

**STRATEGIES USED IN EMPLOYEE RETENTION  
BY NON GOVERNMENTAL ORGANIZATIONS IN  
KISUMU COUNTY, KENYA**

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**DECLARATION**

This research project is my original work and has not been presented in any other University.

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This research project has been submitted for examination with my approval as University Supervisor.

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## **DEDICATION**

This project is dedicated to my husband Joseph Marembo, children Braden and Trina Marembo who are my daily inspiration of all that is noble in this world. Special dedication to my parents Mr Ezra Opar and the late Mama Pamela Atieno Opar, your sacrifices for my sake has brought me this far. My siblings Ben, Winnie and Tonny Opar have been instrumental in my academic progression.

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## **ABSTRACT**

Employee retention is a vital issue and challenge to all the organizations in today's world. There are numbers of factors which promote the employees to stay or leave the organization, such as external factors, internal factors and the combined effect of both. The study's objective is to establish employee retention strategies used by NGOs in Kisumu County and to determine the effectiveness of the employee retention strategies practiced. The study adopted a descriptive cross-sectional survey. Primary data was gathered using a semi structured questionnaire as an instrument of study. Data was analyzed using pie charts and graphs. The study found out that most of the NGOs are employing different kind of strategies but the main strategies include active employee socialization, career planning, and training and development. The study concluded that organizational socialization career planning training and development work life balance and organizational socialization are imperative dimensions when it comes to employee retention. The study recommends that organizations should periodically conduct ext, engagement and culture surveys to understand the changing expectations of the critical workforce from time to time and take all the inputs to have a holistic understanding of the factors influencing retention of employees. This helps in developing employee specific retention strategies to control attrition. The study's implication on policy and practice shows that there is no assured combination of strategies that are entirely adequate in all companies rather there are best practices identified within the HR literature that organizations interested in personnel retention can replicate.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Employee retention is about integrating the employee into the organization, by means of orientation, socialization, professional development and training (Chapman 2009). It entails deliberate to encourage curbing high staff turnover in companies to ensure their maximum retention. Retaining the target team is important to an organization and is a source of competitive advantage. Such distinctive position is unsubstitutable by competitors and results in terms of producing high-spirited and motivated colleagues able to offer better customer service resulting enhanced productivity Hong *et al.*, (2012). Organizations would retain their staff for a specific duration so as to utilize their skills and competencies enabling completion of particular tasks or projects, Hong *et al.* (2012). The Challenge for Non-Governmental Organizations (NGOs) is that, due to their nonpermanent life, they cannot provide permanent employment. Employees appreciate this fact that impacts the type of contracts that such organization eventually offers their staff. Their management, therefore, have to craft measures that will ensure that their employees stay as long as possible.

Responsive retention practices in the case of employment contracts need to embrace incentives longer-term in nature for the particular employees given their ongoing value to the organization. For employees, fixed term and temporary contracts might credibly be associated with higher job insecurity, a sense of marginalization and loss of opportunity for development, for career and organizational identification. Growth of such contracts is shifting the risk from the employing organization to the individual (Beck, 2000). One

approach does not fit all as different individuals have different priorities. In respective, a stable workforce is an essential tool in efficient talent management strategy although it has still remained a significant challenge over the years, (Deery, 2008).

Employee motivation theories provide a fundamental explanation describing human behavior in a particular manner. This study reviews some employee motivation theories and offers an understanding of how they affect employee retention and other behaviors within organizations. To this end, the theories relate to factors that motivate an employee to stay with the organization for the longest possible time. Conventional motivation theories include hierarchy of needs by Abraham Maslow, Motivation hygiene factors by Herzberg, expectancy theory and management by objectives among others). The term NGOs has different meanings as indicated in the literature; however this study adopts Salamon et al. (2004) structural operational definition. It indicates that the NGO sector comprises of entities that are organizations, self-governing, private, voluntary, non-profit distributing and operate for public benefit. Despite the recent growth and importance of Nongovernmental organizations (NGOs), particularly in developing countries such as Kenya (NGO Coordination Board 2010), research focusing on employee retention practices in these organizations lags behind.

### **1.1.1 Employee Retention**

Employee retention defines a process in human resource management where personnel are motivated to remain with the organization for the longest possible period or until the completion of the project. It is beneficial to the organization as well as the employee and

soon as an employee feels dissatisfied with the current employer or a job; they simply shift to another group. Every employer, therefore, has a duty to ensure they retain their best employees (Carsen, 2005).

Employee turnover that reflects the number of staff who has departed within a particular period is, therefore, one of the largest though widely unknown costs an organization faces. Although it is difficult to hold onto all desired staff, the loss can be certainly minimized. In most business settings, the primary goal of human resource managers reduce the attrition rate, thereby decreasing training costs, recruitment costs and loss of talent and organizational knowledge. Executing lessons learned from key organizational behavior concepts; enables employers to improve retention rates and decrease the associated costs of high turnover. Companies can seek positive turnover whereby they aim to maintain only those staff considered as be top performers (Carsen, 2005).

The process of employee retention will benefit the organization as follows; first the cost of employee turnover increases company's expenditure and reduces profits (Connel 2003). Although it is challenging fully to calculate the cost of turnover that includes recruitment costs, costs of training new staff and productivity loss, industry experts often quote twenty-five percent of the average employee salary as a conservative estimate. Second regards loss of companies. The relationships developed encourage continued sponsorship of the business. If staff leaves, such relationships are affected, that could lead to potential customer loss. Fourthly, turnover leads to more turnovers. When staff exit, the departing member takes away with them essential knowledge about the company,

customers, current projects and history, although a lot of substantial investments undertaken in general anticipation of some return. Thirdly; there is an interruption of client service: Customers and clients sometimes trade with a company in part because of particular staff employment separation has effects throughout the firm. The untold negativity often intensifies for the remaining staff. Next concerns goodwill of the company: The company good will is easily maintained when the attrition rates are low. A higher retention rate tends to motivate potential employees to join the organization and also helps in regaining efficiency. If an employee quits, considerable effort is wasted in re-hires, subsequently other costs such as training of new hire and other costs are suffered directly by firms often without their realization. Moreover, even after these companies there is no assurance for comp of the same efficiency from the new employee (Connel, 2003).

### **1.1.2 Employee Retention Strategies**

A good manager regards the attraction and retention of high-quality employees as a significant role. Trends such as globalization, increase in knowledge work and ever constant technological advancement make it vital that firms acquire and retain human capital. While there are key differences across countries in relation to retention strategies, analysis of the costs of turnover and labor scarcity in vital industries across. There is emphasizing on the importance of retaining key employees for organizational prosperity (Hiking & Tracey, 2000). In a rejoinder, managers have executed human resources policies and practices actively to reduce avoidable and undesirable turnover (Fulmer, Gerhart, & Scott, 2003). Employee retention can entails the manner; plan or set of

decision-making style put in place by companies to keep top performing staff (Gberevbie, 2008). There has been numerous human resource strategies intended to keep staff for the longest period for the advantage of the companies.

Strategic human resource researchers are still exploring the causal mechanisms between Human Resource practices and firm performance (Hatch & Dyer, 2004), although most include voluntary turnover as a key component of the equation. In contrast, the topic of voluntary turnover is a vital bridge between macro policies and micro behavior in organizations. It is one variable that conceptually connects the experiences of individuals in organizations to significant measures of success for those organizations. For firms to compete effectively in a very competitive global business world environment, it is imperative that decision makers in firms should design strategic retention programs aimed at aligning and integrate their new hires into the organization. It should be done by aligning the firms' human capital processes such as recruitment, with its overall business strategy. The procedure involves boosting the retention strategies to a more strategic point which in turn yields irrefutable business advantages and employee's satisfaction to remain with the organization. In the next step, organizations must regularly review and analyze the productivity of these systems, ensuring that all personnel data are captured and aligned. The result will help raise the productivity of the organization and also serve as an early caution for problem areas (Ulrich & Smallwood, 2005).

### **1.1.3 Non-Governmental Organizations in Kisumu County**

The Kenyan NGO Coordination Act defines it as an exclusive voluntary grouping of individuals or associations operated not for profit or any other commercial purposes. They organize themselves nationally or internationally for with overall the aim of serving the general public and also to enhance industry activities and support supply of amenities and services"(NGO Coordination Board, 2010, p.3). The definition of the term differs across the world based on the economic definition that focuses on the source of organizational support. Definition based on the legal status of the organization and interpretation based on the purposes such organizations pursue. Salamon *et al.*, (2004). According to a UN-Habitat study (2004) Kisumu City experiences a high unemployment rate of about 30%. Low income and job insecurity are the biggest challenges that the poor of Kisumu face. It experiences the highest average urban poverty levels at 48% against a national average of 29%. There is, therefore, a big presence of NGOs in the area with the aim of addressing the social challenges faced in the region. The NGOs engage staff to drive their agenda so as to achieve their diverse objective within their lifeline.

### **1.2 Research Problem**

The dilemma facing organizations human resource managers are whether to invest more time and money for fine-tuning their recruitment strategy or paying extra attention for retaining the talent they already have. Recruiting new staff is costly, stressful and time-consuming and well - managed organization with valued staff make deliberate efforts and investments to ensure they stay (Main, 2008). They appreciate that there is a distinction between factors that attract a candidate to a particular job is what keeps that person there.

Salary doubtlessly is a primary consideration for potential employees, but pay alone will not keep them in a job (Angott, 2007). There is another attractive aspect besides compensation attracts an exceptional employee and makes them stay. Numerous studies have been conducted the topic of employee retention. Ramlall, (2003) undertook a study to examine the elements that most significantly influence employees' decisions to stay in a particular organization and possible reasons for choosing to leave. In addition, another study sought to find the significance of retaining critical employees and developing strategies to enhance employee retention practices. The rising difficulties in retaining skilled, capable staff amounted to an emerging crisis within the industry and called for the growth of productive workforce retention strategies within the industry (Cordery, 2006).

Manyura, (2012) found that compensation of staff, training and development, job characteristics and promotion are necessary for the organization since they significantly influence the organization performance. The study identifies a need for further addressing maintaining and retain employee in an organization. This study proposed a conceptual framework derived from the results based on the interview questions. The fundamental concepts that are prominent in employee retention literature examined to establish employee retention strategies included organizational socialization, career planning, training and development, work-life balance and employee compensation. Although previous studies have identified effective strategies for employee (Cordery, 2006), employee retention practices among the NGOs in developing countries have not been comprehensively explored. This study sought to find out if management of NGOs in



Kisumu County is taking deliberate formal measures to managed employee turnover which is a serious challenge to organizations today. It established if the findings of previous studies in the same subject are applicable to NGOs particularly in Kisumu County.

