change in motivation and empowerment result to an insignificant change in organization performance by 0.006 units while one unit change in culture of trust and openness resulted to an insignificant negative change in organization performance by 0.018 units.

Analysis of results in model one to seven reveal the t-statistics for all the county leadership constructs were all significant ($\alpha =0.000$ and p-value=0.05 thus $\alpha<$p-value) apart from culture of trust and openness and motivation and empowerment which had an insignificant t-statistics in the models 1-6 and 7 respectively. In model 2 to model 7 culture of trust and openness had insignificant t-statistic values ($\alpha =0.171$ $\alpha =0.497$, $\alpha =0.934$, $\alpha =0.920$, $\alpha =0.684$, $\alpha =0.677$, and p-value=0.05 thus $\alpha>$p-value). Motivation and empowerment had insignificant t-statistic value in model seven ($\alpha =0.926$ and p-value=0.05 thus $\alpha>$p-value).

Since are the t-statistics values of all the county leadership constructs were significant apart from culture of trust and openness and motivation and empowerment, the researcher rejected sub-hypotheses **b** to **e** of hypothesis five and concluded that:

i.   *Democratic management has a significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

ii.   *Autonomy and flexibility in management has a significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

iii. *Teamwork has a significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

iv.   *Collective decision making has a significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

The insignificant t-statistics values of culture of trust and openness and motivation and empowerment made the researcher to fail to reject the two sub-hypotheses **a** and **f** of hypothesis five stating that:

i.   *Culture of trust and openness has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

ii.   *Motivation and empowerment has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

The study therefore conducted further testing in order to determine the genesis of the insignificant moderation effect of culture of trust and openness and motivation and empowerment on the relationship between employee retention practices and organization performance in county governments in Western Kenya. This necessitated the remodeling of the study conceptual framework. Osborne (2000) posists that one of the advantages of hierarchical linear regression is generating new study model that focuses in areas of future research. Watson (2007) observed that a conceptual framework is a tool for social creativity used to advance and synthesize knowledge about related concepts or issues. Miles and Huberman (1994) puts it well by noting that a conceptual framework are rarely statics, they reflect that evolving understanding of research thus they are simply current version of the territory being investigated. As the explorer's knowledge of the terrain improves, conceptual framework becomes correspondingly more integrated and differentiated. The study therefore developed five reconfigured conceptual framework to reflect reality on the ground and as such generated knowledge due to the inability of culture of openness and trust and motivation and empowerment to act as moderators in the relationship between employee retention practices and organization performance. The researcher therefore reconfigured the study models to see whether the mediation role can be played by culture of openness and trust and motivation and empowerment.

4.4.6.1 Reconfigured Study Model One

The study chose to test the mediating effect of culture of trust and openness on the relationship between the study variables. The choice of mediation of culture of trust and openness was informed by the fact that its presence resulted in insignificant relationship in the hierarchical regression models. The study predicted that culture of trust and openness mediates the relationship between employee retention practices and organization performance. It was thus necessary to further reconfigure the conceptual model and two hypotheses were formulated for testing. The reconfigured study model is presented in Figure 4.8.

Mediating Variable

Culture of Trust and Openness

Independent Variable

Dependent Variable

Employee Retention Practices
- Competitive compensation
- Competency training
- Career growth and development
- Work-life balance

Organization Performance
- Level of projects initiation and completion
- Innovativeness in local revenue collection and generation
- Level of employees' satisfaction
- Utilization of grants received from national government and donors
- Availability of investment opportunities

Figure: 4.8: Reconfigured Model I Showing the Mediating Effect of Culture of Trust and Openness on Relationship between Employee Retention Practices and Organization Performance
Source: Field Data (2019)

Study model in Figure 4.8 proposed that employee retention practices affect organization performance. This effect is not direct but through culture of trust and openness. The study model further proposed that culture of trust and openness mediates the relationship between employee retention practices and organization performance.

4.4.6.1.1 Conceptual Study Hypotheses

From the reconfigured model I in Figure 4.8, the following hypotheses were formulated:

$H0_1$: *Employee retention practices have no significant effect on organization performance in county governments of Former Western Province.*

$H0_2$: *Culture of trust and openness has no significant mediating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

The test of hypothesis one has already been conducted as depicted in Table 4.52 model one the study found out that employee retention practices contributes positively and significantly to organization performance. One unit change in employee retention practices was found to result to 0.483 unit change in organization performance. Since the study t-statistics was significant (α =0.000, and p-value=0.05 thus α<p-value), the study thus rejected hypothesis one and concluded that employee retention practices has a significant and positive effect on organization performance in county governments of Former Western Province. The researcher then tested hypothesis two using stepwise regression analysis.

4.4.6.1.1.1 Mediating Effect of Culture of Trust and Openness on the Relationship between Employee Retention Practices and Organization Performance

The study proposed that culture of trust and openness mediates the relationship between employee retention practices and organization performance. The study computed composite indices of employee retention practices, culture of trust and openness and

organization performance using stepwise regression analysis. The study regression results were presented in Tables 4.56.

Table 4.56: Mediating Effect of Culture of Trust and Openness on the Relationship between Employee Retention Practices and Organization Performance

	Model 1	Model 2	Model 3	Model 4
Dependent variable	Organization Performance	Culture of Trust and Openness (CTO)	Organization Performance	Organization Performance
Dependent variable	Employee Retention Practices	Employee Retention Practices (ERP)	Culture of Trust and Openness (CTO)	Employee Retention Practices (ERP) Culture of Trust and Openness (CTO)
R	0.402	0.650	0.321	0.410
R^2	0.162	0.423	0.103	0.168
F value	49.634	188.249	29.541	25.846
F Sig	0.000	0.000	0.000	0.000
Beta constant	2.045	-0.129	2.725	2.056
Beta value	0.483	0.978	0.256	ERP 0.403 CTO 0.082
t-Sig	0.000	0.000	0.000	**ERP 0.000** **CTO 0.171**

Source: Field Data (2019)

Table 4.56 indicates that the first to third steps in testing for mediation in the study was met since the t-statistic were significant in model one to model three. Since the t-statistic value for culture of trust and openness was insignificant, the test for mediation in step four was not met meaning that there was neither partial nor full mediation as suggested by MacKinnon, Fairchild, & Fritz (2007).

The study therefore failed to reject null hypothesis two which stated that culture of trust and openness has no significant mediating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province. The study findings necessitated the need for further analysis on culture

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of trust and openness to establish where it should be fitted in the study conceptual framework.

4.4.6.2 Reconfigured Study Model Two

The study tested the mediating effect of employee retention practices on the relation between culture of trust and openness and organization performance. The choice of mediation of employee retention practices was informed by the fact that its presence resulted in significant relationship in the hierarchical regression models. The study predicted that employee retention practices mediate the relationship between culture of trust and openness and organization performance. It was thus necessary to further reconfigure the conceptual model resulting to two research hypotheses for testing. The reconfigured study model is presented in Figure 4.9.

Mediating Variable
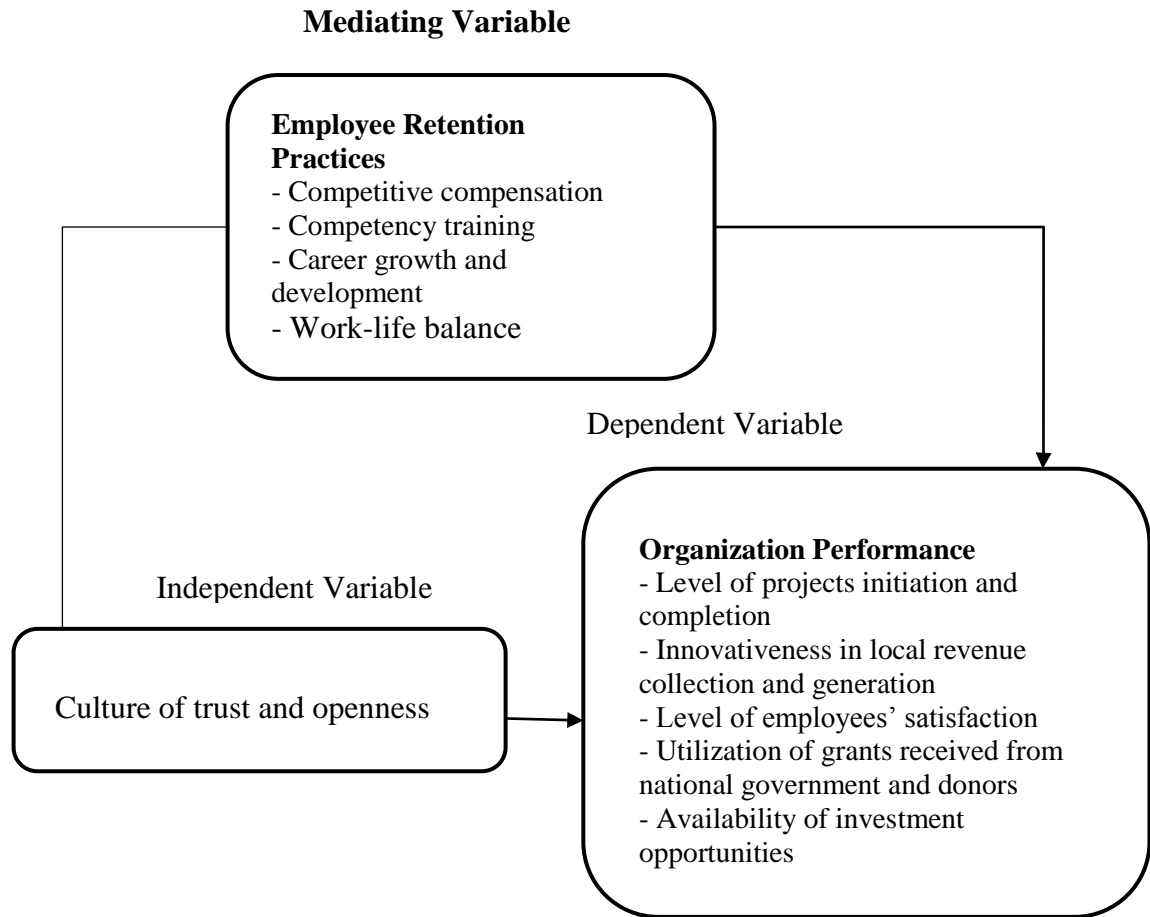
Figure: 4.9: Reconfigured Model II Showing the Mediating Effect of Employee Retention Practices on Relationship between Culture of Trust and Openness and Organization Performance
Source: Field Data (2019)

Study model in Figure 4.9 proposed that culture of trust and openness affects organization performance. This effect is not direct but through employee retention practices. The study model further proposed that employee retention practices mediate the relationship between culture of trust and openness and organization performance.

4.4.6.2.1 Conceptual Study Hypotheses

From the reconfigured model II in Figure 4.9, the following hypotheses were formulated:

> $H0_1$: Culture of trust and openness *has no significant effect on organization performance in county governments of Former Western Province.*
>
> $H0_2$: *Employee retention practices have no significant mediating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province.*

The test of hypothesis one in Table 4.57 depicts that culture of trust and openness contributes positively and significantly to organization performance. One unit change in culture of trust and openness was found to result to 0.256 unit change in organization performance. Since the study t-statistics was significant (α =0.000, and p-value=0.05 thus α<p-value), the study therefore rejected hypothesis one and concluded that culture of trust and openness has a significant and positive effect on organization performance in county governments of Former Western Province. The researcher then tested hypothesis two using stepwise regression analysis.

4.4.6.2.1.1 Mediating Effect of Employee Retention Practices on the Relationship between Culture of Trust and Openness and Organization Performance

The study proposed that employee retention practices mediate the relationship between culture of trust and openness and organization performance. The study computed composite indices of culture of trust and openness, employee retention practices, and organization performance using stepwise regression analysis. Table 4.57 shows the study results.

Table 4.57: Mediating Effect of Employee Retention Practices on the Relationship between Culture of Trust and Openness and Organization Performance

	Model 1	Model 2	Model 3	Model 4
Dependent variable	Organization Performance	Employee Retention Practices	Organization Performance	Organization Performance
Dependent variable	Culture of Trust and Openness (CTO)	Culture of Trust and Openness (CTO)	Employee Retention Practices (ERP)	Culture of Trust and Openness (CTO) Employee Retention Practices (ERP)
R	0.321	0.650	0.402	0.410
R^2	0.103	0.423	0.162	0.168
F value	29.541	188.249	49.634	25.846
F Sig	0.000	0.000	0.000	0.000
Beta constant	2.725	1.663	2.045	2.056
Beta value	0.256	0.432	0.483	CTO 0.403 ERP 0.082
t-Sig	0.000	0.000	0.000	COT **0.171** ERP **0.000**

Source: Field Data (2019)

Study Table 4.57 depicts that the first to third steps for testing for mediation were satisfied since t-statistics for model one to three were significant.

