

**AN INVESTIGATION ON FACTORS DETERMINING HIGH EMPLOYEE
RETENTION LEVEL: A CASE STUDY OF MANDERA
COUNTY, KENYA**

BY

HASSAN HUSSEIN HASSAN

**A Project Submitted in Partial Fulfillment of the Requirements for the Award of Masters
of Arts Degree in Project Planning and Management of the University of Nairobi**

2017

DECLARATION

This research project is my original work and has not been presented for any other university.

.....Date.....

Hassan Hussein Hassan

Reg no L50/84888/2016

This research proposal is submitted for examination with my approval as a university supervisor.

.....Date.....

Dr.Florence Mbiti

Lecturer

Odel Campus

University of Nairobi

DEDICATION

To my beloved wife; Meimuna Mohamed Odo, children; Sharaff, Amir, Khadija, Ibrahim, Khalid and father; Hussein Hassan for their support during my studies

ACKNOWLEDGEMENT

This journey has been a tough one and therefore I feel indebted to acknowledge some view important people who gave me a helping hand and a shoulder to lean on when the going got tough. First and foremost special thanks go to my, supervisor Dr. Florence Mbiti for her tireless efforts in making sure that I get the best. Finally I acknowledge all those who in one or the other have given me a hand during the research period. To all of you; Thanks a lot.

TABLE OF CONTENT

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENT	v
LIST OF TABLES	vii
LIST OF FIGURES	viii
ABSTRACT	ix
ACRONYMS	x
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the study	1
1.2 Statement of the problem	2
1.3 Purpose of the Study	2
1.4 Objectives of the study.....	2
1.5 Research Questions.	3
1.6 Significance of the study.....	3
1.7 Delimitation of the study	4
1.8 Limitation of the Study	4
1.9 Assumptions.....	4
1.10 Definition of Terms.....	4
CHAPTER TWO	6
LITERATURE REVIEW	6
2.1 INTRODUCTION	6
2.2 Review of theoretical literature.....	6
2.3 Employee growth opportunities.....	8
2.3.1 Succession preparation, not succession planning	8
2.3.2 Measuring the need	9
2.3.3 Action steps for employers	11
2.3.4 Work Environment.....	11
2.3.5 Leadership Style.....	12
2.3.6 Reward Systems.....	13
2.3.7 Appraisal	13
2.4 Development and careers opportunities.....	15
2.5 The Conceptual Framework.....	16
CHAPTER THREE	18
RESEARCH METHODOLOGY	18
3.1 Introduction.....	18

3.2 Research Design.....	18
3.3 Target Population.....	18
3.4 Sampling and sample size.....	19
3.6 Data Analysis	20
3.7 Validity and Reliability.....	20
3.8 Operational definition of variables	21
3.9 Summary	21
CHAPTER FOUR.....	22
DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF STUDY FINDINGS	22
4.0Introduction.....	22
4.1Questionnaire-return Rate	22
4.2 Data analysis and Interpretation.....	22
4.2.1Employees’ response	22
4.2.2 Gender of respondents	23
4.2.3Length of employment.....	23
4.2.4 Employee growth opportunities.....	24
4.3 Employee growth opportunities.....	25
4.4 Leadership style	26
4.5 Work environment	27
4.6 Reward systems	29
4.7 Employees Resignation in the last 12 months	29
CHAPTER FIVE	31
SUMMARY OF THE FINDINGS, CONCLUSIONS ANDRECOMMENDATIONS.....	31
5.0 Introduction.....	31
5.1 Summary of findings.....	31
5.2 Conclusions.....	32
5.3Recommendations.....	34
5.4 Management Recommendations	34
5.5 Policy Recommendations.....	35
5.6 Areas for Further Research	36
REFERENCES	37
APPENDIXES	39
APPENDIX 1: QUESTIONNAIRE TO EMPLOYEES.....	39