### **1.3 Research Objectives**

The following objectives guided the research

To establish employee retention strategies used by NGOs in Kisumu County

To determine the effectiveness of the employee retention strategies practiced

### **1.4 Value of the Study**

Companies need to practice effective employee retention strategies in order to gain a competitive advantage in the market. This specific research is going to elaborate the employee retention strategies and Human Resource Managers, whether in public practice or industry, who spend considerable time and effort in employee resourcing will find it insightful. This study will be useful to such audience especially in the NGO sector as it focuses on identifying employee retention practices and whether or not the strategies are effective. Other organizational managers will also find it useful as the disruptive nature of high attrition rates affects the organization as a whole.

This study also contributes to employee retention research by deriving a symbology of retention practices and investigating their effectiveness in NGOS in Kisumu County.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter will entail a review of the literature on employee retention strategies. It will also bring out the influence socialization; training, compensation and employee development program has on an organization's staff retention.

### **2.2 Theoretical Foundation**

This part of the study introduces Maslow's hierarchy of needs and Herzberg's two factors theory. This helps to generate more insightful knowledge of motivational aspects.

#### **2.2.1 Maslow's Theory**

Maslow's defining work was the establishment of the hierarchy of needs. People aspire to become self-actualizing and regard human potential as vastly underestimated and unexplained territory Stephens, (2000). This theory is base on two principles: deficit and progression the deficit principle states that the needs that are satisfied are no longer motivate the behaviors; people only act to fulfill the deprived desire. The progression principle defines that needs at individual level only come when the lower-level needs were satisfied, Physiological needs are at the lowest level in the hierarchy. This level of needs consists of basic means of living for example, food to eat and shelter to live. Though these requirements are necessary, Maslow emphasizes that they have an overall influence onto other needs. A person who is hungry tend to think about nothing but foods and the desire to eat can be huge enough to push other needs to second priorities.

In an organization context, physiological needs are relevant to basic salary, working hours and physical comfort (John, 2006). Once physiological needs are satisfied, and the next level of needs emerges. Security needs are the need to be protected and secured from dangers. Applied to working life, these requirements consist of the insurance, work safety condition, job security as well as financial benefit that assure certain living standards.

The next level of the hierarchy is social needs, which relate to the desire to love and beloved, as well as engage to the society. In working life, these requirements can be translated to the relationship with coworkers and supervisors or the interaction with customers. These relationships, if managed effectively, satisfy employee social needs by creating a sense of being connected. The esteem needs are the needs to be highly evaluated, by one and others. Self-esteem needs relate to the desire for confidence, independence, competence and ability of to accomplish tasks. Besides, one also needs to be esteemed by other people expressing through the desire to be recognized and appreciated. (Dessler, 2005). The final level of needs is self-actualization, which denotes the desire to develop and improve to become actualized in what one is potential. In organization context, these needs are the desires for development and promotion opportunities, or creative and challenging jobs. (Dessler, 2005,) Though Maslow's theory and its principles were not verified and considered valid; the idea of this theory can be helpful for managers to understand employee needs. The highest level of needs defined in the hierarchy also portrays the ideal attitude and status of an employee.

According to (Greenberg & Baron, 2003,) self-actualized employees tend to perform with the highest productivity. In Maslow's theory one can never run out of motivation because the very top level, self-actualization, which relates to the attainment of staff maximum potential, can never be fully met. From this theory it is presumed that, it is demanding for the employer to plan what staff ought to focus on in order to motivate the employees and implement a system of employee benefits that inspires and encourages the staff to work by giving in their very best, knowledge and develop their efficiency.

### **2.2.2 Herzberg's Theory**

Herzberg two-factor theory as cited in Bassett-Jones and Lloyd, (2005) provided a theoretical background for this study. He introduced the two factors theory in the book "Motivation to work" in 1959. The theory provides a framework for management to understand factors that motivate and dissatisfy the employee. Based on an insightful research conducted by in-depth interviews with more than 200 employees about the moments of positive and negative feeling about their jobs, Herzberg came to the conclusion to divide behavior driven elements to two categories: hygiene factors and motivators. Hygiene factors consist of factors where dissatisfaction can arise from, for instance, company policies, job security, employment relations and working conditions. Though these factors do not motivate people, they can lead to dissatisfaction if not managed effectively. Motivators include achievement, growth opportunities, a sense of recognition, and job responsibility. These factors are the keys to job satisfaction, which can motivate people to improve the performance.

According to Herzberg, the reverse of dissatisfaction is not dissatisfaction, and the opposite of satisfaction is not satisfaction. The employee remains in neutral status in case there is no motivator, as well as they would be neither dissatisfied nor satisfied once level of hygiene factors is adequate. (Herzberg *et al.*, 2010). Empirical studies (Griffeth *et al.*, 2004) have, however revealed that employees cited external elements such as a competitive salary, good interpersonal relationships, friendly/conducive working environment, and job security as key motivational variables that influenced their retention in the organizations. The result of this, therefore, is that decision makers should not rely only on intrinsic variables to guide personnel retention; rather, a mix of both natural and external variables should be considered as an effective retention strategy.

### **2.3 Strategies for Retaining Employees**

Employee retention refers to plans and practices companies use to prevent valuable employees from terminating their employment contract. It involves measures to encourage employees to remain in the organization for as long as their services are required. Hiring knowledgeable staff for the job is essential for an employer, but retention is equally important. The statement is true as many employers have underestimated costs associated with turnover of key staff (Ahlrichs, 2000). Turnover emanates from matters such as weak background checks, short-term personnel expenses, relocation assistance costs, fees charged for formal training to new staff and on boarding related expenses (Kotzé and Roodt, 2005). For this reason retaining top talent, has become a primary concern for many organizations today.

Meaghan *et al.*, (2002) argued that employees are critical to the organization, and their values cannot be easily replicated. Many critical analyses are conducted to minimize the possible occurrence of a shortage of highly-skilled employees who possess fundamental knowledge to carry out tasks at high levels. This is because such activity will lead to adverse condition to many firms who failed to retain these high performers. The organization would then be understaffed, with under-qualified staff that will directly impact their competitiveness negatively in that particular industry. (Okum *et al.*, 2003). Literature of employee's retention shows that attracting existing employees costs less than acquiring new talents as firms know their employees and what they want, and the initial cost of attracting fresh staff has already been spent (Davidow and Uttal, 1989). Employees appeared in their jobs more often than not are very committed to doing an excellent work and vigorous to improve their organizational customer's satisfaction (Dento *et al.*, 2000). Other studies indicate that efficient communications improve employee identification with their colleagues and build openness and trust culture. Increasingly, organizations provide information on values, mission, and strategies, competitive, performance, and changes that may impact employees enthuse (Gopinath and 2000). Research shows that staff stay when they experience healthy relationships with colleagues (Clarke 2001). Organizations, therefore, make efforts to encourage team building, issue assignments involving teamwork and opportunities for interaction both inside work environment and off the job (Johns *et al.*, 2001). As part of the chain in developing and executing strategies to retain and leverage competition, organizations are still challenged on retaining their best performing employees.

Allen (2006) found that an organization's socialization tactics empower the organization to embed new employees actively. Specifically, collective, fixed and investiture tactics were positively related to on-the-job embeddedness. Moreover, on-the-job embeddedness mediated the relationship between some socialization tactics and turnover. Mossholder *et al.*, (2005) also built on the logic advanced in the job embeddedness concept and researched the effect of relationships on turnover. They found that network centrality and interpersonal citizenship behavior were negatively related to turnover. Also, (Zatzick and Iverson 2006) found that off-the-job embeddedness decreases turnover, especially among women. Allen *et al.*, (2003) discovered that perceptions of supportive human resource practices (participation in decision making, fairness of rewards and growth opportunities) contribute to the development of POS, which is negatively related to withdrawal. Given that employers are looking to increase the probability that valuable employees stay and less valuable employees leave, systematic investigations into the process of staying seem especially promising.

Existing studies suggests that the employer embrace divergent techniques to lower attrition rates like compensation training, work environment, among others. Labour shortage is a major concern for the organization, and the company's primary goal is to keep the personnel, especially talented employees (Moncarz *et al.*, 2008; Glen, 2006), and these researches also proved that these variables significantly affect retention. Most researchers use the variable mentioned above variables to monitor their effect separately on how working environment affect employee turnover. They are also used to determine how employee to retain employees, T & D, and the impacts of rewards (Deckop *et al.*,

2006; Acton and Golden, 2003; Bhattacharyya *et al.*, 2008). Janki, (2009) indicates that most troubling issue faced by today's global organization is to hold on to their personnel. His study offers insights into employee retention strategies, courses of action to undertake and techniques to reduce the rate of attrition. In retaining valuable employees, the strategies of proper attention should be given to every employee. Acquiring the right people at right time, providing training and succession plan and acceleration pool, offering better career visibility, using explicit ranking systems tied to incentive and differentiate the company with a unique culture, are some of the options that can be adopted. Keeping in view all the above aspects studied so far; a holistic approach towards understanding attrition is felt important to control attrition effectively in NGOs by designing specific employee need based retention strategies. An attempt is, therefore, made to understand if there is a significant difference in response among NGOs to help the HR professionals to design Employee retention strategies specific to their Organization to control attrition.

### **2.3.1 Organizational Socialization**

Company socialization is yet another paramount part of the firm's HRM programs. On boarding, also known as organizational socialization or employee orientation refers to the mechanism through which new employees acquires the required proficiency, skills, and character to become effective organizational members and insiders, (Bauer & Erdogan, 2011). Skills used in this process include formal meetings, lectures, videos, printed materials, or computer-based dissemination of information to introduce newcomers to their new jobs and organization. (Bauer & Erdogan, 2012 increased contentment with a



job, better job performance, greater organizational commitment, and reduction in stress and intent to quit. Indeed, the process of socialization is so ubiquitous, and employees go through it so often during their total career, that it is all too easy to overlook it. It is a process that could make or break organizational systems of manpower planning. The speed and effectiveness of socialization determine employee loyalty, commitment, productivity, and turnover. The primary stability and effectiveness of organizations, therefore, is dependent upon their ability to socialize new members. (Edgar, 1988).

The effect of early learning procedures on the newcomer's subsequent adjustment to the firm occupies a central position in research on organizational socialization. It is vital that staff learn the practice and act in as desired by the company, and management is tasked to undertake it, (Syatat, 2006). Following the above discussions, socialization entails elementary systematization and introduction of new entrants and coaching new employees about the organization's culture. Introductory rationalization and introduction of employees is a part of the socialization process that embraces activities related to introducing newcomers, familiarity with relevant departments and organizational atmosphere and culture, familiarity with HR policies, and so on (Syed, 2009). Socialization is a strategy for assisting the new staff to settle in their new work environment and, if rightly undertaken, could notably strengthen their loyalty and long-term commitment to the company. It is an essential part of the on-boarding process in helping a new staff to gain their ground in their sections and company achieved in the ways described below, among others. Previous studies have shown that having a well-planned and detailed orientation program may not only establish a great first impression

with new employees, but it also equips them to be a strong contributor to the team early in their service and assist with recruitment and retention (Schlabig, 2010).