Since the t-statistic value of culture of trust and openness was insignificant in the presence of the mediator (employee retention practices), the test for mediation in step four was met meaning that employee retention practices had full mediation effect on the relationship between culture of trust and openness and organization performance as suggested by MacKinnon, Fairchild, & Fritz (2007).

The study therefore rejected null hypothesis two and concluded that employee retention practices has a significant and a positive mediating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province. The mediating effect of employee retention practices on the relationship between study variables necessitated further analysis to bring on board the

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moderating effect of county leadership on the relation between culture of trust and openness and organization performance in county governments of Former Western Province.

4.4.6.3 Reconfigured Study Model Three

The study tested the moderating effect of county leadership on the relation between culture of trust and openness and organization performance. The choice of moderation of county leadership was informed by the fact that employee retention practices had a mediation effect on the relation between culture of trust and openness and organization performance. The study predicted that county leadership moderates the relationship between culture of trust and openness and organization performance. It was thus necessary to further reconfigure the conceptual model resulting to one hypothesis for testing. The reconfigured study model is presented in Figure 4.10.

Dependent Variable

Independent Variable

Culture of Trust and Openness

Organization Performance
- Level of projects initiation and completion
- Innovativeness in local revenue collection and generation
- Level of employees' satisfaction
- Utilization of grants received from national government and donors
- Availability of investment opportunities

Mediating Variable

County Leadership
- Democratic Management
- Autonomy and flexibility in management
- Teamwork
- Collective decision making

Figure: 4.10: Reconfigured Model III Showing the Moderating Effect of County Leadership on Relationship between Culture of Trust and Openness and Organization Performance
Source: Field Data (2019)

Study model in Figure 4.10 proposed that county leadership moderates the relationship between culture of trust and openness and organization performance.

4.4.6.3.1 Conceptual Study Hypothesis

From the reconfigured model III in Figure 4.10, the following hypothesis was formulated:

H_{01}: *County Leadership has no significant moderating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province.*

The study evaluated the moderating effect of county leadership on the relationship between study variables using stepwise regression analysis which was proposed by Baron and Kenny (1986). Regression results are illustrated in Table 4.64.

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Table 4.58: Regression Results for the Moderating Effect of County Leadership on the Effect of Culture of Trust and Openness on Organization Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.321[a]	.103	.100	.80361
2	.739[b]	.546	.542	.57293
3	.739[c]	.546	.541	.57403

a. Predictors: (Constant), Culture of trust and openness
b. Predictors: (Constant), Culture of trust and openness, County Leadership
c. Predictors: (Constant), Culture of trust and openness, County Leadership, CLCTO

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.077	1	19.077	29.541	.000[b]
	Residual	165.969	257	.646		
	Total	185.046	258			
2	Regression	101.013	2	50.506	153.864	.000[c]
	Residual	84.033	256	.328		
	Total	185.046	258			
3	Regression	101.020	3	33.673	102.191	.000[d]
	Residual	84.026	255	.330		
	Total	185.046	258			

a. Dependent Variable: Organization Performance
b. Predictors: (Constant), Culture of trust and openness
c. Predictors: (Constant), Culture of trust and openness, County Leadership
d. Predictors: (Constant), Culture of trust and openness, County Leadership, CLCTO

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.725	.132		20.625	.000
	Culture of trust and openness	.256	.047	.321	5.435	.000
2	(Constant)	1.156	.137		8.446	.000
	Culture of trust and openness	-.098	.040	-.123	-2.434	.016
	County Leadership	.825	.052	.800	15.799	.000
3	(Constant)	1.205	.353		3.416	.001
	Culture of trust and openness	-.124	.177	-.156	-.700	.485
	County Leadership	.809	.121	.784	6.697	.000
	CLCOT	.008	.054	.044	.149	.882

a. Dependent Variable: Organization Performance
Key: CLCTP-Interaction term of county leadership and culture of trust and leadership
Source: Field Data (2019)

Step one of model one study results in Table 4.58 indicate t-statistics of culture of trust and openness was found to be statistically significant implying that culture of trust and openness results to a significant and positive effect on organization performance hence meeting the first test for moderation.

Step two of model two study t-statistics of culture of trust and openness and county leadership were statistically significant implying that culture of trust and openness and county leadership result to a significant negative and positive effect on organization performance respectively. The study results also depicts that culture of trust and openness and county leadership had a significant contribution on organization performance hence justifying the second criteria for moderation.

Given that the interaction of culture of trust and openness and county leadership on organization performance was statistically insignificant (t=-0.149, α =0.882 and p-value=0.05 thus α>p-value), the third condition in testing for moderation in step three of model three was not met hence the study failed to reject the study hypothesis that stated that county leadership has no significant moderating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province. The lack of county leadership moderating effect on the relationship between culture of trust and openness and organization performance necessitated further analysis and reconfiguration of the study model.

4.4.6.4 Reconfigured Study Model Four

The study tested the mediating effect of county leadership on the relation between culture of trust and openness and organization performance. The choice of mediation of county leadership was informed by the fact that county leadership had no mediating effect on the study variables. The study predicted that county leadership mediates the relationship between culture of trust and openness and organization performance. It was thus necessary to further reconfigure the conceptual model resulting to two hypotheses for testing. The reconfigured study model is presented in Figure 4.11.

Mediating Variable
Dependent Variable
Dependent Variable

Mediating Variable
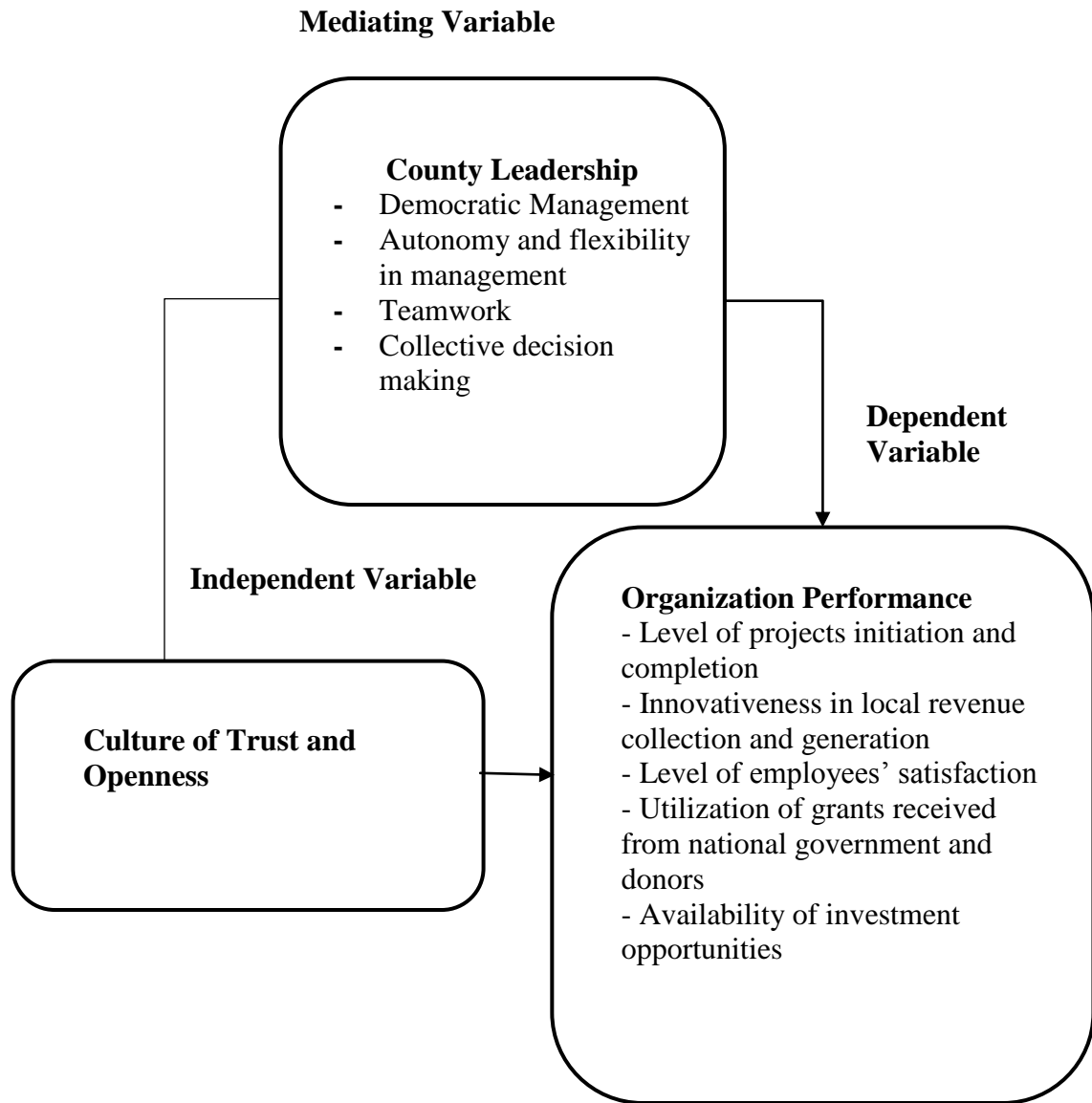
Figure: 4.11: Reconfigured Model IV Showing the Mediating Effect of County Leadership on Relationship between Culture of Trust and Openness and Organization Performance
Source: Field Data (2019)

Study model in Figure 4.11 proposed that culture of trust and openness affects organization performance. This effect is not direct but through county leadership. The study model further proposed that county leadership mediates the relationship between culture of trust and openness and organization performance.

4.4.6.4.1 Conceptual Study Hypotheses

From the reconfigured model IV in Figure 4.11, the following hypotheses were formulated:

> $H0_1$: Culture of trust and openness *has no significant effect on organization performance in county governments of Former Western Province.*
>
> $H0_2$: *County Leadership has no significant mediating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province.*

The test of hypothesis in Table 4.59 shows that culture of trust and openness contributes positively and significantly to organization performance. One unit change in culture of trust and openness was found to result to 0.256 unit change in organization performance. Since the study t-statistics was significant ($\alpha=0.000$, and p-value=0.05 thus $\alpha<$p-value), the study therefore rejected hypothesis one and concluded that culture of trust and openness has a significant and positive effect on organization performance in county governments of Former Western Province. The researcher then tested hypothesis two using stepwise regression analysis.

4.4.6.4.1.1 Mediating Effect of County Leadership on the Relationship between Culture of Trust and Openness and Organization Performance

The study proposed that county leadership mediates the relationship between culture of trust and openness and organization performance. The study computed composite indices of culture of trust and openness, county leadership, and organization performance using stepwise regression analysis. The study results are depicted in Table 4.59.

Table 4.59: Mediating Effect of County Leadership on the Relationship between Culture of Trust and Openness and Organization Performance

	Model 1	Model 2	Model 3	Model 4
Dependent variable Dependent variable	Organization Performance Culture of Trust and Openness (CTO)	County Leadership Culture of Trust and Openness (CTO)	Organization Performance County Leadership (CL)	Organization Performance Culture of Trust and Openness (CTO) County Leadership (CL)
R	0.321	0.555	0.732	0.739
R^2	0.103	0.308	0.535	0.546
F value	29.541	114.595	296.132	153.864
F Sig	0.000	0.000	0.000	0.000
Beta constant	2.725	1.901	1.114	1.156
Beta value	0.256	0.430	0.755	CTO -0.98 CL 0.825
t-Sig	0.000	0.000	0.000	CTO **0.016** CL **0.000**

Source: Field Data (2019)

Table 4.59 of models one to three illustrates t-statistics significant values thus meeting the first three steps of testing for mediation. Since the t-statistic value of culture of trust and openness was significant in the presence of the mediator (county leadership), the test for mediation in step four was met meaning that county leadership had a partial mediation effect on the relationship between culture of trust and openness and organization performance as suggested by MacKinnon, Fairchild, & Fritz (2007). The study therefore rejected the null hypothesis two and concluded that county leadership has a significant and a positive mediating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province.