LIST OF TABLES

Table 3.1, Target population.....	19
Table 4.1.2 Employees' response	23
Table 4.1.3 Length of employment.....	24
Table 4.3.1 Employee growth opportunities.....	25
Table 4.1.4Leadership style	27
Table 4.1.5 Work environment	28
Table 4.3.8 Employee Resignation in the last 12 months.....	30
Table4.1.8 Employees Resignation in the last 12 months	30

LIST OF FIGURES

Figure 2.1 Conceptual Frame work	17
----------------------------------------	----

ABSTRACT

Organizations ought to analyze and determine the retention factors that are relevant to each of their respective employee groups. This is important because proper planning focus and strategy execution can then be carried out accurately to address the problem thus for each employee category, information gathering is essential and among the sources are current and former employees. They should be approached for their perceptions on reasons and benefits to remain or leave the organization. Few employees leave their job without due reason, be it either work related (internal) or personal (external) or even both. Personal reasons for leaving a firm include wanting to spend more time with friends and family or having to move since a spouse has a new job located in a different town. Employers have no control over such reasons but can tackle internal issues such as pay systems or different opportunities. Victor vroom suggests after an extensive review of research on job satisfaction that people find jobs satisfactory when providing high pay, career opportunities considerate and participative supervision and the opportunity to interact with ones peers, varied duties and a high degree of control over work methods and work pace (Wright 1996).

ACRONYMS

H.R – Human Resource

H.R.M – Human Resource Management

H.O.D – Head of Departments

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

In this study the researcher explains explicitly the concept of retention management as applied in this study. Retention managements is referred to as comprehensive and strategic process that begins by identifying the aim behind an employee joining or seeking an employment in a given organization. There are several factors that have been identified by various studies which influence retention management to be effective. These factors include recruitment process, rewards and recognition, organization culture and structure adopted, career development and employee support initiatives which should be managed effectively to ensure retention management. In human resource management, studies have established that organization that succeed in effectively managing these factor have rare cases of absenteeism, employee turnover, improved financial performance and better output.

The key aspects in retention management concept are communication chain, recruitment, motivation, reward, employee career development, good working environment and leadership style adopted by the management. Organizations with effective retention management motivate employees to work in the organization as well to achieve the objectives set by the organization. However, most of the employees start working in an organization with lot of hope from the organization but that motivation vade as they continue to work within the organization. Poor retention management of employee can lead to a serious problem to managers as they try to motivate already frustrated employees, uncooperative and unproductive member of staff. To deal with this problem, managers need to come up with initiatives that can help the employees to clearly understand their responsibilities and key objective of the organization, this can be done through

having motivational speeches, initiating a reward program, having progressive and friendly discipline approach, close supervision of employees and rotational of employees.

Mandera County is a part of North Eastern which is in North Eastern Province in Kenya a country in East Africa. The inhabitants of Mandera County are of the Somali community who are of the Cushitic community believed to have originated from Somalia. They usually speak the Somali language as their mother tongue, they were originally nomads. It would be necessary to find out the determinants of employee retention in a workplace and to understand if it is possible to keep employees for longer.

1.2 Statement of the problem

Mandera County like any other rapidly growing sub-county is faced with stiff competition as far as employees' recruitment and retention is concerned. Employee retention is largely based on satisfaction. If an organization can determine why employees are not satisfied, it's likely that the organization can prevent them from leaving by changing the practices, culture, and sometimes even the management style. The success of the department is largely dependent on its ability to retain high performers. Therefore this study sought to determine the factors that would make an employee stick to the organization. The management has to ensure that it knows exactly the criteria that they are bound to put in place to ensure the organization retains the best employees so as to avoid costs that may be incurred in training the inexperienced staff after the exit of the high performers.

1.3 Purpose of the Study

The purpose of the study is to investigate factors, the purpose of the study is to investigate factors determine employee retention in the office of president in Mandera County

1.4 Objectives of the study

1. To determine the extent to which employee growth opportunities contribute to determine employees' retention in Mandera County.
2. To determine the effect of work environment on employees' retention in Mandera County
3. To establish the relationship between leadership style and employees' retention in Mandera County

1.5 Research Questions.

1. What effects does employee growth opportunities in organizations have on employees' retention in Mandera County?
2. Is there any relationship between leadership style and employees' retention in Mandera County
3. What is the relationship between the reward systems and retaining of employees in Mandera County?