New contract between employees and employers based on employability through ongoing learning and development, and the ability to learn to undertake new roles quickly is considered important (Wright & Snell, 1998). The time necessary for a new hire to become completely integrated into their position can range from six months to one year. Hence, of vital importance is thinking of orientation as a procedure rather than a one-time event (Dunn, 2009). Farahi, (2008) indicates that organizational socialization has a direct relationship with company efficiency, group achievement and also useful in managing attrition rates. Socialization motivates staff to stay and effect top performance improvement Syatat, (2006). One method of socialization relates a formalized employee mentoring program where the new hire is assigned to colleague with one or more tenured peers (Herman, 2009). The new hire should be guided to a colleague of whom they can interact with and seek clarification in areas that trouble them, (Ibid, 2009). Through such mentoring, the employee feels appreciated and valued as a person and that their ideas and issues matter.

A supplementary socialization tactic in the on-boarding process is to help new personnel forge their organizational networks (Herman, 2009). This step reinforces the employees' sense of inclusion and belonging. New staff gets more oriented and practical in the firm as they learn whom the most relative contact persons in the group are, among other rules, regulation and standards governing the company. Organizational turnover is, usually,

highest among new employees (Griffeth & Hom, 2001). Inadequate socialization, therefore, is the primary cause of withdrawal for new recruits (Feldman, 1998). Cable and Parsons (2001) found that some socialization tactics influenced perceptions of person-organization (P-O) fit and values congruence and that P-O fit and values congruence were related to turnover, although they did not study the precise relationship between socialization tactics and turnover. There is some evidence that socialization tactics may directly affect turnover (Self *et al.*, 2001).

Social tactics that are serial and investiture are intended to provide positive social support and role models. Research indicates that this should result in the greater sense of community, internalization of organizational values and more developed social networks (Chatman, 1991). These tactics may also lead to better fit and reduced anxiety (Cable & Parsons, 2001). Involvement in social networks, shared values, and a sense of community should increase embeddedness and reduce turnover. The ways organizations manage initial interactions with the job and other firms' members sends signals about the companies and one's place in it. It also influences how newcomers adjust, and may aid retention (Cable & Parsons, 2001). The newcomers experience everyday learning experiences, whereas, with individual tactics, each newcomer is exposed to a unique set of learning experiences. Formal tactics segregate newcomers while they learn their roles while informal tactics involve learning on the job.

One of the most insightful findings in a firms' entry research is that, newcomers tend to have inflated expectations. These expectations can be managed by providing realistic

information of the pro and con features of jobs and organizations, and that such realistic job previews can help manage retention (Bauer *et al.*, 1998). Although realistic job previews theoretically intended for pre-entry socialization, they are often given post-entry and still influence retention (Bracker *et al.*, 1999). Realistic information is designed to help newcomers adjust to their new organizational realities and cope with culture shock, frustrations, and obstacles. Substantial evidence shows that realism influences turnover, for reasons such as increased coping, met expectations, perceptions of organizational honesty, and self-selection (Breaugh & Starke, 2000). Better coping and adaptability should encourage newcomers to perceive better fit, while believing the organization is honest may lead to values congruence and could also be seen as a sacrifice that would get lost upon leaving the body. Thus, realism should also increase embeddedness and reduce turnover.

### **2.3.2 Career Planning and Development**

Career development is a system that is an organized and well documented, detailing a designed effort towards achieving a strike between the staff career needs and the organization's workforce requirement. Opportunities for career development regarded as one of the most significant factors affecting employee turnover. It is proposed that a company that wants to strengthen its bond with its employees essentially has to infuse in the training and development of these employees (Tang et al. 2003). The subject involves creating room for upward career mobility within the company and also providing occasion for training and critical skills development. These will, therefore, allow

personnel to improvise their employability comparatively on the internal and/or external labor market (Butler and Waldrop, 2001).

The best strategy for companies to instantly improve staff productivity and enhance their retention is to seek to optimize their workforce through extensive training and development. For the achievement of this purpose, organizations will have to invest in staff to amass the requisite particular knowledge, skills and competencies that will enable them execute tasks effectively in a dynamic and complex work environment, Wan (2007). Suggesting the centrality of human resource to the accomplishment of organizational goals and objectives. Career planning is critical to employee retention with ever changing technology, fueling job and wage growth; the multifamily industry is compelled to compete for top talent in new and modern ways. Through an associated review that focuses ahead rather than in the past, Career Planning helps the associate understand all the opportunities available within the firm. (John, 2000).

Training is a crucial part of various HRM practices, used for retention and development of employees. There are different types of training that staff can be subjected to, including on-the-job training, vocational training, general and specific training, (Ranger, 2002). Personnel training corresponds to the process in which essential competencies and skills directly linked to the job are taught to employees. Gallagher and McLean Parks, (2001), indicate that it has become a variable of great importance in many organizations today. The gap arises, above all, due to a growing interest in task

flexibility, with staff being rotated from one position to another according to the needs of the moment, bringing with it some loss of emphasis on job demarcation.

Sahinidis, (2008) defines training as a planned procedure that designed to enhance the determinants of individual job performance. The company suffers in quality and implementation due to lack of training (Waddell, 2003). The idea of training arose from metamorphosis acquired through learning, despite the notion that change is necessary for the development of staff. In this promising organizational reality for survival, a company must be equipped with features of adaptability, flexibility and permanence. Characteristics such as these are essential for the survival of the firm accomplished through personnel T & D (Al-Khayyat and Elgamal, 1997). An effective mentor is required in an organization because, through them; there can be the best transfer of training. As much as they may be supportive and can deliver a thing timely and correctly, they will be respected. (Cromwell, 2004).

According to Deckop *et al.*, (2006) development reduces the turnover rate of employees. Advancement opportunities reduce not only truancy, but they also increase employee commitment and satisfaction which helps in reducing turnover. The mentor role and job challenges, recognition and organizational programs have a vital role in the advancement of employee management skills (Burke *et al.*, 1998). Development opportunities motivate staff to adopt despite possible challenges on the job enhancing their chances to remain in their current task (Deckop *et al.*, 2006). A Professional development looks forward at an employee's future goals and opportunities to grow along a career path. It can be used to

correct minor deficiencies, set new sights, define new learning programs, and guides staffs where they can hope to advance within the firm. The workforce development focuses on acquiring, developing, and retaining, the best of the personnel from the largest business practices to meet the objectives or goals of the companies. Advancement opportunities reduce not only truancy or unnecessary absence, but also increase employee commitment and satisfaction which helps in reducing turnover.

### **2.3.3 Work-Life Balance**

Work-Life Balance practices are those formalized structural and procedural arrangements as well as documented and informal practices that enable individuals efficiently balance through the competing worlds of work and family life, (Osterman, 1995). There is no preferred definition for the term; the phrase commonly refers to one or more of the following features company support for dependent care, flexible work options, and family or personal leave (Estes & Michael, 2005). These methods include flex work schedules such as flextime that permits staff to alter start and stop times for work provided a certain number of hours is worked compressed work week. For instance, employees are permitted work a full week's worth of hours in four days and take the fifth off. Working from residential environment at home (telework), sharing a full-time job between two employees (job sharing), family leave programs such as maternity or paternity leave, adoption leave, compassionate leave, on-site childcare, and financial and/or informational assistance with childcare and eldercare services.

Work-life balance, therefore, entails attaining a balance of professional work and the life activities, so that it brings down conflict between official and domestic/personal life and resulting in enhanced efficiency and productivity improves commitment and contentment (Shrotriya, 2009). Ratna *et al.*, (2008) indicates that this subject has ignited a major concern lately because of a large number of awareness creation efforts capturing staff health, routines in areas of work, declining levels of productivity and competence at the employee level. Policies relating to work- life balance help staff to strike a balance between family and work related requirements so as to better their output and enhance their attitudes and behaviors such as organizational embeddedness (Groover and Crocker, 1995). Contemporary organizations in today's competitive global organizations have to look beyond the routine human resources interventions. Such employers are called upon to implement employee programs such as flexible working hours, flexible work arrangements, leave policies in lieu of family care responsibilities and employee assistant programs. These actions are commonly referred to as family friendly policies or work-life balance practices in research, (Jahn *et al.*, 2006).

Most cited work-family policies in work-family research is focusing onsite day care, help with day care costs, elder care assistant, information on community day care, paid parental leave, maternity and paternity leave with reemployment and flexible scheduling (Perry-Smith *et al.*,2000). Employees who have access to family-friendly policies in return appreciated remarkably greater organizational commitment and exhibited significantly lower intention to quit their jobs (Grover & Crocker, 1995). Kodani *et al.* (2009) revealed that work-life balance and job satisfaction are directly related to and to



increase the morale and productivity of the employee's organizations ought to play a facilitating role to provide ways to manage work-life balance. (Hartmann *et al.*, (2008) concluded that it was a vital issue, and staff commitment is particularly high in the organization that has work-life balance policies. He also suggested that a workplace culture supportive of work-family balance, management support to employees is paramount for employee commitment to the organization.

Patriciaratiu *et al.*, (2010) argue that that availability and use of these programs, when provided in the context of supervisor and organizational support can reduce work-life conflict and increase positive appraisals of one's organization. These effects are often associated with employee attitudes such as increased job satisfaction, reduced absenteeism and increased productivity, organizational commitment and loyalty with higher levels of organizational performance. Work-life programmes have the possible effect of significantly improving employee morale, reduce absenteeism and retain organizational knowledge, particularly during the challenging economic times. In the modern global marketplace as companies aim to reduce the cost, it is necessary to comprehend the critical issue of work-life balance and to champion work life programmes. Work-life programmes offer a win-win situation for employers and employees.

#### **2.3.4 Employee Compensation**

Personnel are the typical background of any organization hence their motivation and satisfaction, goes a long way in keeping them in any typical firm. Financial rewards to

staff in the form of salaries and wages should essentially be adequate. An efficient management system is that which makes a comparison of its compensation plans with the other jobs in the industry or the established benchmark. Rizwan (2010) identified that the contemporary organizations incorporate employee commitment and the performance level of the firm. To ensure staff motivation and instill a sense of worthiness in staff, rewards are the most incidental factors that used by the management of most organizations. Performance appraisals and remuneration are the major factors which are regarded to be the cornerstone for the performance evaluation programs. Rewards therefore form an integral component of the overall compensation management strategy and are also useful in performance evaluation program. Employee compensation describes all forms of remuneration given to the personnel arising from their employment (Dessler, 2008). It is one of the most powerful strategies that employers embraced in the light of attracting and retaining most valuable and worthy assets and included monetary and non-financial aspects.