4.4.6.5 Reconfigured Study Model Five

The study tested the mediating effect of motivation and empowerment on the relation between employee retention practices and organization performance. The choice of mediation of motivation and empowerment was informed by the fact that motivation and empowerment had no moderating effect as shown in Table 4.55. The study predicted that motivation and empowerment mediates the relationship between employee retention practices and organization performance. It was thus necessary to further reconfigure the conceptual model resulting to two hypotheses for testing. The reconfigured study model is presented in Figure 4.12.
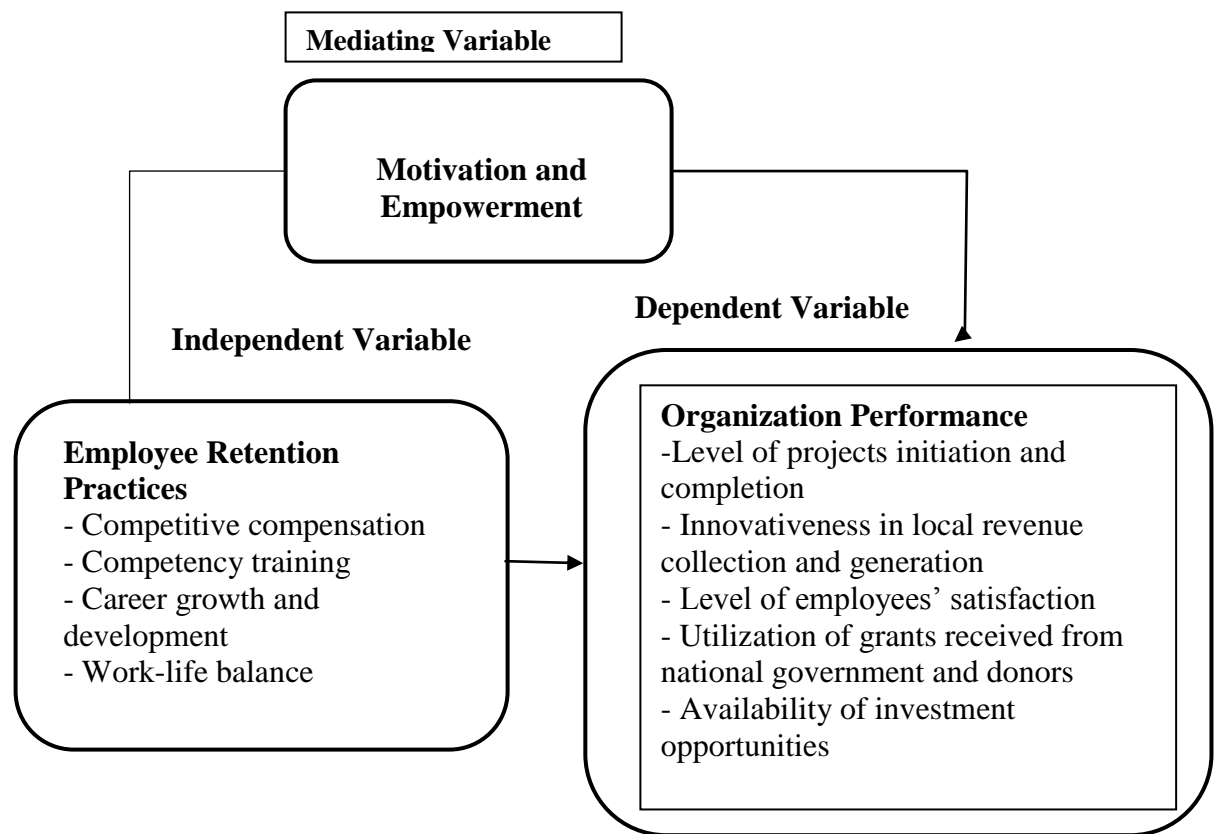
Figure: 4.12: Reconfigured Model V Showing the Mediating Effect of Motivation and Empowerment on Relationship between Employee Retention Practices and Organization Performance
Source: Field Data (2019)

Study model in Figure 4.12 proposed that employee retention practices affect organization performance. This effect is not direct but through motivation and empowerment. The study model further proposed that motivation and empowerment mediates the relationship between employee retention practices and organization performance.

4.4.6.5.1 Conceptual Study Hypotheses

From the reconfigured model V in Figure 4.12, the following hypotheses were formulated:

$H0_1$: *Employee retention practices have no significant effect on organization performance in county governments of Former Western Province.*

$H0_2$: *Motivation and empowerment has no significant mediating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.*

The test of hypothesis one has already been conducted as depicted in Table 4.52 model one the study found out that employee retention practices contributes positively and significantly to organization performance. One unit change in employee retention practices was found to result to 0.483 unit change in organization performance. Since the study t-statistics was significant (α =0.000, and p-value=0.05 thus α<p-value), the study thus rejected hypothesis one and concluded that employee retention practices has a significant and positive effect on organization performance in county governments of Former Western Province. The researcher then tested hypothesis two using stepwise regression analysis.

4.4.6.5.1.1 Mediating Effect of Motivation and Empowerment on the Relationship between Employee Retention Practices and Organization Performance

The study proposed that motivation and empowerment mediates the relationship between employee retention practices and organization performance. The study computed composite indices of employee retention practices, motivation and empowerment and organization performance using stepwise regression analysis. The study regression results were presented in Tables 4.60.

Table 4.60: Mediating Effect of Motivation and Empowerment on the Relationship between Employee Retention Practices and Organization Performance

	Model 1	Model 2	Model 3	Model 4
Dependent variable	Organization Performance	Motivation and Empowerment	Organization Performance	Organization Performance
Dependent variable	Employee Relation Practices	Employee Relation Practices	Motivation and Empowerment	Employee Relation Practices (ERP) Motivation and Empowerment (ME)
R	0.402	0.720	0.518	0.520
R^2	0.162	0.519	0.269	0.271
F value	49.634	276.892	94.459	47.464
F Sig	0.000	0.000	0.000	0.000
Beta constant	2.045	0.046	2.121	2.026
Beta value	0.483	0.989	0.453	ERP 0.072
				ME 0.415
t-Sig	0.000	0.000	0.000	ERP **0.435**
				ME **0.000**

Source: Field Data (2019)

Table 4.60 illustrates that the first, second and third conditions for mediation test were meet in models 1, 2 and 3 since the t-statistics values were significant. In model 4, the study beta coefficient result depicts that motivation and empowerment had a significant and positive effect on organization performance thus one unit change in motivation and

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empowerment is associated with 0.415 change in organization performance (β=0.415, α =0.00 and p-value=0.05 thus α<p-value).

However, employee retention practices had an insignificant but positive effect on organization performance hence one unit change in employee retention practices is associated with 0.072 change in organization performance (β=0.072, α =0.435 and p-value=0.05 thus α>p-value). Since the t-statistic value for motivation and empowerment was significant while t-static value for employee retention practices was insignificant, the test for mediation in step four was supported meaning that there was a full mediation effect as suggested by MacKinnon, Fairchild, & Fritz (2007).

The study therefore rejected the null hypothesis two and concluded that motivation and empowerment has a significant mediating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

Table 4.61: Summary of Statistical Tests

Variables	Validity Test (Content Validity Index) 0.7 and Above Valid (Amin, 2005)	Reliability Test Christensen et al. (2011) and Saunders et al. (2009)	Multicollinearity Test Green (2012), O'Brien (2007 Tolerance Above 0.2 VIF Bellow 10 Absence of Multicollinearity		Autocorrelation using Durbin-Watson (Hoe, 2008, and Blackwell, 2005 Range not btn 1-3, Serial correlation (bias standard error)	Response rate Saunders et al. (2007)-30-50% reasonable High Babbie (2004) 70% Very Good	Sample adequacy Using KMO and Bartlett's Test of Sphericity (Field, 2009; Hair et al., 2006).	Factor Analysis Threshold of factor loading 50% (Hair et al., 2006). Rahn (2010); Malakouti et al. (2006) and Morley et al. (2002) Coefficient more than 0.4 retail factors	Skewness and Kutosis (Normality of responses)
			Tolerance	VIF (Variance Inflation Factor)		Vihiga - 81%	KMO=**.805 above critical value of 0.5**	Factor loading extracted factor accounted for 69.982%	Have skewness coefficient values
Competitive Compensation	0.82	.928	.320	3.125	1.387	Bungoma-84%	Bartlett's Test of Sphericity-(χ^2=1274.590, df=15, at α=0.000, thus p=0.05, α<p) *Sufficient justification for conducting further statistical analysis*	Component. .830	ranging from -0.156 to – o.742 and kurtosis coefficient ranging from -0.106 to -1.018
Competency Training	0.92	.902	.232	4.308		Kakamega-76.9%		.892	
Career Growth and Development	0.91	.908	.276	3.620		Busia-84.7%		.880	
Work-Life Balance	1	.897	.288	3.475		Overall 81.2%		.885	Lie within the ±3 range recommended by George and Mallery (2010).
County Leadership	0.90	.892	.321	3.114		Interview 77.8% (7 out of 9)		.902	
Organization Performance	0.89	.924				n=259 (319) 328 **int 9**	Kaiser-Meyer-Olkin (KMO)	.585	

Variable Dependent- **Organization Performance**	Descriptive Statistics Cooper and Schindler (2006) Bryman and Bell (2011), Mean<1.5=SD, >1.5-2.5=D, 2.5-3.5=MA, 3.5-4.5=A &>4.5 SA. SD<1= no variation and >1=no consensus.		Correlation without Moderation (County Leadership)	Correlation with Moderation (County Leadership) Cohen's (1988) ES benchmark cited in Bosco, *et al*., (2015) of /r/=0.1, 0.3 and 0.5 regarded as small, medium (moderate) and large effect sizes (strength of relationship)- Pearson Product Moment Correlation Coefficient	Regression Analysis (Hoe, 2008; Blackwell, 2005)						
					R	R^2	f	f-Sig	B	t	t-sig
	Mean	**SD**	**r & sig**	**r & sig**							
Competitive Compensation	2.8347	.78978	0.343	0.549	0.343	0.117	34.162	0.00	0.367	5.845	0.000
Competency Training	2.8082	.78587	0.368	0.526	0.368	0.136	40.359	0.00	0.397	6.353	0.000
Career Growth and Development	2.6311	.82985	0.327	0.486	0.327	0.107	30.734	0.00	0.334	5.544	0.000
Work-Life Balance	2.8644	.74048	0.410	0.545	0.410	0.168	52.074	0.00	0.469	7.216	0.000
County Leadership	2.8938	.79881	Hierarchical and stepwise regression- Baron and Kenny (1986) and MacKinnon, Fairchild, & Fritz (2007)								
Organization Performance	3.3904	.84690									
			Note: H0₁-HO₅ Rejected based on t-significant value								

Note: H0$_1$-HO$_5$ Rejected based on t-significant value

Stepwise regression	Given that the interaction of employee retention practices and county leadership on organization performance was statistically significant (t=-4.032, α =0.000 and p-value=0.05 thus α<p-value (Model 3) pg 200
Hierarchical regression	Test constructs of county leadership-Culture of trust and openness, and motivation and empowerment does not moderate relationship between employee retention practices and organization performance. Lead to remodeling
Model 1-Stepwise	Mediating role of culture of openness and trust on ERP and OP-No mediating effect (4 steps)
Model 2-Stepwise	Mediating role of ERP on culture of openness and trust and OP-No mediating effect (3 steps)
Model 3-Stepwise	Moderating role of county leadership on the culture of trust and openness and OP no moderating role
Model 4-Stepwise	Mediating role of county leadership on the culture of trust and openness and OP Partial Mediating role
Model 5-Stepwise	Mediating role of Motivation and Empowerment on ERP and OP Full Mediating role

Source: Summary of Study Descriptive and Statistical Analysis (2019)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study sought to establish the effect of employee retention practices on organization performance in county governments of Former Western Province. Specifically, the study sought to determine the effect of competitive compensation, competency training, career growth and development, work-life balance on organization performance in county governments of Former Western Province. The study also sought to establish the moderating effect of county leadership on the relationship between employee retention practices and organization performance in county governments of Former Western Province. The chapter presents a summary of the major findings, conclusion, recommendations based on study objectives. The study implications to theoretical, policy, practice are described. The section also discusses the study contribution to knowledge and limitations and areas for future research provided.

5.2 Summary of Key Findings

The study findings are presented in line with each research objectives based on the output obtained from the descriptive and inferential statistical analysis from SPPS version 20 software. The study data was subjected to statistics tests and found fit for descriptive and statistical analyses. These tests entailed: prerequisite tests for multiple regression (normality, linearity, multicollinearity, homoscedacity and autocorrelation), test for normality of responses using skewness and kurtosis, KMO Sampling Adequacy and Bartlett's Test of Sphericity in factor analysis, tests of validity and reliability.