1.6 Significance of the study

The reason why the researcher chose this topic was a number of scholars argue that an increasingly tough labor market is upon us where the employees are placing higher demands on employers and where retention activities are of the utmost importance (Drucker, 2003; McGovern, 1995).

The beneficiaries of this research are among others the organizations, managers, employees, government, and future researchers. They are all expected to benefit from the same their own ways.

The research was shed light on some useful ideas and guidelines to organizations facing the employee retention challenges or would face them in the future. The managers will be more enlightened on how to lead and manage the organization which is the employees as without them there is no organization. The government will equally benefit because motivated staff will participate in creation of economic wealth. Academicians and future researchers will have background information on determinants of employee retention based on the most current research.

The study should sensitize and create more knowledge and awareness to Mandera County and other organizations on what motivates the new generation and retaining of the key employees in the turbulent environment.

1.7 Delimitation of the study

The study was delimited by the following factors; there was large number employee in Mandera county, the researcher was knowledgeable on the research process thus ensuring data collected was unbiased. A literature material was accessible for the success of the study.

1.8 Limitation of the Study

This study was limited by inadequate time and funds. The researcher to overcome this was ensured that the time and resources present utilized efficiently and effectively. Some respondents might be subjective thus giving biased data. The researcher to overcome this was pre-visit the respondents to create support with them, and then explain the importance of the study and request for neutrality and objectivity when filling in the questionnaires.

1.9 Assumptions

This study was assumed that the employee was willing to respond to the questionnaires; also the study assumes that the climatic condition was conducive to carry out the study.

1.10 Definition of Terms.

Appraisal this is a process by which employer engage manager in-charge of employee welfare or a consultant to examine the employees capability based on his/her previous performance in workplace, academic qualification experience as giving recommendation on what should improve on.

Career Development –it is a process where an employee is given an opportunity to develop or nature his/her career in line with her experience or academic qualification.

Leadership Style –is the approach used by management in to lead, give direction and instruction to the employees in an organization (Kurt, 1939)

Employee Retention –This refers to the ability of an organization to sustain it employee based of the specific aspects observed by the organization. .

Motivation –refers to the internal and external factors that stimulate employees to work in a organization or to feel satisfied by the work, job or responsibility bestowed on to him in an organization.

Reward System –this refers to the approach used to access the employees’ ability and to commensurate the pay or wages according to the responsibility given.

Work environment –this refers to the surrounding environment in which employees work at, this includes, office among other amenities.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Here the researcher looked at certain writings and theories that have been fronted by various writers majorly in the field of HR retention management. Scholars who have put together some write up in this area are such as Mitchell et al (2001) stated that there has been changes in the labor market. In all organizations, employees have taken over the significant role of stakeholders. Organizations have been facing a huge problem of voluntary turnover (Mitchell et al, 2001). Managers are also facing a problem of job hoping and therefore retention issue is a very important topic of discussion. There are significant changes in labor markets today. To ensure that organizations are profitable, it is important for the managers to ensure this change is effectively adapted. To ensure moving forward of a company, managers should ensure that they retain key employees.

For the respective employee groups, there is need for the analyzing and determination of retention factors. The gathering of information on employees is important as it helps in proper planning and execution of strategies and effective in addressing problems involving employees. In case they are needed to leave the organization, they need to be approached on their reasons and perceptions and on benefits of remaining.

2.2 Review of theoretical literature

Retention management vs. generations

In many companies there are people leaving to join other companies, this is according to an article done by Young (2006) on knowledge management. Workers between the ages of 18 to 37 years are changing jobs about ten times continuously. Young adds that this changing of jobs leads to

loss of knowledge. McCrea (2001) also did an article that indicated that loyalty that existed 30 years ago no longer exists and that employees today changes jobs frequently. Another article by Power (2006) indicated that employee's loyalty is fading in great way. Therefore when an organization notices loyalty and professionalism from some employees, they should ensure that those employees are retained in the organizations.