Today's teams not only require financial rewards to fulfill their basic needs, but they also desire various non-monetary rewards and awards, often known as the fringe benefits. These privileges include bonus, retirement benefits, gratuity, educational and medical facilities. Organizations may additionally provide perks to staff on the ground of membership as an alternative for high-performance standards (DeCenzo & Robbins, 2006). Compensation management is often used by most managers to motivate and keeps staff for as long as possible and aims at improving the overall efficiency of the firm. Companies develop compensation structures in accordance with their corporate mission,

vision and specified objectives. Compensation management is beneficial both ways to staff and managers. It is beneficial for the establishment in the sense that it lowers the absenteeism rate. If an employee is dissatisfied with his work the prevailing remuneration and benefits him, the resultant effect is increased absenteeism. This strategy also helps to motivate the employee to work harder appreciating the fact that that they will be rewarded based on achievement of set targets. Thirdly, this procedure assists workers to feel satisfied with their jobs. If the employees are happy with the duties and responsibilities they perform and with the pay and rewards they get in exchange, they would never think of leaving that job and would love to stay with that company.

Compensation is also beneficial to the employee in a way that it injects self-confidence to staff. Providing different schemes of rewards acknowledges the efforts of employees that assist the staff in deciphering the point that they as well as their work is appreciated by the employer and also assists in relieving of tension. Companies that provide various grades of insurances to the workers often are relieved of many of their fears. Dissatisfaction based on the deficiencies of the work constant absenteeism rate is the consequences arising from the insufficient and inadequate benefits (DeCenzo & Robbins, 2006).

Hayat *et al.*, (2010) concluded that remuneration and benefits schemes are the most useful factor that influences a staff's contentment in a job. Other aspects affecting a personnel's job contentment include an equitable system for promotions within the company, high grade working conditions, quality leadership and positive relationships

among the colleagues. The old unwritten rule is that satisfied workers are delighted in their jobs and happy employees are the source of high profits for the firm. The fundamental purpose of incentives and recognition programs in a typical organization is to define a method to pay the employees and to communicate that system to the employees. Staff can then decipher the connection between their rewards and performance that would improve an employee's job satisfaction (Rizwan 2010). Khan *et al.*, (2011) highlights that the corporate organizations including the banks that attain customer, employees and other stakeholder loyalty have prosperously attained higher returns, better pays and rewards structure and have retained their most talented and determined staff. Similarly, Mohanty, (2009) seconded the same idea while highly emphasizing that open communication among the staff reward programs for personnel, performance based bonuses and incentives, career development programs are essential in employee retention.

#### **2.4 Effectiveness of the Employee Retention Practices**

In today's competitive and dynamic environment, employees have several demands from employers other than the salaries. Thus, the importance of effective employee retention strategies has increased too many folds. Satisfaction of material, as well emotional needs of staff, is necessary for retaining employees. It is, therefore, important to adopt of recruitment strategies that have the ultimate impact on the retention of employees (Sims, 2002). Each time a position falls vacant, voluntarily or involuntarily, a new entrant must be hired and trained, and the replacement cycle referred to as turnover (Wood, 1995).

Turnover is also often utilized to measure the correlation of employees in an organization as they depart, regardless of the reason (Taylor, 2002).

Job turnover defines the movement of personnel within firms where employees move from employment to employment, through transfer, promotion or relocation. This guideline can, therefore, indicate the effectiveness of the HRM programs and tasks. It can as well show the overall health of the firm, in satisfaction, morale and effectiveness terms (Nankervis et al., 1996). Effectiveness of HR strategies can be examined by reviewing turn operates. Price (1997) defines turnover, as the ratio of the number of employees who have left company, divided by the mean of staff in that firm during the period under consideration.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This next chapter gives a brief description of the research design, target population, sample design, data collection and analysis.

### **3.2 Research Design**

This study adopted descriptive cross – sectional survey as it sought to establish factors that enhance organizations high staff retention levels. Cross – sectional studies often employ the research strategy (Robinson, 2002). It describes the actual practice of the employee retention strategies by NGOs in Kisumu County and identifies which cases are more efficient by determining their turnover rate.

### **3.3 Target Population**

The target population in this study was focused on Non-Governmental Organizations operating within Kisumu City as per the attached list obtained from Kisumu Municipal office. The target population is 105 NGOs.

### **3.4 Sampling Design**

A list of 58 NGOs sampled out of the list of 105. The researcher picked this sample since they are located within Kisumu town and they also have offices within and outside the city. This is 55% of the target population. The researcher considered this adequate enough since it is above the threshold recommended by experts.

### **3.5 Data Collection**

Primary data was collected using a semi-structured questionnaire. A questionnaire is a group or sequence of questions prepared to gather information from an informant or respondent. The questionnaire had three sections; section A covered organizational pattern, Section B covered the respondent profile while section C is covered Employee Retention Strategies practiced. The respondents were mainly Human Resource representatives of the selected organization.

### **3.6 Data Analysis**

Data analysis was both quantitatively and qualitatively. Mugenda and Mugenda (1999) argue that qualitative data seeks to make general statements on how categories or themes of data are related. The study made use of tables, graphs and pie charts as appropriate to present the data. Tables in particulars were used for visual display and to show the obtained figures as collected from the financial reports.

Pie charts were also used to show the magnitude /relationship of variables. For qualitative data, descriptive analysis was used. Percentages were calculated to enable comparisons. Data presented through tables and figures. Analysis will be done through mean scores and frequencies to determine employee retention strategies practiced by NGOs in Kisumu County and their effectiveness. Average scores were calculated from the five- point Likert scale used to answer some of the questions. Standard deviation will be calculated to determine the variation of responses from responses. Data was arranged to simplify coding and tabulation and facilitate fundamental statistical analysis.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

In this section, the presentation of data is systematically linked to the self-developed questionnaire attached in Appendix I. It presents the analysis, findings and discussions of the study. The chapter consists of three sections. Section one deals with response rate and the demographic characteristics of the respondents. Section two presents analysis and results of the study and section three is a discussion of the findings in the light of the research objective.

### **4.2 Response Rate**

A total of 58 questionnaires were distributed and 58 questionnaires were returned. The response rate was therefore 100%.

### **4.3 Organization Profile**

The study sought data on the profile of the sampled Nongovernmental organizations, specifically type of activity pursued, years in operation, expected years of operation and the number of employees. The findings are presented in Figure 4.1

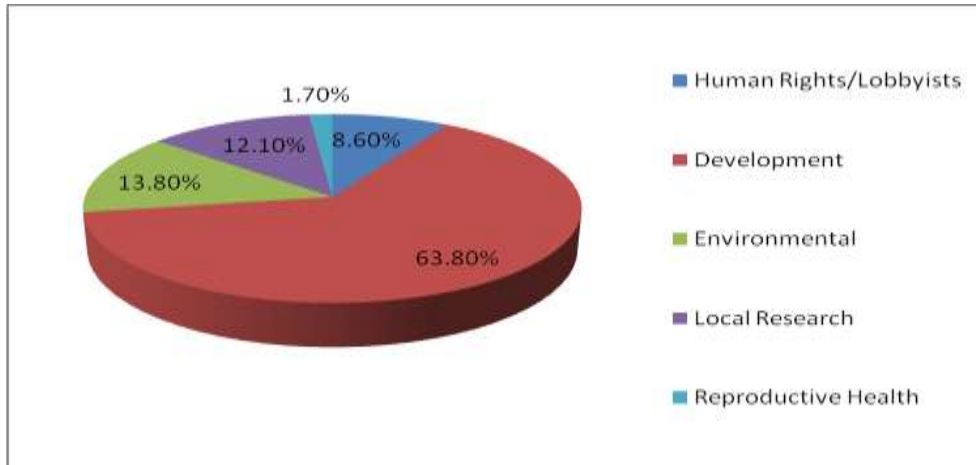
#### **4.3.1 Classification of NGO's by Nature/Type of Activity**

As shown in Figure 4.1 63.8% of the respondents are development based followed by 13.8% who are focusing on environmental works. This heavy involvement in development projects by NGOs operating in Kisumu can be explained by the fact that



other areas of concern such as human rights and relief due to disasters are less prominent in Nyanza.

**Figure 4.1 Classification of NGOs by Nature/Type of Activity**

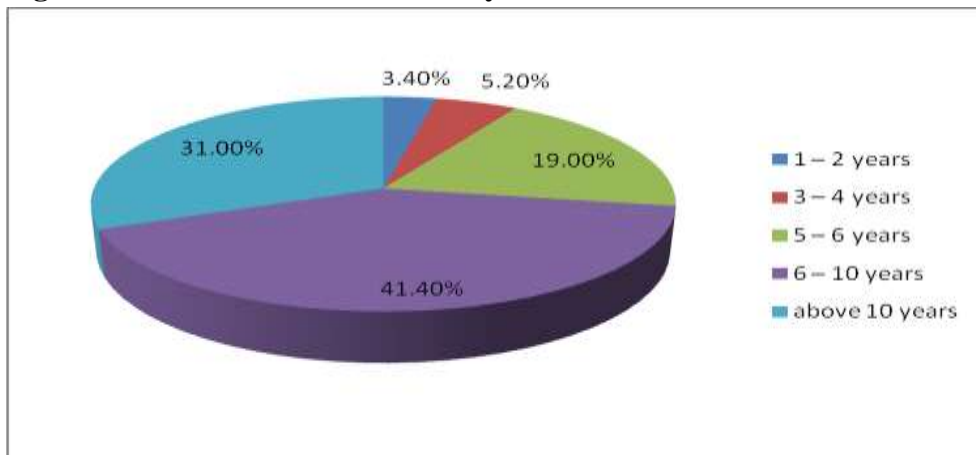


Source: (Author, 2014)

#### 4.3.2 Length of Service

Figure 4.2 shows that 91.4 % of the NGOs have been in operation for the past five years. Out of the 91.4 %, 41.4 % that are the majority have been in operation for a period ranging from between 6 – 10 years.

**Figure 4.2 Distributions of NGOs by Years**

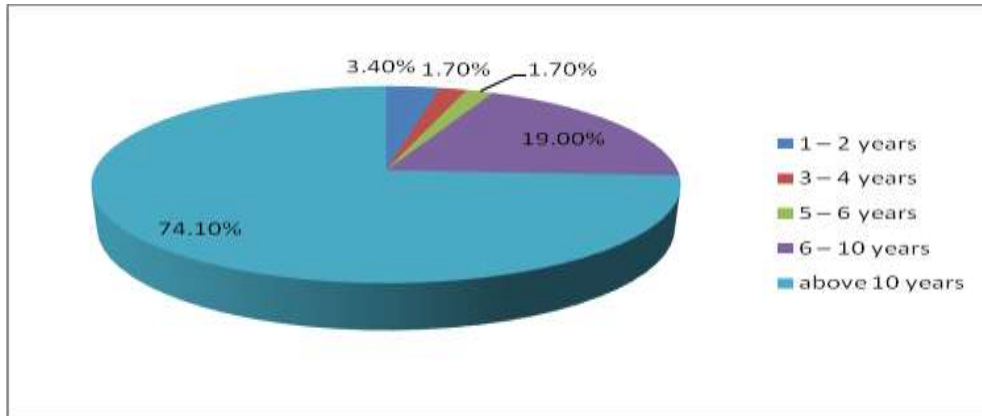


Source: (Author, 2014)

### 4.3.3 Expected Years of Operation

As indicated in Figure 4.3, 74.1 % of the respondent's work in NGO'S whose expected years of operation are above ten. This means that the organizations can develop strategies that ensure that their staff is retained for longer periods.