5.2.1 Competitive Compensation and Organization Performance

The study objective one sought to examine the effect of competitive compensation on organization performance in county governments of Former Western Province while the null hypothesis was set that competitive compensation has no significant effect on organization performance in county governments of Former Western Province.

The study found out that county government employees in Western Kenya are unsatisfied with the total reward package offered to them. The total reward packages involve both financial and non-financial rewards. The study revealed that financial rewards like salaries, benefits and allowances was sufficiency provided to the county government while non-financial rewards like promotion, recognition and responsibility was not sufficiently provided. With regard not compensation policies and programmes, the study observed that they are not adequate for better reward management. Some of the reward packages noted through key respondents interview entailed; promotion for meeting targets, positive recommendation letters, and recognition through praises, work anniversaries, salaries, thank you notes, verbal and written praises.

County government employees in Western Kenya fairly agreed that: Employees are motivated to initiate and complete projects in time when given salary and allowances; Their county provides them with adequate and fair salary package; Their county reward system is competitive, fair and equitable; Their county provides them with adequate allowances; Employees are given positive recognition when they produce high quality work; Promotion in their county is based on merit; County offers both financial and non-financial rewards to its employees; Their total reward is fair in comparison to that of employees in other county governments; Compensation and reward policy in their county includes all types of rewards to retain talents; and finally Employees are satisfied with

promotion and recognition programs in the county. This confirms that compensation regime in the county governments are not competitive enough to enhance better county performance.

Correlation analysis revealed that competitive compensation had a significant and a moderate positive effect on organization performance of County governments of former Western Province implying that giving county government employees' competitive compensation, their performance is likely to increase since the movement is in the same direction. It was observed that county leadership strengthened the relationship between competitive compensation and organization performance because leaders at the county are fundamental in reward policy formulation, development and implementation.

Regression analysis results indicated that that 11.7% of the variance in organization performance was explained by variability in competitive compensation implying that competitive compensation is a moderate predictor of organization performance. Beta coefficient results revealed that one positive unit change in competitive compensation effectiveness leads to a change in organizational performance at the rate of 36.7%. The study t-statistic was found to be significant thus the study rejected the first null hypothesis and concluded that competitive compensation has a significant and positive effect on organization performance in county governments of Former Western Province.

It was observed that inclusion of county leadership as a moderator resulted to a higher positive and significant relationship between competitive compensation and organization performance hence 36.8% of the variance in organization performance was explained by variability in competitive compensation and county leadership as compared to on 11.7% in variability when county leadership was not involved.

This implied that county leadership acts as a moderator in strengthening the relationship between competitive compensation and organization performance. Since the t-statistic was significant and resulted to a positive determinant when county leadership was introduced in the relationship, the study rejected the first null sub-hypothesis and concluded that county leadership moderate the relationship between competitive compensation and organization performance in county governments of Former Western Province.

5.2.2 Competency Training and Organization Performance

The study objective two sought to determine the effect of competency training on organization performance in county governments of Former Western Province while the null hypothesis was set that competency training has no significant effect on organization performance in county governments of Former Western Province.

The study found that for better county performance, the following mode of training should be prioritized in the order: having self-learning opportunities for employees, putting in place training and development programs, developing a training policy and strategy to guide the training process, ensuring that organization embraces off-the-job training (workshops, seminars and short courses), having mentorship programmes for employees and finally embracing on-the-job training techniques (job rotation, job enlargement and job coaching).

The findings of the study revealed that competency training is still in its infant stage and not fully embraced in the county government. This was reinforced by a high number of respondents who moderately agreed that: Competency training enables county government to generate more revenue; Knowledge acquired through continuous training increases the level of project completion; County employees are continuously acquiring

new knowledge and skills, and mastering new ways of doing things; County government provides staff with opportunity to pursue academic and professional programmes; County offers both on-the-job and off-the-job training to its employees; County training strategy is in line with overall county objective; Employees are satisfied with training needs assessment in the county; Training the county over the past years has enhanced transfer of training; County government have training and development programmes which are developed and implemented; County provide us with equal training opportunities to develop our talents; County has a comprehensive policy on training which links training to performance; and county provides coaching and mentorship programmes to its employees. Key respondents interview revealed that training help impact right skills to employees for better service delivery to citizens. Training also enable employees meet their set targets and, trained employees are motivated towards efficiency and effectiveness in job performance.

Correlation analysis depicted thatcompetency training had a significant and a moderate positive relationship on organization performance of County governments of former Western Province at 99% while introduction of county leadership strengthened the relationship between competency training and organization performance.

Regression analysis showed that 13.6% of the variance in organization performance can be explained by variability in competency training implying that competency training is a predictor of organization performance. Beta coefficients revealed that one positive unit change in competency training effectiveness leads to a change in organizational performance at the rate of 39.5%. Since the t-statistic was found to be significant, the study rejected the second null hypothesis and concluded that competency training has a

significant and positive effect on organization performance in county governments of Former Western Province.

Addition of county leadership as a moderator resulted to a higher positive and significant effect on the relationship between competency training and organization performance thus 36.7% of the variance in organization performance was explained by variability in competency training and county leadership as compared to on 13.6% in variability when county leadership was excluded. Since the t-statistic was significant and resulted to a positive determinant when county leadership was present, the study rejected the second null sub-hypothesis and concluded that county leadership moderate the relationship between competency training and organization performance in county governments of Former Western Province.

5.2.3 Career Growth and Development and Organization Performance

The study objective three sought to examine the effect of career growth and development on organization performance in county governments of Former Western Province while the null hypothesis was set that career growth and development has no significant effect on organization performance in county governments of Former Western Province.

The findings of the study depicted that county government have not fully implemented career growth and development programs and there is little awareness of these programs by the county government employees. The respondents suggested that the following career growth and development programs are effective for improving county performance, career planning and pathing, self-development programmes, succession planning, career counseling and challenging job assignments.

The study found out that career growth and development is moderately practiced in the county governments due to fairly agreement that: Supervisors and employees in the county are responsible for individual career advancement for development of county projects; Employees in county government are given challenging job assignment to enhance their personal growth; County provides regular opportunities for career advancements through self-development programmes; County help employees define their career path for their personal advancement; Career development policies in the county are known to workers and applied to develop talent; County provides career counseling to employees periodically; County review their career development policy regularly; and County has an elaborate and a functioning succession planning policies; Challenging and creative works increases the level of project initiation and completion rates in the county; Employees in the county are satisfied with career paths in the county; and Revenue collection targets in the county are achieved through providing employee with career growth and development opportunities.

The interviewee suggested the following strategies to enhance career growth and development in the county government: Creating a portfolio of employees achievements,; Creating a competitive work environment that promotes career growth and development; Setting goals and communicating them clearly to the employees; Having an open feedback loop to know the progress of employees career growth; Training of employees on self-development through seminars and workshops; and Budget allocation towards provision of career growth and development programmes.

Correlation results indicated thatcareer growth and development had a significant and a moderate positive effect on organization performance of County governments of former

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Western Province at 99% confidence level thus providing career growth and development opportunities to employees enhances county performance. The findings also revealed that county leadership is introduced in the relationship, there is a high positive and significant correlation between career growth and development and organization performance.

Regression analysis revealed that 10.7% of the variance in organization performance can be explained by variability in career growth and development meaning that career growth and development is a predictor of organization performance. Beta coefficients results indicated that one positive unit change in career growth and development effectiveness resulted to a change in organizational performance at the rate of 33.4%. Since the t-statistic is significant, the study rejected the third null hypothesis and concluded that career growth and development has a significant and positive effect on organization performance in county governments of Former Western Province.

Inclusion of county leadership as a moderator results to a higher positive and significant effect on the relationship between career growth and development and organization performance thus 41.3% of the variance in organization performance was explained by variability in career growth and development and county leadership as compared to on 10.7% in variability when county leadership is excluded. Since the t-statistic was significant and resulted to a positive determinant when county leadership was present, the study rejected the third null sub-hypothesis and concluded that county leadership moderate the relationship between career growth and development and organization performance in county governments of Former Western Province.

5.2.4 Work-life Balance and Organization Performance

The study sought establish the effect of work-life balance on organization performance in county governments of Former Western Province while the null hypothesis was set that Career growth and development has no significant effect on organization performance in county governments of Former Western Province.

The study found out that county governments rarely provide and sometimes does not provided work-life balance programmes apart from leave program like maternity, paternity, sick and education leave that is mandatory and provided for in the Constitution of Kenya 2010 and the labour laws under Employment Act, 2007. The study revealed that employees are rarely provided with; employees assisted programmes like stress management programmes and payment of medical expenses; opportunities for personal development; flexible work arrangement like job sharing, compressed work weeks and telework; and personal development programmes. The findings also indicated that employees in the county government are not provided with employees' welfare programmes like child care services, dependents assistance and sponsored vocation.

Employees fairly agreed that: Work schedules in the county are flexible enough to allow employees attend to personal issues; County provides employees assisted programmes like stress management programmes and payment of medical expenses; and County provides employees with welfare programmes like child care services, dependent assistance and sponsored vocation. However, from the findings, employees' disagreed that; County has part-time working arrangements; and Gyms and mental relaxation programmes are available in the county. Concerning organization performance, the study findings indicated that; Employees welfare programmes results to faster county projects completion rates; Provision of statutory and non-statutory leave results to meeting of

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county revenue collection targets; and Mobilization of donor funding and grants is as a result of flexible work arrangement in the county.

The study correlation analysis revealed that work-life balance had a significant and a high positive effect on organization performance of County governments of former Western Province at 99% confidence level hence there was a strong evidence to support the assertion that providing work-life balance programmes to employees enhances county performance. Inclusion of county leadership in the relationship resulted to a high positive and significant correlation between work-life balance and organization performance.

Regression resultsdepicted that 16.8% of the variance in organization performance can be explained by variability in work-life balance implying that work-life balance is a predictor of organization performance. The study beta results reveal that one positive unit change in work-life balance effectiveness leads to a change in organizational performance at the rate of 46.9%. Since the t-statistic is significant, the study reject the fourth null hypothesis and concluded that work-life balance has a significant and positive effect on organization performance in county governments of Former Western Province.

The study findings showed that county leadership acted as a moderator resulting to a higher positive and significant effect on the relationship between work-life balance and organization performance hence 37.7% of the variance in organization performance can be explained by variability in the interaction between work-life balance and county leadership as compared to on 16.8% in variability when county leadership is excluded. The study findings was interpreted that county leadership acts as a moderator in strengthening the relationship between work-life balance and organization performance. Since the t-statistic was significant and resulted to a positive determinant when county

leadership was present, the study reject the fourth null sub-hypothesis and concluded that county leadership moderate the relationship between work-life balance and organization performance in county governments of Former Western Province.

5.2.5 Employee Retention Practices, County Leadership and Organization Performance

The study sought establish the moderating effect of county leadership on the relationship between employee retention practices and organization performance in county governments of Former Western Province while the null hypothesis was set that that county leadership has no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

The study findings reveled that most employees fairly agreed that:Giving employees both financial and non-financial rewards improves the level of employees' satisfaction; Well trained employees are able to utilize well the grants receive by the county from the national government and the donors; Career counseling results to positive effect on employees satisfaction; Provision of work-life balance programmes to employees make them be more satisfied; and Competent staff have the ability to attract investors for better county performance; Development projects can be enhance through training of staff on management of county resources; Provision of better reward packages to employees improves county revenue collections and generation; County employees are satisfied with the level of implementation of work-life programmes; and Offering career growth and development opportunities to employees results to low level of project initiation and completion.

The findings also indicated that respondents moderately agreed that: Their organization practice good leadership which results to county performance and also that their county performance level is fairly good; employees retention practices are present in their county government which entailed work life balance, competitive compensation, competency training and career growth and development programmes.

Correlation results indicated that employee retention practices had a significant and a high positive effect on organization performance of County governments of former Western Province at 99% confidence level showing that employee retention practices was a positive predictor of organization performance. interview conducted revealed that county government can improve their performance through; proper training and remunerations, flexible work schedules, inter-county transfers, staff promotion and performance management, learning and development opportunities and improving county management efficiency and effectiveness. It was also evident that introduction of county leadership in the relationship, resulted to a high positive and significant correlation between employee retention practices and organization performance implying that county leadership strengthened the relationship between employee retention practices and organization performance.