According to Alch (2000), today's generation is a great cause of the changes in the work force. People born between the year 1977 and 1997 are known as generation X/E-cho boom or the Net generation. This generation of people is in the work force and are the causes of the many changes occurring in the workforce due to technological changes. Employers face this generation's values and culture. This generation is very important to the workforce today and therefore employers need to attract and align the talents that come together with the net generation so as to corporate goals. The X generation is slowly being taken over by the net generation in the workforce and occupying the center stage. The digital stage is responsible for technological intelligence, coolness and mobile with chaos of the net generation. Work done in the organizations is being greatly affected by the net generation and to some effect the management is also shaken up. Employee retention is greatly affected by the will to strive for a long term learning. This generation do not yearn for company loyalty and long term employment. The main interests of the net generation is to attain knowledge, acquire hierarchical systems and eventually loyalty. This generation is very flexible to changes that relate to business revolution, education, healthcare, entertainment, and government. They do not fear to face the changes in the global world as they understand other cultures more. These workforce needs to be retained by companies and the leaders by finding new ways of motivating them.

Mitchell et al (2001) concluded that retention management is basic to address these deterrents so organizations can center and endeavor to accomplish competitive advantage and technological leadership. He recommends that high employee contribution work rehearses improve employee maintenance. Most endeavors on maintenance and duty are hence considered from the business' perspective. New and refined projects are persistently presented along this line, and are relied upon to have a positive effect to the organization.

Children of post war are keener on professional stability and advantages, youthful employees are more inspired by pay, opportunities and time off. Such contrasts may reflect organizes in the vocation cycle or more profound age contrasts. Likewise, there is gender contrasts inside statistic gather e.g. women may need distinctive things from what need need.

2.3 Employee growth opportunities

For a longtime employees have embraced the organization that encourage professional and employee development. Some of the practices that successful organizations are observing to retain and attract the competent employees.

2.3.1 Succession preparation, not succession planning

Nowadays organizations are dwelling so much on succession plans on the management responsibilities ranging from the senior executive(s) to department heads, middle managers, supervisors as well as the non-management staff.

Success preparation has now become the emphasis. Succession process now involves training and education, actual experience and shadowing. To make the dream a reality, people must be ready to move forward, experience new environments and acquire new roles.

Professional growth and development include:

- Formal training and education seminars and classes
- Personal coaching by a supervisor or an external professional
- Mentoring
- Cross-training
- Stretch assignments

Great programs of learning are those encountered at work that gets employees more occupied with their work, their outcomes and their associations with others. Enthusiastic bonds are produced, while abilities are improved. Self-awareness is additionally picking up prevalence in the professional workplace. Formative exercises that don't really identify with the work the employee is doing can at present be extremely important in empowering the person to be a superior individual and a superior employee. With the requirement for individuals to better deal with their lives, frequently under testing conditions, individual quality and certainty can have any kind of effect. Sure employees, with less anxiety restraining their performance, can improve work for the business and for their own good.

2.3.2 Measuring the need

The requirement for preparing and advancement is regularly measured on the premise emergency circumstances. What are our present needs and how would we prepare individuals to meet them? Astute businesses are additionally focusing considerably more on future needs. Some portion of the procedure of vital workforce arranging is developing the limit of the organization the general population to perform errands later on.

Long-lasting strategies must incorporate the business sectors the organization will work in, foreseen requests for items and administrations, capital prerequisites and maybe above all what

will be normal from the workforce. Notwithstanding what number of individuals will be required, forward-looking managers will distinguish what aptitudes and capacities their specialists should satisfy the mission and objectives. Contrasting the future limit needs and current capacities will reveal the aptitudes and information holes that must be filled. It is absurd to hold up until the last moment to prepare individuals. The arrangement is to start now to outline and actualize the learning procedure so individuals can develop the aptitudes they should accomplish set up objectives.

A survey by True Careers, located in Reston, Virginia, (*July 2011*) announced that 61% of 500 employees reviewed said that proceeding with their training will help make them more responsible in the business. Workers anticipate that businesses will accept some accountability for their expert development. In the event that they can't get what they require through their bosses, they'll change to another business or discover approaches to obtain the learning and abilities individually.