**Figure 4.3: Distribution of NGOs by Expected Years of Operation**

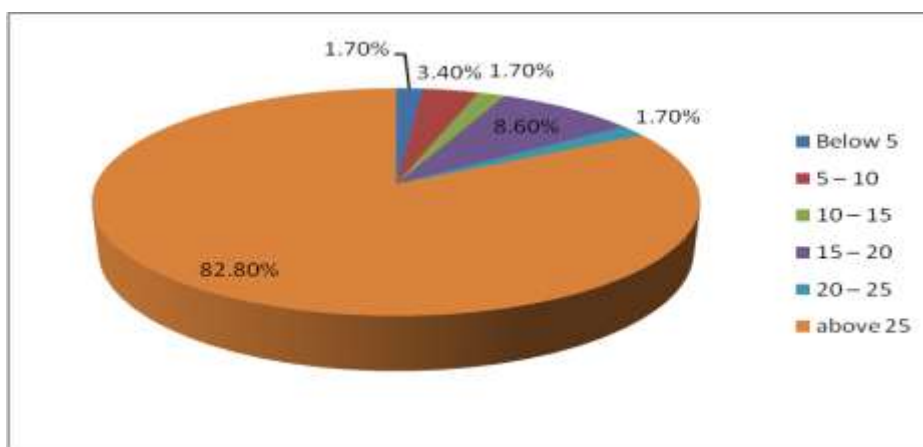


Source: (Author, 2014)

### 4.3.4 Number of Staff in the NGOs

Figure 4.4 indicates that 82.8% of NGOs have more than 25 employees.

**Figure 4.4 Classifications of NGOs by Number of Staff**

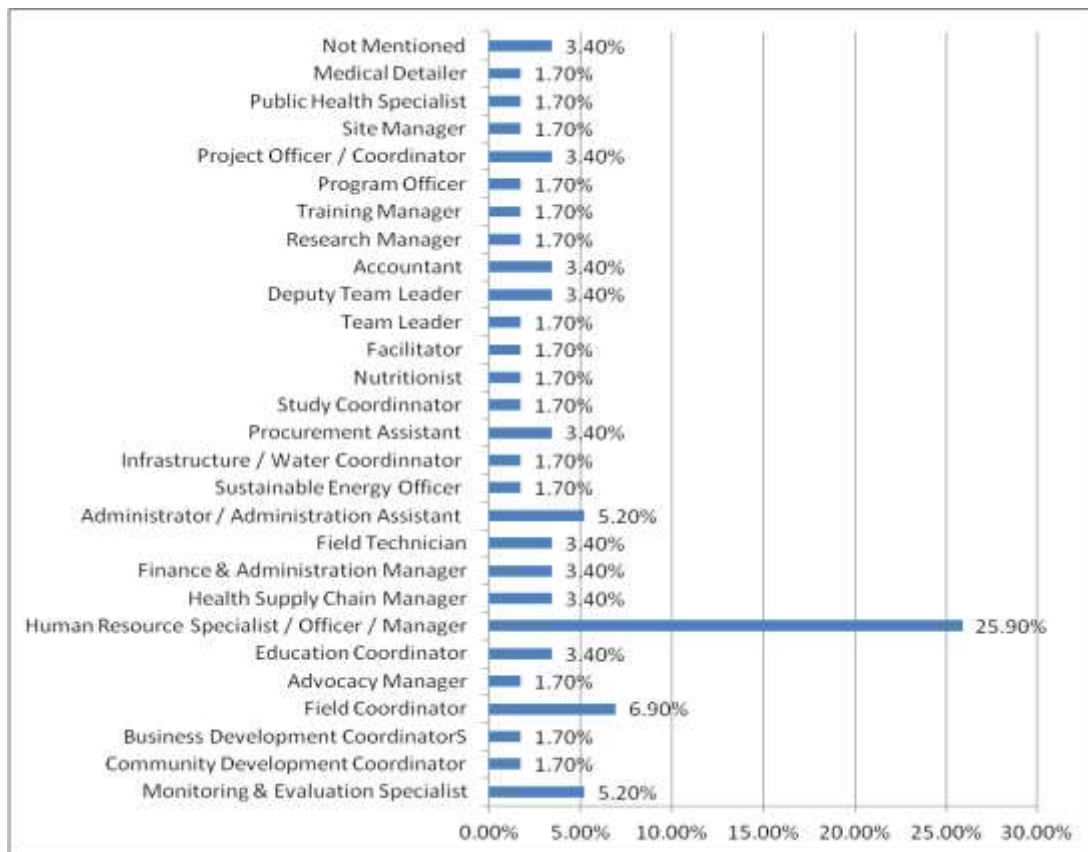


Source: (Author, 2014)

### 4.3.5 Designation of Respondents

As shown in Figure 4.5, 25.9% the respondents were Human Resources Personnel; this was because of their vast knowledge in Human Resources issues. Although they were the target for this study, it was discovered that most offices were regional offices with HR officers at their headquarters. Other respondents were field coordinators at 6.9%. Project administrators follow closely at 5.2%. Others respondents did not indicate their titles and the percentage is 3.4%. Generally, the organizations have other personnel underrating HR roles and not necessarily Human Resource Specialists.

**Figure 4.5 Distribution of the Respondents by Designations**

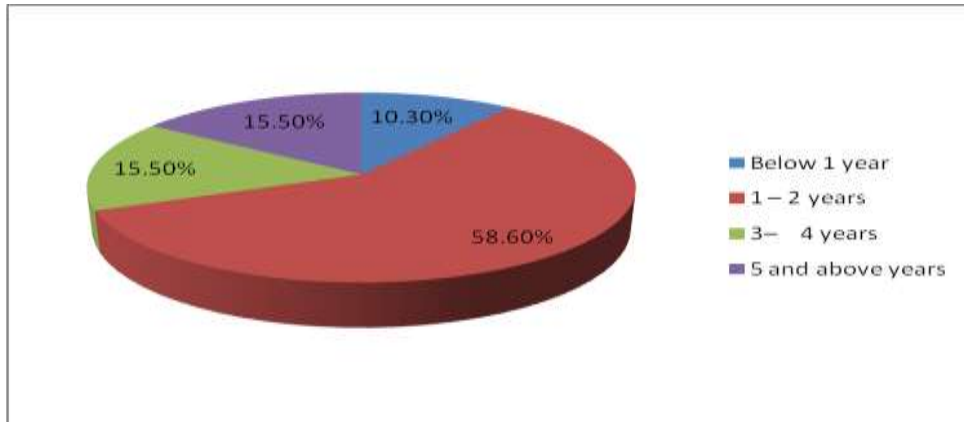


Source: (Author, 2014)

#### 4.3.6 Tenure of Service of the Employees

58.6% of the NGOs offer 1-2 years contracts to their staff. The main reason for this short contract duration is attributed to the unpredictable funding for the projects / donor funds. This therefore means that they cannot offer permanent employment to their employees.

**Figure 4.6 Distribution of Respondents by Tenure**

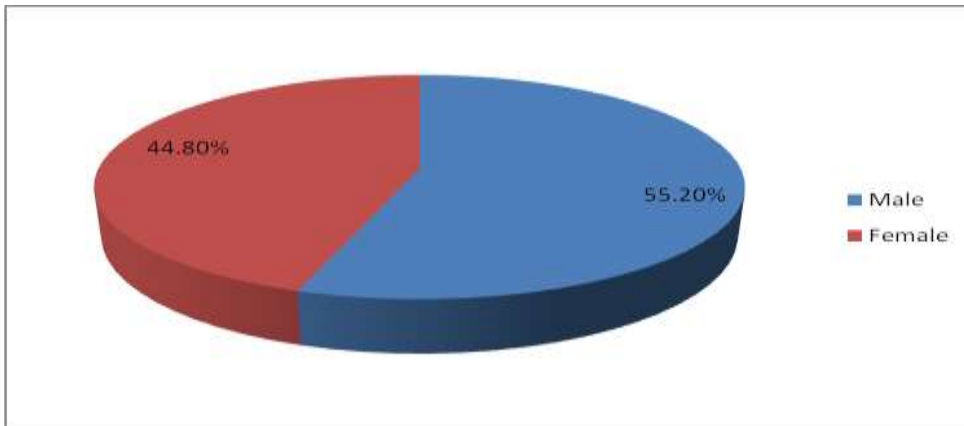


Source: (Author, 2014)

#### 4.3.7 Gender of the Respondents

The 58 actual respondents included both males and females of different levels of academic qualification though there were more males at 52% compared to 43% who were females. These are reflected in Figure 4.7

**Figure 4.7 Gender Compositions of Respondents**

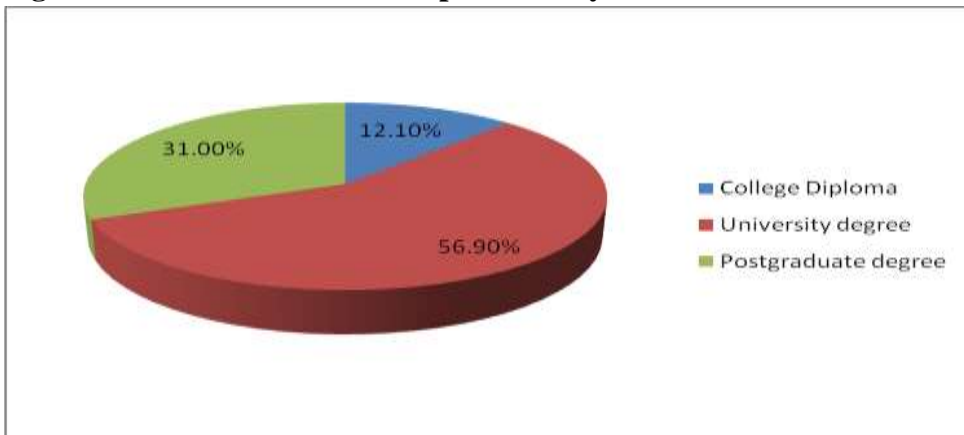


Source: (Author, 2014)

#### **4.3.8 Level of Education**

56.9% of the respondents hold University degrees, 31% hold post graduate degrees and 12.1% have college diploma. This can be attributed to the fact that most of the positions in the NGO'S require specialised services. This is shown in Figure 4.8:

**Figure 4.8 Classifications of Respondents by Level of Education**



Source: (Author, 2014)