The study stepwise regression analysis for testing moderating effect generated three models. In model one, the findings depicted that 16.2% of variance in organization performance was explained by employee retention practices and one unit change in employee retention practices is associated with 48.2% change in organization performance. Further, the study t-statistics of employee retention practices was

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statistically significant meaning that employee retention practices had a significant and positive effect on organization performance.

In model two, the study found out that employee retention practices and county leadership explained 49.9% of variance in organization performance suggesting that employee retention practices and county leadership have a higher effect on organization performance. Since the study t-statistics of employee retention practices and county leadership were statistically significant, it implied that they had a significant contribution on organization performance.

The study model three revealed thatinteraction term (employee retention practices*county leadership) accounts for 52.9%of variance in organization performance suggesting that the interaction term have a marginal effect on organization performance. The study t-statistic implies that employee retention practices are an insignificant determinant of organization performance while county leadership and the interaction term are significant determinant of organization performance. Since the third condition in testing for moderation in the study was met, the study rejected the fifth research hypothesis and concluded that county leadership has a significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

5.2.5.1 Joint Effect of Employee Retention Practices, County Leadership Constructs and Organization Performance

Hierarchical regression analysis was conducted to establish the joint effect employee retention practices, county leadership constructs and organization performance. The researcher used hierarchical regression analysis for determining the moderating effect of county leadership constructs (culture of trust and leadership, democratic management,

autonomy and flexibility in management, teamwork, collective decision making, and motivation and empowerment) on the relationship between employee retention practices and organization performance. This resulted to generation of seven study models. Analysis of results in model one to seven revealed that the t-statistics for all the county leadership constructs were all significant apart from culture of trust and openness and motivation and empowerment which had an insignificant t-statistics.

The study results in model seven revealed that one unit change in autonomy and flexibility in management results to the highest significant positive change in organization performance by 0.449 units followed by teamwork, democratic management, and collective decision making results 0.219, 0.180 and 0.130 change in organization performance respectively. In contrary, one unit change in motivation and empowerment resulted to an insignificant change in organization performance by 0.006 units while one unit change in culture of trust and openness resulted to an insignificant negative change in organization performance by 0.018 units.

The study thus rejected the sub-hypotheses and concluded that; Democratic management, autonomy and flexibility in management, teamwork, and collective decision making had significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province while the study failed to reject the hypotheses that; Culture of trust and openness and motivation and empowerment had no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

Since the study found out that culture of trust and openness and motivation and empowerment had no significant effect on the relationship between employee retention practices and organization performance, five conceptual models were reconfigured, hypothesis formulated and tested.

In reconfigured conceptual model one, the study found out that employee retention practices contributes positively and significantly to organization performance. Also the t-statistic value for culture of trust and openness was found to be insignificant which meant that the test for mediation in step four was not met resulting to failing to reject the null hypothesis which stated that culture of trust and openness has no significant mediating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

In reconfigured conceptual model two, it was observed that culture of trust and openness contributes positively and significantly to organization performance. It was also observed the t-statistic value of culture of trust and openness was insignificant in the presence of the mediator (employee retention practices) hence the test for mediation in step four was met meaning that employee retention practices had full mediation effect on the relationship between culture of trust and openness and organization performance. The study therefore rejected the null hypothesis and concluded that employee retention practices had a significant and a positive mediating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province.

Reconfigured conceptual model three revealed that the interaction term (Culture of Trust and Openness *county leadership) accounted for 54.6%of variance in organization performance. Further, the study t-statistic implied that culture of trust and openness and the interaction term are insignificant determinants of organization performance while county leadership is a significant determinant of organization performance. The third condition in testing for moderation in the study was not met hence the study failed to reject the study hypothesis that stated that county leadership has no significant moderating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province.

Study findings from reconfigured conceptual model four indicated that culture of trust and openness contributes positively and significantly to organization performance. The study t-statistic value of culture of trust and openness was found to be significant in the presence of the mediator (county leadership) thus the test for mediation in step four was met meaning that county leadership had a partial mediation effect on the relationship between culture of trust and openness and organization. The study therefore rejected the null hypothesis and concluded that county leadership had a significant and a positive mediating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province.

Reconfigured conceptual model five depicted that employee retention practices contributed positively and significantly to organization performance. Also, the study observed that the t-statistic value for motivation and empowerment was found to be significant while t-static value for employee retention practices was insignificant thus the test for mediation in step four was supported meaning that there was a full mediation

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effect. The study therefore rejected the null hypothesis and concluded that motivation and empowerment had a significant mediating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

5.3 Conclusion of the Study

The purpose of the study was to establish the effect of employee retention practices on organization performance in county governments of Former Western Province. The study conclusion was based on study findings. The study conclusions were guided by the specific research objectives discussed therein.

5.3.1 Competitive Compensation and Organization Performance

The study concluded that financial rewards like salaries, benefits and allowances was sufficiency provided by the county governments while non-financial rewards like promotion, recognition and responsibility are insufficiently provided by the county government. Compensation policies and programmes in the County governments of former Western Province were also found to be inadequate. This implied that county governments fairly provide competitive compensation to their employees.

From the correlation analysis, the study concluded that competitive compensation had a significant and a moderate positive effect on organization performance implying that giving county government employees competitive compensation results to increase in county government performance. County leadership was observed to strengthen the relationship between competitive compensation and organization performance.

Regression results depicted that a change in competitive compensation effectiveness resulted to a change in organizational performance thus the study rejected the first null

hypothesis and concluded that competitive compensation has a significant and positive effect on organization performance in county governments of Former Western Province. Also, the study concluded that county leadership acted as a moderator in strengthening the relationship between competitive compensation and organization performance thus rejecting the first null sub-hypothesis and concluded that county leadership moderated the relationship between competitive compensation and organization performance in county governments of Former Western Province.

5.3.2 Competency Training and Organization Performance
The study concluded that the following competency training programmes results to county performance; self-learning opportunities, training and development programs, training policy and strategy to guide the training process, ensuring that organization embraces off-the-job training (workshops, seminars and short courses), having mentorship programmes for employees and finally embracing on-the-job training techniques (job rotation, job enlargement and job coaching). It was also concluded that competency training was still in its infant stage and not fully embraced in county government of Western Kenya.

From correlation analysis, the study concluded that competency training had a significant and a moderate positive relationship on organization performance while introduction of county leadership strengthened the relationship between competency training and organization performance in county government of Western Kenya. Regression analysis revealed that competency training is a predictor of organization performance thus the study rejected the second null hypothesis and concluded that competency training has a significant and positive effect on organization performance in county governments of Former Western Province. Addition of county leadership as a moderator also resulted to a

higher positive and significant effect on the relationship between competency training and organization performance thus the study reject the second null sub-hypothesis and concluded that county leadership moderate the relationship between competency training and organization performance in county governments of Former Western Province.

5.3.3 Career Growth and Development and Organization Performance

The findings of the study depicted that county government have not fully implemented career growth and development programs and there is little awareness of these programs by the county government employees. Career growth and development was found to be fairly practiced in the county governments hence some suggested remedies were having career planning and pathing in place, establishing self-development programmes, involving in succession planning, conducting career counseling and giving employees challenging job assignments.

Correlation results indicated thatcareer growth and development had a significant and a moderate positive effect on organization performance. However, addition of county leadership into the relationship, resulted to a high positive and significant correlation between career growth and development and organization performance.

Regression analysis revealed that a change in career growth and development effectiveness resulted to a change in organizational performance the study reject the third null hypothesis and concluded that career growth and development has a significant and positive effect on organization performance in county governments of Former Western Province. Also, inclusion of county leadership as a moderator resulted to a higher positive and significant effect on the relationship between career growth and development and organization performance hence the study rejected the third null sub-

hypothesis and concluded that county leadership moderate the relationship between career growth and development and organization performance in county governments of Former Western Province.

5.3.4 Work-life Balance and Organization Performance
The study concluded that the county governments rarely provide and sometimes does not provided work-life balance programmes apart from leave program like maternity, paternity, sick and education leave that is mandatory and provided for in the Constitution of Kenya 2010 and the labour laws under Employment Act, 2007. Some of the WLB programmes rarely provided by the county governments entailed employees assisted programmes; opportunities for personal development; flexible work arrangement and personal development programmes. The findings also indicated that employees in the county government are not provided with employees' welfare programmes like child care services, dependents assistance and sponsored vocation.

The study correlation analysis revealed that work-life balance had a significant and a high positive effect on organization performance while inclusion of county leadership in the relationship resulted to a high positive and significant correlation between work-life balance and organization performance. Regression resultsdepicted a change in work-life balance effectiveness resulted to a change in organizational thus the study rejected the fourth null hypothesis and concluded that work-life balance has a significant and positive effect on organization performance. County leadership acted as a moderator resulting to a higher positive and significant effect on the relationship between work-life balance and organization performance the study rejected the fourth null sub-hypothesis and concluded that county leadership moderate the relationship between work-life balance and organization performance in county governments of Former Western Province.

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5.3.5 Employee Retention Practices, County Leadership and Organization Performance

The study concluded that employee retention practices entailing work life balance, competitive compensation, competency training and career growth and development programmes are fairly practiced in county governments. Correlation results indicated that employee retention practices had a significant and a high positive effect on organization performance while introduction of county leadership in the relationship resulted to a high positive and significant correlation between employee retention practices and organization performance implying that county leadership strengthened the relationship between employee retention practices and organization performance.

The stepwise regression analysis revealed that employee retention practices are an insignificant determinant of organization performance while county leadership and the interaction term are significant determinant of organization performance. The study therefore rejected the fifth research hypothesis and concluded that county leadership has a significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

5.3.5.1 Joint Effect of Employee Retention Practices, County Leadership Constructs and Organization Performance

Hierarchical regression analysis indicated that democratic management, autonomy and flexibility in management, teamwork, and collective decision making had significant moderating effect on the relationship between employee retention practices and organization performance while the study failed to reject the hypotheses that; Culture of trust and openness and motivation and empowerment had no significant moderating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province.

From the reconfigured conceptual models, it was concluded that; employees' retention practices and culture of trust and openness contributed positively and significantly to organization performance in county governments of Former Western Province. Motivation and empowerment and culture of trust and openness were found to have a significant mediating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province. Employee retention practices were also found to have a significant and a positive mediating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province. Finally, the study concluded that, county leadership has no significant moderating effect but a significant mediating effect between culture of trust and openness and organization performance in county governments of Former Western Province.

5.4 Recommendation of the Study

The purpose of the study was to establish the effect of employee retention practices on organization performance in county governments of Former Western Province. The study recommendations were made based on the conclusions of the study as per the study objectives.

5.4.1 Competitive Compensation and Organization Performance

The study found out that competitive compensation had a significant and a positive effect on organization performance implying that giving county government employees competitive compensation results to increase in county government performance. The study thus recommends that employees should be provided with competitive compensation in order to realize organization performance. The competitive

compensation entails: Financial rewards like salaries, benefits and allowances and non-financial rewards like promotion, recognition and responsibility.

The reward packages should be equitable both internally and externally with a well elaborate compensation policy and programmes. The study also recommends that county leaders should be in the forefront to formulate, develop and implement compensation policies and programmes to enhance county performance. The leaders should embrace democratic management, have autonomy and flexibility in management, have teamwork, and encourage collective decision towards better county performance.

5.4.2 Competency Training and Organization Performance
Since the study found out that competency training had a significant and a positive relationship on organization performance in county government of Western Kenya hence the study recommends that county government should put in place measure to equip their employees with necessary skills and attitude to work efficiently and effectively in enhancing county performance. capacity building for county staff can be enhanced through providing employees with self-learning opportunities, having training and development programs in place, developing a training policy and strategy to guide the training process, ensuring that organization embraces off-the-job training (workshops, seminars and short courses), having mentorship programmes for employees and finally embracing on-the-job training techniques (job rotation, job enlargement and job coaching). Since county leadership was found to moderate the relationship between competency training and organization performance, it is recommended that county leaders should support capacity building of workers to enhance better county performance.

5.4.3 Career Growth and Development and Organization Performance

The findings of the study depicted that county government have not fully implemented career growth and development programs and there is little awareness of these programs by the county government employees. Career growth and development was found to be fairly practiced in the county governments hence some suggested remedies were having career planning and pathing in place, establishing self-development programmes, involving in succession planning, conducting career counseling and giving employees challenging job assignments.

Career growth and development had a significant and a moderate positive effect on organization performance while county leadership mediated the relationship resulting to a higher positive and significant correlation between career growth and development and organization performance. The study thus recommends that career growth and development programmes should be put in place in order to realize improved county performance with the help of good leadership at the county level that embraces the spirit of teamwork, collective decision making, autonomy and flexibility in management and democratic management.