An investigation led by the Society for Human Resource Management (August 2013) uncovered that 37% of 428 human asset experts reviewed said that they had expanded preparing to plan for the gifted laborer deficiencies gauge for 2010. That rate is perilously low, contrasted with where we ought to be in our reasoning and our engaged endeavors. Fantastically, most managers still don't trust that we're on the limit of the most extreme deficiency of gifted work ever. Indeed, even less understand that the deficiencies as of now exist: while some fuss about a jobless recuperation, a huge number of businesses are chasing ravenously for qualified employees. The more they hold up, the all the more preparing will be required in light of the fact that the work pool will be, in general, less qualified as rivalry for ability escalates.

2.3.3 Action steps for employers

In the process of personal growth, it is important for employees to be engaged. Learning helps them to engage with co-workers due to the participation in class training. Coaching helps the employees to connect closely with the managers, supervisors or a corporate from the community who is coaching them. The same effect is felt through mentoring. Collaboration and retention is created through the process of learning together through development and creation of emotional bonds.

It is important for the company to engage more professional trainers apart from the supervisors. The training should be a great opportunity for the coaches to follow up the learners so as to ensure it links the learners with the job and their career.

The improvement of performance and employee retention should engage the evaluation of supervisors' effectiveness in the training process. It is wise for the employers to engage most of their resources in the upgrading of capacity, instilling dedication and confidence to the supervisors, managers and the executives. The employers have no choice in this matter. If the employers do not offer this strengthening, the supervisors, managers and executives will find other companies that will have greater opportunities to grow. There is no option to learning and training of the workforce as it is a necessity. Ignorance of this aspects leads to corporate extinctions.

Employee growth opportunities influence the employee retention by making employee hopeful of higher career heights. Everyone is out for career growth and thus if there are opportunities of the same in an organization, employees will tend to be retained. Day Pitney LLP (Sep 9, 2013).

2.3.4 Work Environment

A place where one goes to work and earn a living is basically what is termed as the work environment. A work environment can be in an office, a cube, at home, in a car, at a construction

site etc. However there are places of work termed as healthy work environments. These are work places that have co-workers, air quality, ergonomic seating, management (the boss!), child care, parking, noise, and even the size of one's cube. A job is not a requirement to have a work environment. Work has to be done somewhere. It basically entails on where to do it.

These can also be considered work environments. In the organizational setting, work environment has become a great variable affecting employee retention. It is vital for employees if they have to do the job well. Work environment not only include the physical location of the office and its contents but also teams in the office and organizations being as flat as possible eliminating bureaucracy and hierarchy where this can sensibly be done. Effective delegation and less micromanagement could also be appreciated by employees boosting their morale and thus retaining them. If the environment at work where one spends more hours in a day than anywhere else is conducive, this will give comfort to employees who will be happy to be associated with the organization. This will in turn make them stay longer with these organizations. (Ethisphere, 2012)

2.3.5 Leadership Style

Remarkable leadership style in the present business world implies substantially more to employees' retention. It implies making a domain that encourages cheerful, submitted, and gainful colleagues. The workplace, employers and initiative are key aspects in creating trust among your employees. In the political and corporate world, a democratic leadership also known as participative leader is the leadership style that is most commonly used. Decision making by groups is mostly favored in this form of leadership. The decision is made by the leader by consulting the team members on their opinions. In comparison with the autocratic form of leadership, team members' opinions are heard and this encourages them to participate.