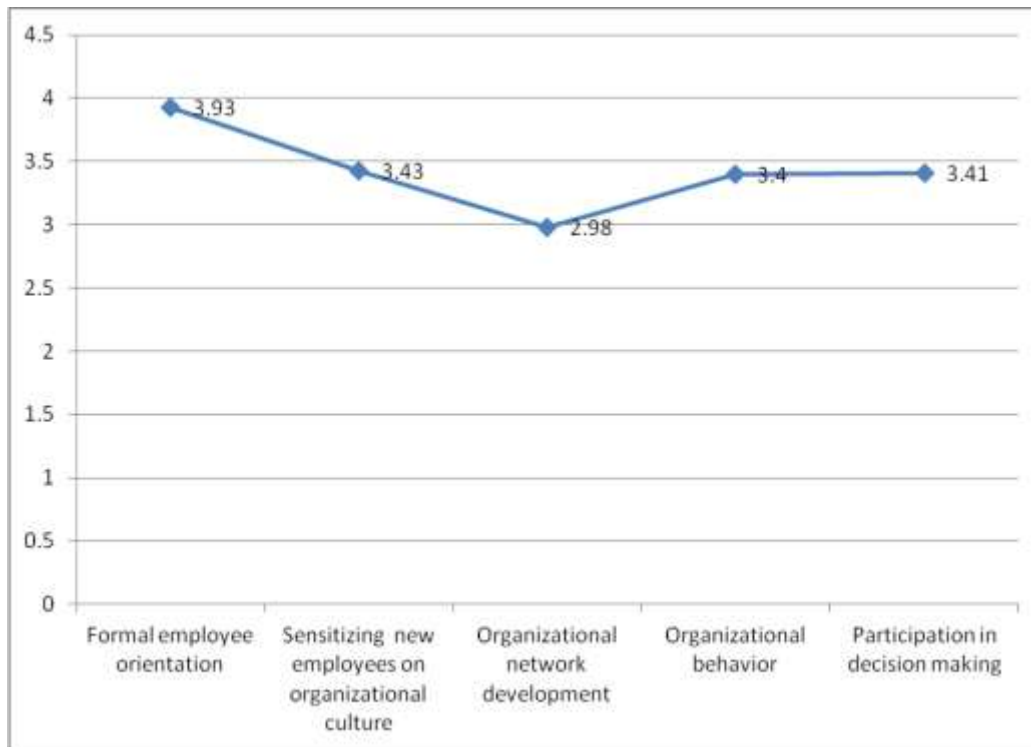
#### **4.4 Strategies Used by NGOs in Kisumu County to Retain their Employees**

Four employee retention strategies were identified in the literature namely socialization, career planning, training and development, work life balance and compensation. The extent of use of the strategies was rated by respondents on a 5-point Likert type of scale. The findings are as presented:

##### **4.4.1 Organizational Socialization Strategies**

From the mean ratings presented in figure 4.9, it is noted that formal employee orientation had the highest mean (3.93 out of 5) followed by sensitizing new employees on organizational culture (3.43 out of 5) compared to the rest of the strategies. Through this Formal Employee orientation and sensitizing new employees on organizational culture, new staff tend to understand fully their terms of reference (ToRs), organization's policies and structures which provide a conducive working environment hence high retention rates. Organizational network development as a retention strategy scored the least (2.98 out of 5) Hence need for improvement by all the NGO's in enhancing this strategy.

**Figure 4.9 Extent of use of Socialization Strategies by NGOs for Employee Retention**

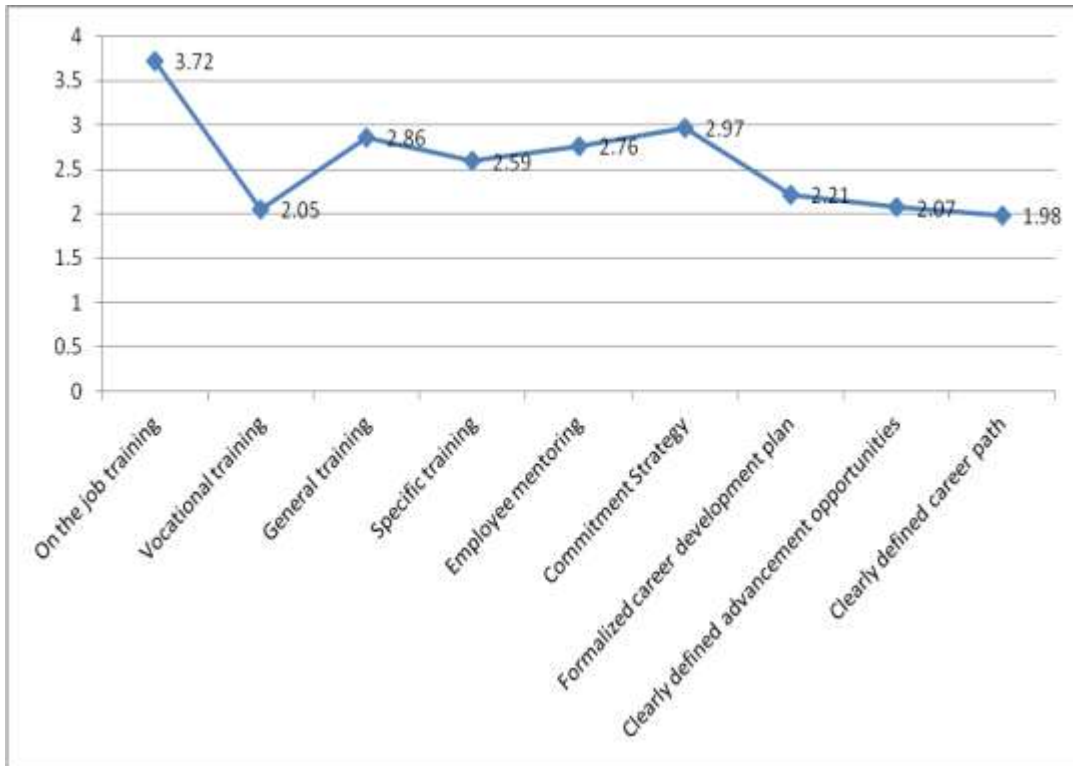


Source: (Author, 2014)

#### **4.4.2 Career Planning, Training and Development Strategies**

On the job, training seems to be the most preferred strategy by most NGO's in retaining employees. As indicated in Figure 4.10, this approach scored a mean of 3.72 out of five hence the best preferred. On the contrary clearly defined career path trails on the list of retention strategies with a mean of 1.98 out of five hence need for organization to embrace as a way of boosting retention rates.

**Figure 4.10 Career planning, Training and Development Strategies for Employee Retention**



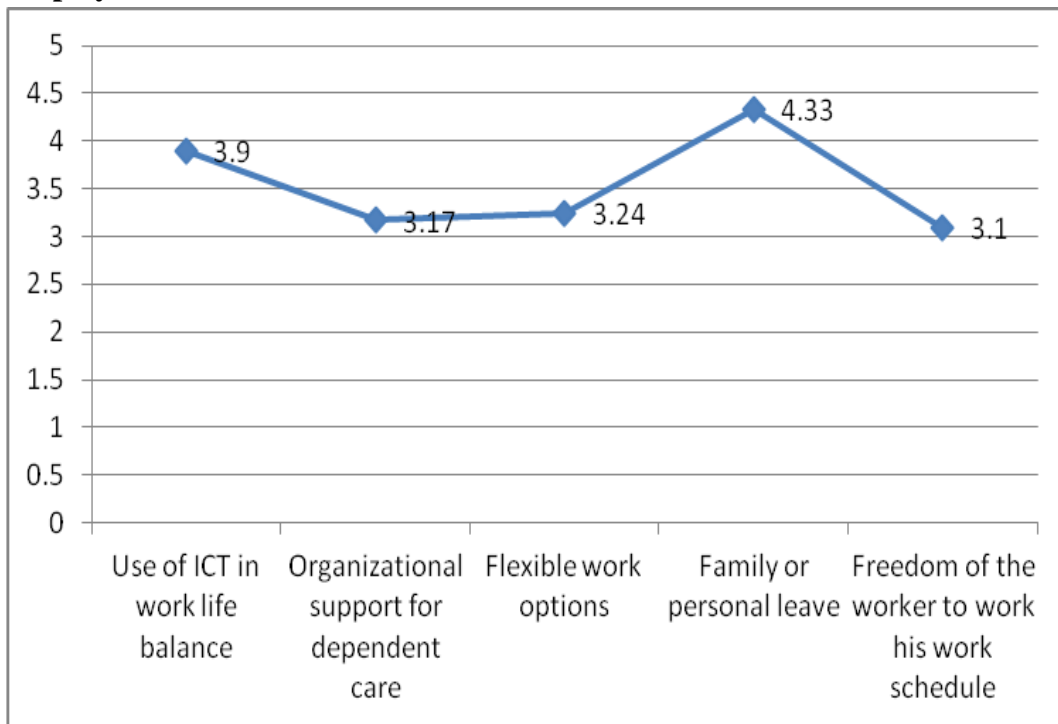
Source: (Author, 2014)

#### **4.4.3 Working life Balance Strategies**

Family /Personal Leave and use of ICT are the most preferred work life balance retention rated at 4.33.and 3.9 out of 5 respectively as shown in figure 4.12 above. Most NGOs engage specialist who may not necessarily be local residents to drive their agenda. The staffs therefore require time off work to visit their families hence the high rating for Family and personal leave. This is shown in Figure 4.11:



**Figure 4.11 Extent of Application of Work Life Balance Strategies by NGOs for Employee Retention**

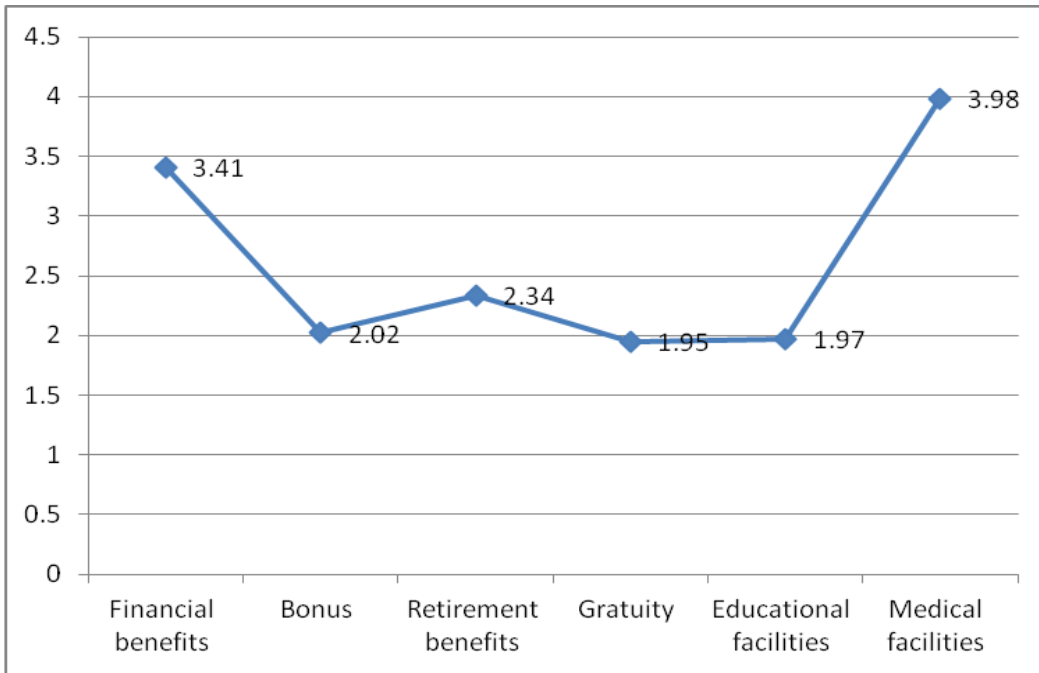


Source: (Author, 2014)

#### **4.4.4 Organizational Compensation**

Medical facilities / covers and financial benefits are the common organizational compensation Strategies with higher mean ratings as indicated in Figure 4.12. Gratuity as a strategy is not common among most the organizations under study.