Some of the career growth and development programmes for better county performance entailed; having a well and elaborate career progression plans and paths, providing employees with self-development programmes, embracing succession planning for county senior positions for continuity, assigning workers challenging job assignments to engage their brain and mind for work innovativeness, offering employees with career counselling to guide career progression, and putting in place career development policies and programmes to guide career growth and development in the county.

5.4.4 Work-life Balance and Organization Performance

The study observed that work-life balance had a significant and a high positive effect on organization performance while inclusion of county leadership in the relationship resulted to a high positive and significant correlation between work-life balance and organization performance. In this spirit, it is recommended that for county and organization performance, total work-life balance packages should be provided to the employees. These programmes entails; leave provision, providing staff with opportunities for personal development; having flexible work arrangement in the organization including flexible work schedules, part-time work arrangement, provision of personal development programmes and putting in place welfare programmes like child care services, dependents assistance and sponsored vocation. Organization leaders should be at the heart of work-life balance implementation in terms of policy formulation, budgetary provision and provision of leadership in implementation process.

5.4.5 Employee Retention Practices, County Leadership and Organization Performance

From the study findings, it was revealed that employee retention practices had a significant and a high positive effect on organization performance while introduction of county leadership in the relationship resulted to a high positive and significant effect between employee retention practices and organization performance. Study therefore recommends that employee retention practices should be embraced by the organization that is interested in increasing county performance. Employees' retention programmes that should be embraced by the organization for increased performance in the order of priority entails; work-life balance programmes, competency training, competitive remuneration and career growth and development.

County leadership was also found to moderate the relationship between employee retention practices and organization performance hence the study recommends that county leaders should be in forefront in ensuring that retention programmes are in place through embracing a spirit of collective decision making during budgetary process, and ensuring there is teamwork that encourages formulation, developing and implementing of employee retention packages.

5.4.5.1 Joint Effect of Employee Retention Practices, County Leadership Constructs and Organization Performance

The study found out that democratic management, autonomy and flexibility in management, teamwork, and collective decision making had significant moderating effect on the relationship between employee retention practices and organization performance hence it is recommended that organization that which to retain their employees for improved performance should practices democratic management practices, have in place strategies that encourages teamwork, autonomy and flexibility in management, and collective decision making.

The reconfigured models revealed that employees' retention practices and culture of trust and openness contributed positively and significantly to organization performance in county governments of Former Western Province thus study recommends these practices for better organization performance. It was also indicated by the study that motivation and empowerment and culture of trust and openness were found to have a significant mediating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province. It is recommended therefore that for employees to be retained in the organization to realize

better performance there must first be a good culture of trust and openness in the organization and also the organization should motivate and empower their staff.

Employee retention practices and county leadership were also found to have a significant and a positive mediating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province thus it is recommended that organization should have employee retention practices in place and improved leadership before embracing a culture of trust and openness for improved county performance.

5.5 Study Implications

The study sought to establish the effect of employee retention practices on organization performance in county governments of Former Western Province. The study findings confirmed a statistically positive and significant relationship between employee retention practices and organization performance. The constructs of employees' retention practices (competitive compensation, competency training, career growth and development and work life balance) resulted also to statistically positive and significant relationship with organization performance in county governments of Former Western Province. The study indicated that county leadership also moderate the relationship between employee relation practices and organization performance.

Finally, it was also observed that; culture of trust and openness contributed positively and significantly to organization performance; motivation and empowerment and culture of trust and openness were found to have a significant mediating effect on the relationship between employee retention practices and organization performance in county governments of Former Western Province. Similarly, employee retention practices and

county leadership were a found to have a significant and a positive mediating effect on the relationship between culture of trust and openness and organization performance in county governments of Former Western Province. The study results therefore provide a number of theoretical, policy and practical implications for county governments in Kenya.

5.5.1 Theoretical Implications
The current study contributes immensely in expanding the theories that the study was anchored on. RBV theory which was the key theory is advanced further because it highlights that organizations should concentrates on resources that make them competitive which are rare, valuable, imperfectly imitable and imperfectly substitutable. From the study findings, the key resources that have been advanced are the employees and the county leadership. The study recommends that employees should be provided with competitive compensation, competency training, work-life balance programs and career growth and development programmes and enhanced further by good leadersship that embraces team work, democratic management and autonomy. Employee retention packages will go in hand with developing a talent poor for competitive advantage for better performance that is difficult to imitate, that is rare, valuable and imperfectly substitutable.

Equity Theory propagated by Adams was further enhanced because the study found out that competitive compensation results to a significant and positive effect on organization performance. Equity theory advanced an argument that reward given to employees should have internal and external equity. Competitive compensation is founded on equity principle whereby employees are given equitable reward commensurate to their job effort compared internally to those in the same job grade and externally compared to other

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employees in the same sectors. Total reward packages involving both monetary and non-monetary rewards were found to enhance county performance and thus conformed to the equity principles.

On Social Cognitive Theory, the study supported this theory in informing career growth and development which was found to enhance organization performance. the social interactions with the people and environment proves employees with enabling environment to grow and advance their careers through career counseling by their seniors, defining career development paths and plans, establishing career development policies and programmes, embracing self-development programmes, conducting succession planning and having challenging job assignments. These programmes are all as a results of social interaction with the people and organization environment and when conducive can results to development of these career growth and development programmes for better performance as suggested in the study.

Social Learning Theory was also expanded by the study since it linked competency training to organization performance. The theory is based on the principle that learning should be impactful and stressed on the importance of transfer of training where previously trained staffs can act as mentors to employees for impacting the necessary competencies to colleagues. The training or the learning process is by imitation and observation that can be realized by providing employees with self-learning opportunities as suggested by the study. Finally, the study further expanded the Spill Over Theory and Work Boarder Theory of work-life balance by linking work-life balance practices to organization performance. the spill over theory state that workers stress from home can spill over to work affecting organization performance hence the current study suggest that

work-life balance programs like flexible work arrangements, employees assistance programmes, leave provision and welfare programmes should be adopted by the organization to realize improved performance and avoid the spill over or protect the boundary between work and home as suggested by the work boarder theory.

The study made contributions in literature by adding knowledge on employee retention practices and leadership from the county government context that is very useful to academia and future researchers. The study established that there was a positive effect of employee retention practices on organization performance in county governments of Former Western Province. The knowledge gained from the findings in this current study confirms the role of employee retention practices and county leadership on organizational performance studies. This study indicates how the county government stand to loss in performance if it doesn't put in place strategies to retain their staff as identified and argued out in this study.

Another contribution of great interest to this study is on the role played by employee retention practices like work life balance, competency training, competitive compensation and career growth and development and county leadership on organization performance. These practices should be formulated, developed and implemented to enhance better county performance. Gaps in employee retention practices, county leadership and organization performance were empirically filled from this study. Therefore, the current study has played an important role in filling the eminent theoretical and empirical gaps and also in expanding and supporting the theories that the current study was anchored on.

5.5.2 Implications for Practice

The effect of employee retention practices on organization performance and the moderating effect of leadership especially in the county government context have not been adequately addressed in the literature of management. The absence of research has discouraged county governments leaders and other technocrat from adopting employees' retention practices. There is therefore a compelling need to establish the relationship between employee retention practices, county leadership and organization performance which was achieved by the current study.

The study indicated that employee retention practices (work life balance, competency training, competitive compensation and career growth and development) had a significant and positive effect of organization performance and also county leadership moderates the effect of the relationship between the study variables. County leaders and managers can therefore apply the study findings by embracing employee retention practices discussed by the study and improving county leadership through teamwork, democratic management, involving key stakeholders in decision making process, and having autonomy and flexibility in management for better county performance.

Analysis of the Auditor General and Controller of Budget reports for the financial year 2016/17 depicted that western county governments have continued to miss their revenue targets, there are also a number of installed projects, delayed projects completion and utilization, and delayed service provision to the citizens which were also attributed to corruption in the county governments. These challenges can be sorted out if the county government leadership is committed to its course by ensuring that strategies are put in place to formulate, develop and implement employee retention practices which entails; work-life balance programmes, competency training, competitive compensation, and

career growth and development programmes for better performance as asserted by this study.

5.5.3 Policy Implications
Key policy makers from county and national government can apply the study findings to act as an insight in policy formulation, development and implementation. Government constitution bodies like SRC may find the study findings very useful in knowing how best to remunerate employees in both the county and the national government for better retention and at the same time better performance. the county government been still new and established in 2013 can find the study findings useful in designing HR policies and strategies to better retained their staff for performance as stipulated in the study because the key respondents where from the county governments and are aware of the problems faced by the county government as pertaining employees retention and organization performance.

Other key beneficiaries of the study findings are the HR officers and the members of the PSB that are mandated to formulate, develop and implement HR policies for staff retention in the county governments. This study will acts as a reference point when these policies are been formulated and developed.

5.6 Study Contribution to Knowledge

The study significantly contributed to the existing body of knowledge in the field of human resource management and political science. In human resource management, the aided in supporting and expanding the existing theories like the RBV theory, Equity Theory, Social Cognitive Theory, Spill Over Theory and Work Boarder Theory and Social Learning Theory. It also advances the argument of employees' retention practices like work-life balance programmes, competency training, competitive compensation, and career growth and development programmes on organization performance.

In political science, the county leaders are at the central stage in allocation of resources at the county, executive and departmental level. The resources allocation can be through developing a budget and passing the budget at the county assembly. The executive is in charge of mobilizing resources including human and financial resources for implementation of employees' retention practices for better performance. Political goodwill is therefore an important assert because it affects the leadership style of management. The study made a breakthrough contribution by establishing that county leadership is at the centre of all the programmes of employee retention practices and county performance.

Another contribution of the study was the testing of the joint effect of county leadership constructs on the relationship between employee retention practices and organization performance. This resulting to reconfiguration of the study models and developing other five conceptual models that were not previously conceptualized. From the joint effect, it was found that autonomy and flexibility in management, teamwork, democratic management, and collective decision making moderated the relationship between employee retention practices and organization performance.

The reconfigured models revealed that employees' retention practices and culture of trust and openness contributed positively and significantly to organization performance. It was also indicated by the study that motivation and empowerment and culture of trust and openness were found to have a significant mediating effect on the relationship between employee retention practices and organization performance. Employee retention practices and county leadership were also found to have a significant and a positive mediating effect on the relationship between culture of trust and openness and organization performance before embracing a culture of trust and openness for improved county performance.

Since most of the empirical studies on employee retention practices, leadership and organization performance have been done in developed countries and in different sectors, the current study makes an important contribution to the body of knowledge in a developing country and in the context of county governments.

5.7 Limitations of the Study

The study experiences a number of limitations as a result of methodological issues that was found to be necessary to be considered when interpreting the results. The challenges are presented in this section.

The group of respondents was made up of senior and junior staff. The senior staff entailed county chief officers, HR managers, Members of the PSB and county directors. The junior staff was made up of county departmental staff. All these staff responded to questions pertaining to employee retention practices, county leadership and organization performance. Though the researcher anticipated that the respondents were to give honest and objective responses, their own perceptions concerning the study variable could have

cropped in leading to misleading responses and may not want their county government not to be in bad picture. It was therefore difficult to tell whether the responses given reflected the ideal or the real situation on the ground that may be affected by personal view.

Given that the research questionnaire was designed using the Likert Five-point scale, ranging from 1 to 5 where one imply strongly disagree and 5 imply strongly agree. This scale major limitation is its inability to measure respondents true attitude hence they try to portray themselves in a social manner rather than give honest and true opinion thus may tend to avoid extreme response categories of strongly agree and strongly disagree.

Equally, answers to the research questions may be affected by the previous questions or they may tend to give one side responses like making the whole questionnaire questions with one rating or two ratings only.

The researcher used self-administered questionnaires and interview schedule. This may have posed a challenge of respondents not understanding the questions or misinterpreting the questions while filling or during oral interview. This may be further be complicated with fear to request for clarification.

Similarly, the length of the questions posed a great challenge, due to the intensity of the study, the questionnaires had eight pages that might have scared the respondents and might have scaled their responses.

Finally, the study used non-financial measures of organization performance in terms of: Level of projects initiation and completion; Innovativeness in local revenue collection and generation; Level of employees' satisfaction; Utilization of grants received from national government and donors; and Availability of investment opportunities

The non-financial measures depicted may give bias estimated relationship between employee retention practices and organization performance.