**Figure 4.12 Extent of use of Compensation Strategies for Employee Retention**

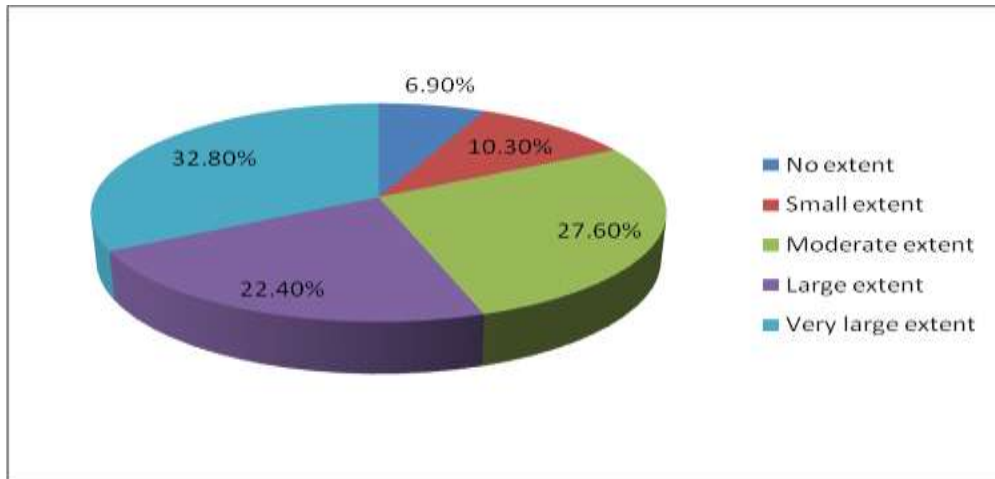


Source: (Author, 2014)

#### **4.4.5 Effectiveness of the Employee Retention Strategies used by NGOs in Kisumu County**

The respondents were asked to answer three questions on the effectiveness of employee retention strategies used by NGOs on Kisumu County. The Effectiveness of Employee Retention Strategies had a mean rating 3.64 out of 5. The implication is that the retention strategies being put in place are sufficient. As indicated in Figure 4.13, 72.8 % of the procedures have enhanced retention. ( $3.64/5 \times 100 = 72.8\%$ ). Based on the past six-month duration, the organizations had a resignation rate of 9.4 %.

**Figure 4.13: Effectiveness of Retention Strategies used by NGOs**

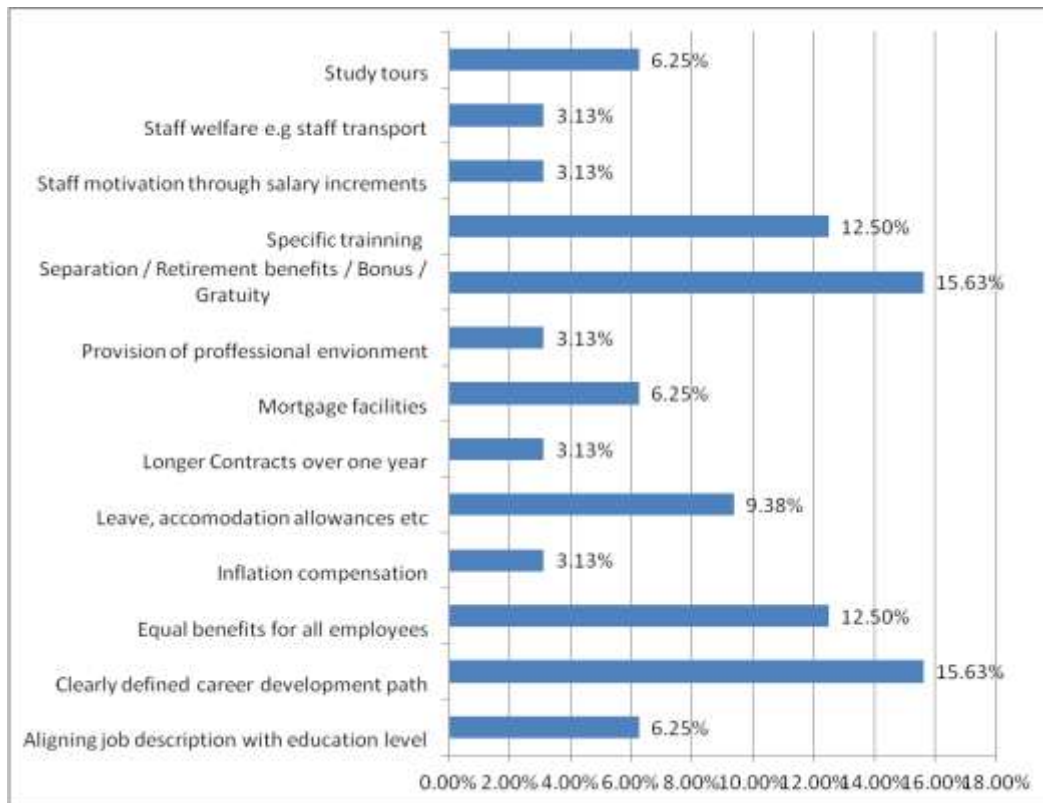


Source: (Author, 2014)

#### **4.4.6 Gaps Identified**

The final part section of the questionnaire required the respondents to identify other strategies that they perceive as important and would go a long way in enhancing personnel retention, but was currently not in place at workplaces. Separation / Retirement benefits / Bonus / Gratuity and clearly defined career development path appear as the primary retention strategies lacking in most organizations. The other relevant policies are specific trainings and equality in benefits. The results are as shown in Figure 4.14

**Figure 4.14: Use of Employee Retention Strategies Identified by Respondents**



Source: (Author, 2014)

#### 4.5 Discussion

The study found out that most of the classification of the NGO's consists of development based because the most important factor considered in Kisumu is development hence other areas of concern such as human rights and relief are less prominent in the area.

Most of the NGO's length of service is over ten years. This means that the organization can develop strategies that promote staff retention since it will be expensive to the organization if the turnover is high. The study found out that most of the NGOs have more than 25 employees giving them a reason of ensuring retention strategies are carefully employed since they deal with a huge number of employees

Career planning, training and development appears to be an active retention factor as it is a visible investment that the company incurs in the staff, and it provides new skills that are intrinsically rewarding. Most of the companies under this were found executing training and development programs for staff such as shown in the results. On the job training came out as the most famous of all training types in relation to this study. This strategy motivates employees to make longer term commitments to their employer as they can visualize a future with the company.

The study also found out that most of the employees are on contract. This is attributed to the unpredictability and turbulent environment the NGOs are operating in and also the donor funds hence they cannot offer permanent employment as tenure of service to the employees. This can be a contributor to turnover of employees in the NGOs in the region. The study found out that formal employee orientation is one of the most preferred strategies in employee retention because it helps in the sensitization of new employees on different issues of the organization including organizational culture, and help them to understand their terms of reference hence promotes retention. Active employee socialization helps in employee retention as shown in the study. From the findings of this study, it is clear that employee rewards lead to employee retention among other variables affecting employee retention. It is also however very clear that no single strategy can retain an employee rather a balance has to be found. However, compensation is a major factor that employees consider when making the decision to leave or remain in an organization.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presented the summary of data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations have been made in quest of addressing the research question or achieving the research objectives which include to establish employee retention strategies used by NGOs in Kisumu County and to determine the effectiveness of the employee retention strategies practiced.

### **5.2 Summary of Findings**

This research identified many good examples of NGOs making the effort to retain their staff, resulting in low employee turnover or their retention. In many of the cases studied, turnover was practically absent at 9.4%. Firms need to understand the nature and degree of their turnover, why the employees are leaving the company, and how their departure affects the needed to achieve business objectives and performance targets.

Most of the NGOs anticipate being in existence for more than 10 years with an average staff base of 25 persons. With other professional undertaking HR roles as shown in the research, it becomes important to have written policies guiding retention to guide such managers.

### **5.3 Conclusion**

This study, therefore, concludes that organizational socialization, career planning, training and development, work-life balance and organizational socialization are imperative dimensions when comes to employee retention.

### **5.4 Implication on Policy and Practice**

Based on the study, there is no assured combination of strategies that are entirely adequate in all companies rather, there are best practices identified within the HR literature that organizations interested in personnel retention can replicate. Such practices can also be tailored based on needs to reflect individual company circumstances. Organizations can devise policies and practices to improve relations with employees and subsequently increase their motivation, commitment and loyalty.

A number of NGOs have deliberate efforts to communicate with employees as identified in this study. However, many of the NGOs particularly small ones have little or no formal communications methods.

### **5.5 Recommendations**

Compensation and benefits package for organizations should be comparative and market-based so that it attracts the best personnel to remain in the body. HR is, therefore, required to craft strategies that can low attrition rates.

The management should create a total reward structure including financial benefits, bonuses and other all tied to the overall business objective. The practice or use of different reward structures, benefits, rewards and recognitions plans should all be an indication of the value of staff. Employees also need to be involved in organizational decision-making process based on their job level.

### **5.6 Limitations**

The targeted respondents were human resource professionals however this was not possible in a majority of the organizations who indicated that HR roles were centralized in their head offices based in other towns.

The researcher targeted 100% response rate as the sample of 58 is small. This proved very challenging as some questionnaires were lost and others declined response on first attempt. However, this was achieved with determination and persistence. Accessing all the organizations became a challenge as the researcher lacked location details of some of the NGOs. Non completion of the questionnaire was also identified.

### **5.7 Suggestions for Further Studies**

It also recommends that future research should aim to improve the internal validity of the research by controlling confounding and extraneous variables. It will also be interesting to narrow down the research and study fewer organizations and focus more on employee perception of the strategies.



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## APPENDICES

### APPENDIX I: QUESTIONNAIRE COVER LETTER

Diana Rose Akinyi Opar  
Department of Business Administration  
School of Business  
University of Nairobi  
Date 5<sup>th</sup> October, 2013

Dear Respondent,

**Subject: Academic Research Questionnaire**

I am an MBA student from the University of Nairobi currently carrying out a research on employee retention strategies practiced by NGOs in Kisumu City. This is a partial fulfillment of the requirements for this degree course. The research is only and specifically for academic purposes.

I shall be very grateful if you could spare sometime to provide the information in the attached questionnaire. Your responses will be treated with strict at-most confidentiality and good faith, and in no instance will your name be mentioned anywhere outside this report. The findings of this research will be availed to you upon request.

Yours Faithfully,

Diana Opar  
Mobile No 0725 – 300 813



**Section C: Strategies Used in Employee Retention by NGO's in Kisumu County**

In this section you are asked to rate the extent to which the following employee retention strategies are used by your organization on a scale of 1 – 5 where:

*5 = Very large extent, 4 = Large extent, 3 = Moderate extent, 2 = Small extent, 1 = No extent*

**Organizational Socialization**

1. Please rank the use of Socialization tactics as a retention strategy by your organization .....

2. Kindly, indicate the extent to which each of the following is applied by your organization on a scale

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
○ Formal employee orientation	( )	( )	( )	( )	( )
○ Sensitizing new employees on organizational culture	( )	( )	( )	( )	( )
○ Organizational network development	( )	( )	( )	( )	( )
○ Organizational behavior	( )	( )	( )	( )	( )
○ Participation in decision making	( )	( )	( )	( )	( )

**Career planning, Training and Development**

3. Please rank the use of career planning, training and development as a retention strategy by your organization .....

4. Please, indicate the extent to which each of the following is applied by your organization on a scale

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
○ On the job training	( )	( )	( )	( )	( )
○ Vocational training	( )	( )	( )	( )	( )
○ General training	( )	( )	( )	( )	( )
○ Specific training	( )	( )	( )	( )	( )
○ Employee mentoring	( )	( )	( )	( )	( )
○ Commitment Strategy	( )	( )	( )	( )	( )

5. Please, indicate the extent to which each of the following is applied by your organization on a scale

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
○ Formalized career development plan	( )	( )	( )	( )	( )
○ Clearly defined advancement opportunities	( )	( )	( )	( )	( )
○ Clearly defined career path	( )	( )	( )	( )	( )
○ New learning programs	( )	( )	( )	( )	( )



**Working life Balance**

6. Please rank the use of work – Life balance tactics as a retention strategy by your organization .....

7. Please, indicate the extent to which each of the following is applied by your organization on a scale

- |   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|---|----------|----------|----------|----------|----------|
| ○ Use of ICT in work life balance                 | ( )      | ( )      | ( )      | ( )      | ( )      |
| ○ organizational support for dependent care,      | ( )      | ( )      | ( )      | ( )      | ( )      |
| ○ flexible work options                           | ( )      | ( )      | ( )      | ( )      | ( )      |
| ○ family or personal leave                        | ( )      | ( )      | ( )      | ( )      | ( )      |
| ○ freedom of the worker to work his work schedule | ( )      | ( )      | ( )      | ( )      | ( )      |

**Organizational Compensation**

8. Please rank the use of compensation tactics as a retention strategy by your organization.....

9. Please, indicate the extent to which each of the following is applied by your organization on a scale

- |                          | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|--------------------------|----------|----------|----------|----------|----------|
| ○ Financial benefits     | ( )      | ( )      | ( )      | ( )      | ( )      |
| ○ Bonus                  | ( )      | ( )      | ( )      | ( )      | ( )      |
| ○ Retirement benefits    | ( )      | ( )      | ( )      | ( )      | ( )      |
| ○ Gratuity               | ( )      | ( )      | ( )      | ( )      | ( )      |
| ○ Educational facilities | ( )      | ( )      | ( )      | ( )      | ( )      |
| ○ Medical facilities     | ( )      | ( )      | ( )      | ( )      | ( )      |

**Effectiveness of Employee Retention Strategies**

10. Please rank the extent to which intentional strategic retention strategies reduce employee turnover generally.....

11. Kindly indicate the following data for the past six months

Total Number of Employees ..... Total Number of Resignations .....

12. In your opinion, what other things would you consider important and can retain employees but are currently not in place at your work place?

.....

### APPENDIX III: LIST OF NGO'S WITHIN KISUMU COUNTY

No.	Name of Organization	Physical Address	Sector (See Tab)	Remarks
1	Academy for Educational Development	Nairobi/Kisumu Rd	Education	Sampled
2	AGAPE DEVELOPMENT MINISTRIES	Nyabuda Eastate House No. 5-1, Kisumu	Welfare	Sampled
3	Care International	Baring Rd off Ring Rd, 88-40100, Kisumu	Welfare	Sampled
4	care Kenya	Along Kisumu-Busia Road	Health	Sampled
5	CDC/KEMRI	Kotetni primary school, Kisumu		Sampled
6	Central Komulo Self Help Group	-	HIV/AIDS	Sampled
7	Change Africa Foundation – Kenya	Milimani, ksm	Children	Sampled
8	Child Fund		Education	Sampled
9	Christ's Hope International	Milimani Estate, Awori-otiende Rd, Milimani, Kisumu	Capacity Building	Sampled
10	Community Initiative Support Services	Manjit Bldg, 1st Flr Otiende Rd, Kisumu	Welfare	Sampled
11	Concern Worldwide	Off Nanga Dunga Beach Road, Milimonte	HIV/AIDS	Sampled
12	COVENANT HOME ORGANISATION	-	Capacity Building	Sampled
13	Development Work in Education Livelihoods and Environment (DWELE)	-	Micro-Finance	Sampled
14	Disciples of Mercy Organisation		Welfare	Sampled
15	F.E.C.H.A – (Feeding, Education, Clothing, Healthcare & Advocacy)	Gumbi Road, Kisumu	Population and Reproductive Health	Sampled
16	Family Health Options Kenya	Nyalenda B near Got Owak area	Water and Sanitation	Sampled
17	Farm Concern International	Upstairs of Mega City, 40123, Kisumu	Capacity Building	Sampled
18	Happy Villages	Kiboswa-Kiumi		Sampled
19	HARAMBEE IN PROGRESS (KENYA)	Opposite KIWASCO,	Welfare	Sampled
20	Hope for Victoria Children	St Peters Church Rd, Kisumu		Sampled
21	Icraf	Busia Rd, Milimani Kisumu		Sampled
22	IDCCS (Inter -Diocesan Christian Community Services)	Butere Rd, Kisumu		Sampled
23	Impact Research and development	PO Box 2704, Nairobi	Micro-Finance	Sampled
24	INTERNATIONAL FELLOWSHIP KENYA	Varsity Plaza, 6th Floor, Kisumu, and Manjit Bldg middle flat 1st floor; Milimani Estate- opp KBC Station (2 Locations)	HIV/AIDS	Sampled
25	Jamii Bora Trust	AWUOR OTIENDE RD, OPP. KBC, MILIMANI, NEAR CLARICE GUEST HOUSE.	Gender	Sampled
26	Keeping Alive Societies' Hope	Milimani Estate-Aga Khan Walk	Advocacy and Empowerment	Sampled
27	Kenya Female Advisory Network	Tom Mboya Estate, Next to Kibos Road Hospital, off Nyerere Road	Welfare	Sampled
28	Kenya Nile Discourse Forum	Ramogi Rise Road, 40123	Micro-Finance	Sampled
29	Kisumu Initiative for Positive Empowerment	Off Tom Mboya Drive	Children	Sampled
30	Kisumu Innovation Centre (KICK)	Tom Mboya Estate, Along Kondole-Nyawita By-pass,	Multi-Sector	Sampled
31	Kisumu Kids Empowerment Organisation	Ring Road Nyalenda	Multi-Sector	Sampled
32	Kisumu Medical and Education Trust	By Obama hospital. Ogango Village, Kisumu	HIV/AIDS	Sampled
33	Kisumu Urban Apostolate Programmes	-	Health	Sampled

34	Merlin International	1st Floor, Jubilee Insurance House	All MDGs	Sampled
35	Mild May International	Cotu Road, off Riddoch Road Milimani Area	HIV/AIDS	Sampled
36	Millennium Cities Initiative (MCI)	Manyatta Estate Next th White House Bar off by pass	HIV/AIDS	Sampled
37	Millennium Villages Project	Jumuia Guest Hse, Gr Flr, Jomo Kenyatta Hwy, Kisumu,	Water and Sanitation	Sampled
38	Movement of Men against AIDS in Kenya		Disability	Sampled
39	Nyanza Inclusive Education Program		Population and Reproductive Health	Sampled
40	Nyanza Reproductive Helath Society	Busia road, Milimani estate	HIV/AIDS	Sampled
41	Ogra Foundation	Milimani Kisumu	Hiv/Aids	Sampled
42	Omega Foundation	Megacity Kisumu	Welfare	Sampled
43	Orongo Widows and Orphans Project International		Capacity Building	Sampled
44	Osiendela (Friends of The Lake)	Kasule shopping Centre along Kibos Road	HIV/AIDS	Sampled
45	Our Lady of Perpetual Support	Okuro House. Central Kolwa, Kasule Kibos Road, Kisumu	Children	Sampled
46	Pioneers Child Project	Ring Road, Kisumu, Kenya Kilo off Nyalenda Road	Multi-Sector	Sampled
47	Plan International		Capacity Building	Sampled
48	Practical Action	Milimani Kisumu	Multi-Sector	Sampled
49	Red Cross Society of Kenya		Multi-Sector	Sampled
50	Safe Water and Aids Priject	Chemkula Building, Kisumu	Welfare	Sampled
51	Social Needs Network	ONDIEK HIGHWAY ROAD	HIV/AIDS	Sampled
52	Society of Women and AIDS in Kenya	Migosi, Off Kibos Road	Multi-Sector	Sampled
53	Support for Tropical Initiatives on Poverty Alleviation (STIPA)	Busia Road, Millimonte Estate	Welfare	Sampled
54	Sustainable Community Opportunities for Restoration & Empowerment	Mayu Business Center - Kisumu Kisumu Innovation Centre Kenya (KICK) - Kisumu Imperial Hotel - Kisumu Tom Mboya Headquarters - Kisumu	Trade Training	Sampled
55	Teenage Mothers and Girls Association of Kenya	PO Box 4220, Kisumu	Adult Sponsorship	Sampled
56	The Kenya Women Economic Network	Omolo Agar Rd	Economics	Sampled
57	VI Agriforestry Project	-	Agriculture	Sampled
58	World Vision	-	Children	Sampled
Source ; Kisumu Municipal council, 2013				