Despite the study limitations discussed above, the study quality was well above board because it was designed in a highly scientific manner based on extensive and rigorous theoretical and empirical literature review. Different tests were also conducted on the study responses and variables entailing: prerequisite tests for multiple regression (normality, linearity, multicollinearity, homoscedacity and autocorrelation), test for normality of responses using skewness and kurtosis, KMO Sampling Adequacy and Bartlett's Test of Sphericity in factor analysis, tests of validity and reliability. The study also developed a conceptual model and hypotheses tested. It is important to note that further reconfiguration of the study conceptual model was developed resulting to other five reconfigured models.

It is therefore imperative to state that the limitations highlighted above did not have any adverse effect on the study findings. In general, the current study results have made an important contribution to the existing body of knowledge in the field of human resource management in terms of theory, practice and policy.

5.8 Areas for Future Research

As with any study, this study has certain limitations on the generalizability of the results, but this also provide opportunities for future research. The followings are suggested areas for further research.

i.   A similar study should be carried out in other county governments may be covering all county governments in Kenya bearing in mind that we have 47 county governments in Kenya. This will allow for more reliable generalization of the research findings to all county governments in Kenya.

ii. It wound be interesting to widen the study scope by conducting a similar study in National Government to allow generalizability of the study to County and National Governments.

iii. A comparative study is also necessary covering other sectors apart from the county governments. This could further explain and evaluate the effects of employee retention practices and organization performance.

iv. A study should be conducted focusing on county leadership and its relationship between employee retention practices and organization performance. This will provide a good framework on how enhance county leadership because the study found out that it has a higher bearing on the relationship between the study variables.

v.   The conceptual framework of the current study was limited to four constructs of employee retention practices that is, work-life balance programmes, competency training, competitive compensation, and career growth and development but there could be others. For instance, future studies include constructs like performance

management, reward management, performance contracting and employee relations to determine their effect on organization performance.

vi. Since the current study used non-financial indicators to measure organization performance, further studies could consider introducing financial indicators to allow for comparison of the study findings that will cement the current findings. The current study relied on descriptive correlational and cross-sectional survey research design, other researchers may replicate the same study but adopt longitudinal research design to provide a better understanding of the effect among the study variables.

vii. Further study is also inevitable in interrogating the mediating effect of county leadership and employee retention practices on the relationship between culture of trust and openness and organization performance that resulted to remodeling of the study conceptual framework. Also the mediating role of motivation and empowerment on the relation between employee retention practices and organization performance is an area of future interest.

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APPENDICES

Appendix I: Map of Kenya indicating the location of Kakamega County

Source: Kenya National Bureau of Statistics (KNBS)

Appendix II: Map of Kenya indicating the location of Vihiga County

Location of Vihiga County
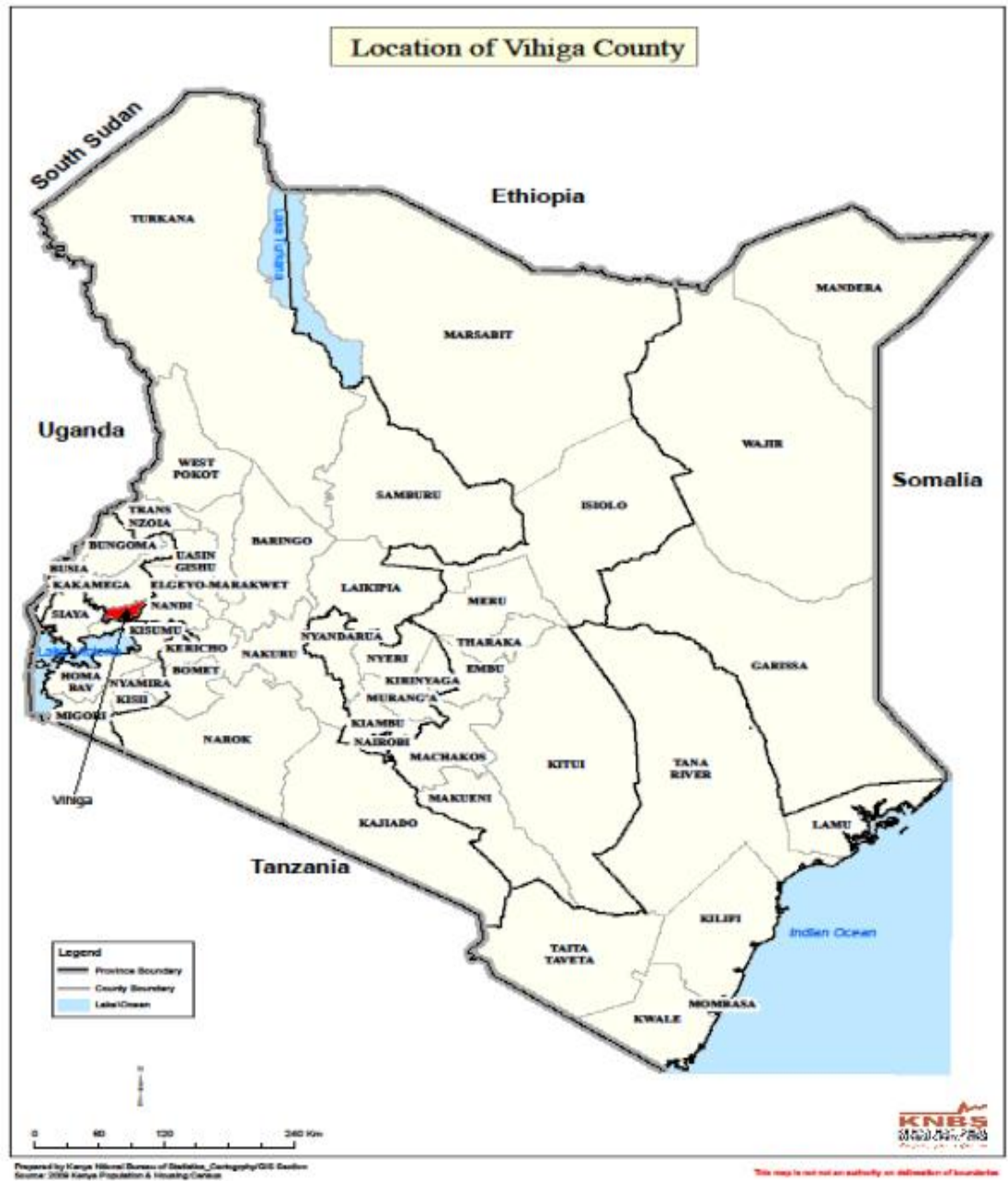
Appendix III: Map of Kenya indicating the location of Bungoma County

Location of Bungoma County

Source: KNBS, Bungoma County Map

AppendixIV: Map of Kenya indicating the location of Busia County

Location of Busia County

Appendix V: Map of Kenya indicating the location of County governments of former Western Province

Key
1-Kakamega County
2-Vihiga County
3-Bungoma County
4-Kakamega County
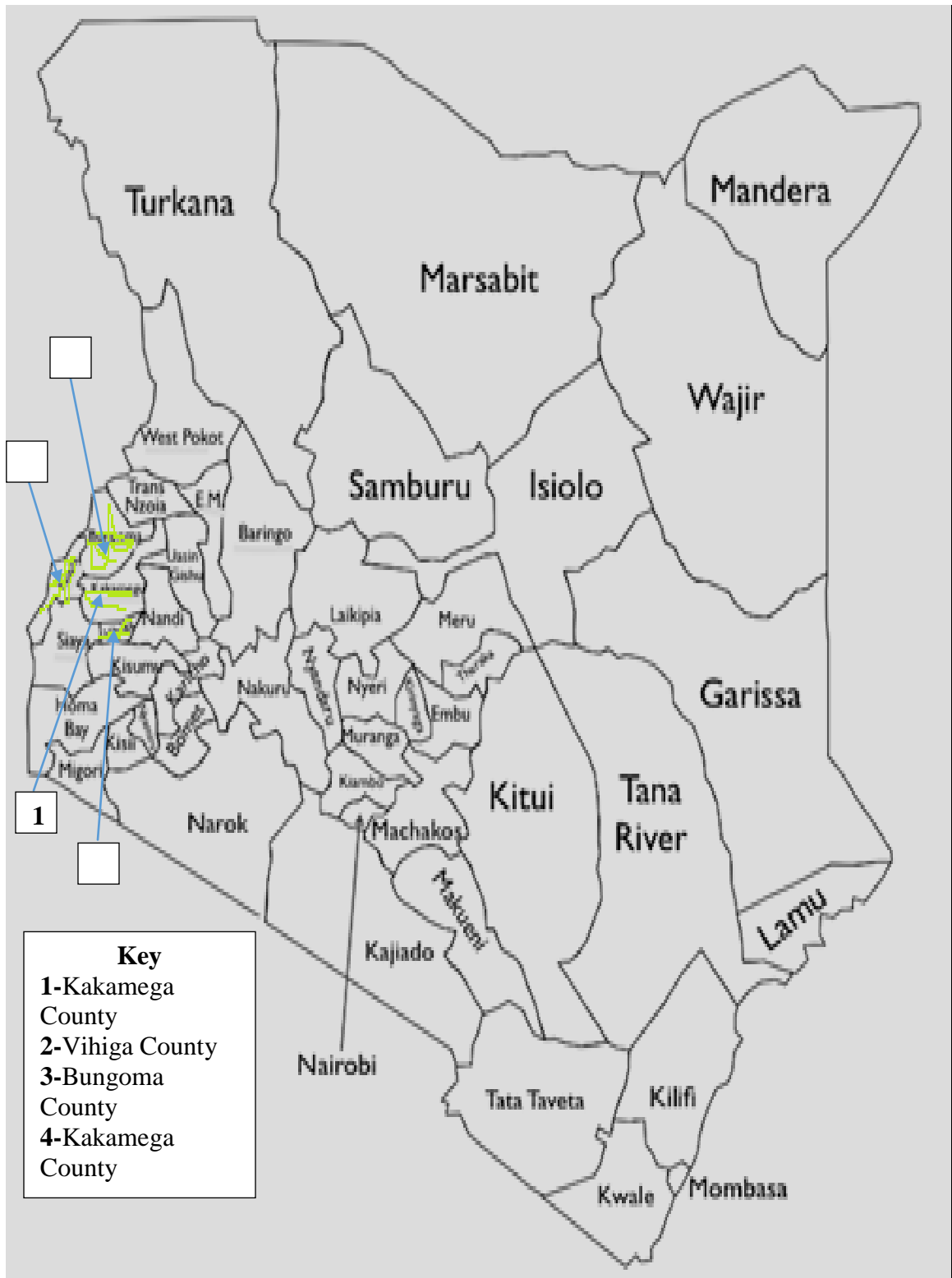
Appendix VI: Proposal Approval Letter

MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

Tel: 056-30870
Fax: 056-30153
E-mail: directordps@mmust.ac.ke
Website: www.mmust.ac.ke

P.O Box 190
Kakamega – 50100
Kenya

Directorate of Postgraduate Studies

Ref: MMU/COR: 509099

Date: 19th June, 2019

Ooko George Oduor,
PBA/H/01-57730/2016,
P.O. Box 190-50100,
KAKAMEGA.

Dear Mr. Oduor,

RE: APPROVAL OF PROPOSAL

I am pleased to inform you that the Directorate of Postgraduate Studies has considered and approved your Ph.D proposal entitled: *"Employee Retention Practices and Organization Performance in Western Kenya Counties"* and appointed the following as supervisors:

1. Prof. John Byaruhanga   - SOBE, MMUST
2. Dr. Rev. Willis Otuya   - SOBE, MMUST

You are required to submit through your supervisor(s) progress reports every three months to the Director Postgraduate Studies. Such reports should be copied to the following: Chairman, School of Business and Economics Graduate Studies Committee and Chairman, Business Administration Department. Kindly adhere to research ethics consideration in conducting research.

It is the policy and regulations of the University that you observe a deadline of three years from the date of registration to complete your Ph.D. thesis. Do not hesitate to consult this office in case of any problem encountered in the course of your work.

We wish you the best in your research and hope the study will make original contribution to knowledge.

Yours Sincerely,

DEAN
SCHOOL OF GRADUATE STUDIES
MASINDE MULIRO UNIVERSITY
OF SCIENCE & TECHNOLOGY
Date................... Sign:...................
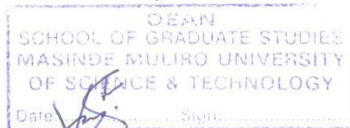
Prof. John Obiri
DIRECTOR, DIRECTORATE OF POSTGRADUATE STUDIES

Appendix VII: NACOSTI Research Authorization Letter

**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/19/47164/31550**

Date: **22nd July, 2019**

George Oduor Ooko
Masinde Muliro University of Science
And Technology
P.O. Box 190-50100
KAKAMEGA.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Employee retention practices and organization performance in Western Kenya Counties"* I am pleased to inform you that you have been authorized to undertake research in **selected Counties** for the period ending **22nd July, 2020.**

You are advised to report to **the County Commissioners and the County Directors of Education of the selected Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioners
Selected Counties.

The County Directors of Education
Selected Counties.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified
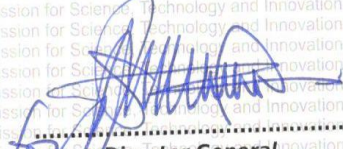
Appendix VIII: NACOSTI Research Permit

THIS IS TO CERTIFY THAT:

MR. GEORGE ODUOR OOKO
of MASINDE MULIRO UNIVERSITY OF
SCIENCE AND TECHNOLOGY, 190-50100
Kakamega ,has been permitted to
conduct research in *Bungoma* , *Busia* ,
Kakamega , *Vihiga* Counties

on the topic: *EMPLOYEE RETENTION*
PRACTICES AND ORGANIZATION
PERFORMANCE IN WESTERN KENYA
COUNTIES

for the period ending:
22nd July,2020

Permit No : NACOSTI/P/19/47164/31550
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REPUBLIC OF KENYA

National Commission for Science,
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RESEARCH LICENSE

Serial No.A 25873

CONDITIONS: see back page

Appendix IX: Letter of Introduction

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OOKO GEORGE ODUOR,

P.O BOX 51,

UKWALA.

Date: …………………..

</div>

………………………..COUNTY SECRETARY

P.O.BOX…………………………………..

………………………………………………….

Dear Sir/Madam,

RE: <u>REQUEST TO COLLECT DATA</u>

I am a post-graduate student at Masinde Muliro University of Science and Technology currently pursuing a Doctor of Philosophy Degree in Business Administration (Human Resource Management option). As part of the requirement for the course, I am required to undertake a research study on real management issues.

I therefore, write to request for your permission to collect data in your county government. The research study is on the *"Effect of Employee Retention Practices on Organization Performance in county governments of Former Western Province".*

The information provided will be used for academic purposes only and will be treated with the utmost confidentiality it deserves.

Thanks in advance.

Yours sincerely

Ooko George Oduor

Appendix X: Interview Guide [For Members of County Public Service Board and HR Officers]

1) In your opinion, how does the following aspects of employee retention practices influence the county government development?

    i.   Competency training…………………………………………………………….
    ii.   Competitive compensation………………………………………………………….
    iii. County leadership…………………………………………………………………..
    iv. Career growth and development…………………………………………………
    v.   Work life balance…………………………………………………………………..

2) What are some of the rewards you give to your employees to enable the county realize its revenue collection target?

………………………………………………………………………………………………

3) As managers of devolution, how does competency training affect employee level of satisfaction?

………………………………………………………………………………………………

4) What strategies have you put in place to enhance career growth and development prospects of employee in your county?

………………………………………………………………………………………………
………………………………………………………………………………………………

5) Do you embrace work-life balance programmes in your county? If no, give reasons. If yes, enumerate these WLB programmess suggesting their role in attracting and utilization of donor funding and grant?

………………………………………………………………………………………………

6) Enumerate programmes that the county has put in place to retain their staff. What are the effects of these programs on the revenue collection target and development of county projects?

………………………………………………………………………………………………
………………………………………………………………………………………………

7) In your own opinion, do you think county leadership has a bearing on the county development agenda?

………………………………………………………………………………………………
………

8) Suggest ways that can be adopted by the county governments to retain their employees for initiation and development of projects.
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………

Appendix XI: Questionnaire for County Chief Officers, Directors and Departmental Staff)

This questionnaire is meant to gather information regarding the "*Effect of Employee Retention Practices on Organization Performance in county governments of Former Western Province*".

CONFIDENTIALITY CLAUSE:

The responses you provide will only be used for academic purposes and will be strictly confidential.

Instructions:
   a) In the boxes given, please tick appropriately.
   b) Give brief answers in the spaces provided.

PART I: BACKGROUND INFORMATION

1.   Gender.   Male   [   ]   Female   [   ]

2.   Age.   Below 30 years [   ]   31-40 years   [   ]

              41- 50 years   [   ]   Above 51 years   [   ]

3.   Job description.   CCOs   [   ]   Directors   [   ]

              Departmental Staff [   ]

4.   Level of education.   Certificate   [   ]   Diploma   [   ]

              Bachelor Degree [   ]   Master Degree   [   ]

              Ph.D.   [   ]

5.   Number of years worked with the county government.   Below one year   [   ]

              Between 1-5 years [   ]   Above 5 years   [   ]

PART II: INFORMATION ON STUDY VARIABLES
<u>**Section A: Competitive Compensation**</u>
6.   Are you satisfied with the reward packages offered by your county?

                Yes [   ]   No [   ]
b) Briefly support your answer above.
…………………………………………………………………………………………………
7.   How do you rate the following reward given by your county? *Use a scale of 1-3 where; 1-not sufficient, 2-sufficient, 3-Highly sufficient.*

	1 (Not Sufficient)	2 (Sufficient)	3 (Highly Sufficient)
Financial reward-like salaries, benefits and allowances			
Non-financial reward like promotion, recognition and responsibility			
Compensation policy and programmes	I		

8.   To what extent do you agree with the following statements? Use a scale of 1 to 5 where; [1]-Strongly disagree [2]-Disagree [3]-Moderately Agree [4]-Agree [5]-Strongly Agree

	1(SD)	2 (D)	3 (MA)	4 (A)	5 (SA)
My county offers both financial and non-financial rewards to its employees					
My total reward is fair in comparison to that of employees in other county governments					
Employees are given positive recognition when they produce high quality work					
My county reward system is competitive, fair and equitable					
Compensation and reward policy in my county includes all types of rewards to retain talents					
My county provides us with adequate and fair salary packages					
Promotion in my county is based on merit					
My county provides us with adequate allowances					
Employees in the county take responsibility for work done					
Employees are satisfied with promotion and recognition programs in the county					
Employees are motivated to initiate and complete projects in time when given salary and allowances					

Section B: Competency Training

9. Enumerate some of the training types that you county government provides.

……………………………………………………………………………………………

10. How effective are the following elements of competency training on county development. Use a scale of 1-3. 1-Less effective, 2- Effective, 3-Most effective.

	1-Less effective	2-Effective	3 Most effective
Mentorship and coaching			
Self-learning opportunities			
Training and development programmes			
Training policy and strategy			
Off-the-job training programmes e.g workshops, lectures, seminars			
On-the-job training programmes e.g job rotation, job enlargement, job coaching			

11. To what extent do you agree with the following statements? Use a scale of 1to 5 where; [1] – Strongly disagree [2] – Disagree [3] – Moderately Agree [4] – Agree [5] – Strongly Agree

	1(SD)	2 (D)	3 (MA)	4 (A)	5 (SA)
My county provides staff with opportunity to pursue academic and professional programmes					
My county has a comprehensive policy on training which links training to performance.					
In my county, training and development programmes are developed and implemented					
My county training strategy is in line with overall county objective					
Training in my county over the past years has enhanced transfer of training					
My county provides coaching and mentorship programmes to its employees					
My county offers both on-the-job and off-the-job training to its employees					

My county provide us with equal training opportunities to develop our talents					
In my county, employees are continuously acquiring new knowledge and skills, and mastering new ways of doing things					
Employees are satisfied with training needs assessment in the county					
Knowledge acquired through continuous training increases the level of project completion					
Employee trained on competency are able to generate more revenue to the county					

Section C: Career Growth and Development

12. Are you aware of the county government career growth and development programmes?

   Yes [   ]   No [   ]
   If yes, give reasons…………………………………………………......................

13. Rate the effectiveness following aspects of career growth and development as far as county development is concern. Use a scale of 1-3, 1-least effective, 2-Effective, 3-Most effective.

	1-Less effective	2-Effective	3-Most effective
Career pathing and planning			
Succession planning			
Self-development programmes			
Career counselling			
Challenging job assignment			

14. To what extent do you agree with the following statements? Use a scale of 1to 5 where; [1] – Strongly disagree [2] – Disagree [3] – Moderately Agree [4] – Agree [5] – Strongly Agree

	1(SD)	2 (D)	3 (MA)	4 (A)	5 (SA)
My county has an elaborate and a functioning succession planning policies					
Career development policies in my county are known to workers and applied to develop talent					
My county provides regular opportunities for career advancements through self-development programmes					
My county help employees define their career path for their personal advancement					
Employees in my county are given challenging job assignment to enhance their personal growth					
My county provides career counseling to employees periodically					
My county review their career development policy regularly					
Revenue collection targets are achieved through providing employee with career growth and development opportunities					
Supervisors and employee are responsible for individual career advancement for development of county projects					
Employees are satisfied with career paths in the county					
Challenging and creative works increases the level of project initiation and completion rates in the county					

Section D: Work-life Balance

15. Is the level of provision of work-life balance programmes in the county low or high? Give reasons for your answer. ………………………………………………….

16. Rate the level of provision of the following work-life balance programmes in your county for enhanced performance. Use a scale of 1-3. 1-Not provided, 2-Rarely provided and 3-Frequentl provided.

	1-Not provided	2-Rarely provided	3-Frequenty provided
Flexible work arrangement e.g compressed work weeks, telework and job sharing			
Employees welfare programmes e.g child care services, dependent assistance and sponsored vocation			
Provision of leave e.g sick, maternity, paternity and education leave			
Personal development programmes			
Employees assisted programmes e.g stress management programmes and payment of medical expenses			

17. To what extent do you agree with the following statements? Use a scale of 1 to 5 where; [1] – Strongly disagree [2] – Disagree [3]-Moderately Agree [4] – Agree [5] – Strongly Agree

	1(SD)	2 (D)	3 (MA)	4 (A)	5 (SA)
Work schedules in my county are flexible enough to allow employees attend to personal issues					
My county has part-time working arrangements					
Gyms and mental relaxation programmes are available in my county					
My county provides employees with statutory leave (paternity, paternity and sick leave) and other types of leave like education leave					
My county provides employees with welfare programmes e.g child care services, dependent assistance and sponsored vocation					
My county provides employees assisted programmes					

	1(SD)	2 (D)	3 (MA)	4 (A)	5 (SA)
e.g stress management programmes and payment of medical expenses					
Mobilization of donor funding and grants is as a result of flexible work arrangement in the county					
Employees welfare programmes results to faster county projects completion rates					
Provision of statutory and non-statutory leave results to meeting of county revenue collection targets					

Section E: Moderating Variable

18. To what extent do the following aspects of leadership affects the relationship between employee retention practices and organization performance in Western Kenya Counties? Use a scale of 1 to 5 where; [1] – Strongly disagree [2] – Disagree [3] – Moderately Agree [4] – Agree [5] – Strongly Agree

	1(SD)	2 (D)	3 (MA)	4 (A)	5 (SA)
Leadership in my county is competent enough to implement devolved governance function					
The employees in my county appreciate the leadership adopted in the organization.					
My county leaders provide us with opportunities for learning and development					
The county leadership ensures that workers are trained on how to generate more revenue to the county					
My county leaders motivate us by providing career progression paths					
There is teamwork in the county that enhances county projects initiation and completion					
Democratic work environment has a positive impact on the relationship between employee retention practices and donor funding					
My county has a climate of trust and openness which favours the development of employee retention practices for enhanced revenue collection					
Leadership flexibility is an ingredient of developing and implementing employee retention practices for development of county projects					
Collective decision making is important for attracting and utilizing grants and donor funding					

19. To what extent do you agree with the following statements? Use a scale of 1to 5 where; [1] – Strongly disagree [2] – Disagree [3] – Moderately Agree [4] – Agree [5] – Strongly Agree

	1(SD)	2 (D)	3 (MA)	4 (A)	5 (SA)
Competent staff have the ability to attract investors for better county performance					
Development projects can be enhance through training of staff on management of county resources					
My county employees are satisfied with the level of implementation of work-life programmes					
Provision of better reward packages to employees improves county revenue collections and generation					
Offering career growth and development opportunities to employees results to low level of project initiation and completion					
Well trained employees are able to utilize well the grants receive by the county from the national government and the donors					
Provision of work-life balance programmes to employees make them be more satisfied					
Career counseling results to positive effect on employees satisfaction					
Giving employees both financial and non-financial rewards improves the level of employees satisfaction					

Thank you for your time and participation