It is important to note that in this style of leadership, the opinions of team members are greatly considered despite the fact that the leader is still the one who makes the decision. An all-round decision is allowed and this makes participative leadership style to be successful. Decisions are made by the team together. The team is consulted on their ideas of the matter by the leader to help him/her to come up with a decision. This makes the team members feel part of the decision making even though their opinion is not accepted they understand that it's for a reason Patrick Lacioni (1965). The expertise of many professionals is needed in the corporate world and this therefore makes participative leadership much popular. Employees in organizations that advocate for participative leadership are bound to stay longer in them thus increasing employee retention rates in such organizations. Martindale, N (2011)

2.3.6 Reward Systems

Reward systems cannot be undermined as far as the employee retention is concerned. Following the theory of motivation of Maslow, employees have various needs that have to be fulfilled for them to be satisfied. Once an employee's needs at one level are satisfied, he moves to the next higher level need. Reward systems could be used to satisfy some of them and this would result to employee retention. Armstrong, Michael (2007).

2.3.7 Appraisal

Keeping in mind the end goal to distinguish and in this manner endeavor to fulfill representative needs, managers ought to clear up which requests should be met. Each individual has particular needs and for administration the undertaking is to perceive these requirements with a specific end goal to endeavor to fulfill them by social occasion data about what persuades a worker. The way toward watching, surveying, detailing and examining a person's work is called appraisal. The motivation behind examination is to enhance the quality or amount of the work being done yet in

addition to keep up or increment the person's level of fulfillment (Randell, 1996). This definition might be too simplistic since it does not reveal the complexity of the surrounding process.

The purpose behind an appraisal conspire is to enhance the work being finished by a representative and is frequently esteemed to advance cost-sparing activities (Randell, 1996; Shipton, 2006). This can bring about employees feeling a tyrannical feeling of their performance being measured rather feeling good and secure while voicing their requests. Randell states that appraisal is a key segment of HRM since it is because of this technique that the data required for deliberate improvement of people, their preparation, rewards profession and outline of employments is delivered. The general reason for appraisal plot is making an organization more viable by building up its HR.

Managers responsible for manufacturing, money or marketing resources need to actively manage them. By simply leaving them alone they might corrode, the money be devaluated and their market be invaded. Therefore, these managers are forced to guard and develop the resources. In the same way human resource managers need to develop the employees in order to sustain their competitiveness. Randell states "... employers ought to appraise their staff with the end goal of what they ought to do any other way next that would add to their performance in their current occupation; and to find what the organization ought to do any other way for them that would add to their ability to their activity." This announcement demonstrates that the significance of appraisals can profit both the organization and the representative by considering how to all the more adequately achieve organizational objectives through worker fulfillment. As per Helen Shipton (2006) criticism gave through the appraisal procedure can demonstrate conceivable holes between singular requests and organizational targets.

Use of appraisal, employers can furnish employees with clear perspective of how their parts contributes and how they 'fit' inside the organization's motivation. Shipton likewise contends that

appraisal can advance learning and development and help employees to fortify the important certainty to make utilization of chances for more elevated amount learning. Appraisal is a typical path for employees and administration to examine future improvement and elucidate which singular needs firms ought to fulfill keeping in mind the end goal to hold employees.

2.4 Development and careers opportunities

Frank et al (2015) argues that long term assurance of skilled, motivated and competent employees is by training of the employees which is a very important aspect of HRM. Giving employees a chance to pursue their career in the organization by providing opportunities that make them advance raises their work related attitude and behavior. Based on halls description of career we find that development entails altering an individual's perception and behavior. Any activity that changes an employee's performance, adaptability, attitude or identities is considered a development, be it job experience, assignments, feedback socialization or training. We now find that development is not only bound to task related activities but rather any change that enhances an employee's career outcome.

A step in providing career opportunities is the development of human resources. In order to provide advancement within a firm there is need to exist empty positions to be filled. An issue that arises when discussing promotion based rewards system is that organizational growth is required to provide carrier possibilities for employees. A system like that can be adopted in growing firms but may not be applicable in firms that are shrinking or growing at a slow pace (Baker et al, 1987). There are evident problems with using promotion for commitment in order to retain employees but it is also evident that firms must address the problem in some way in a survey carried out by Abadan and Winstanley (1997) on the correlation between promotional opportunities and

motivation the following question was asked; “would a decrease in promotion opportunities result in a decrease in your motivation and morale?”60 percent of the respondents answered Yes. Therefore a decrease in morale may affect the commitment level of employees, an integral part of retaining workers.

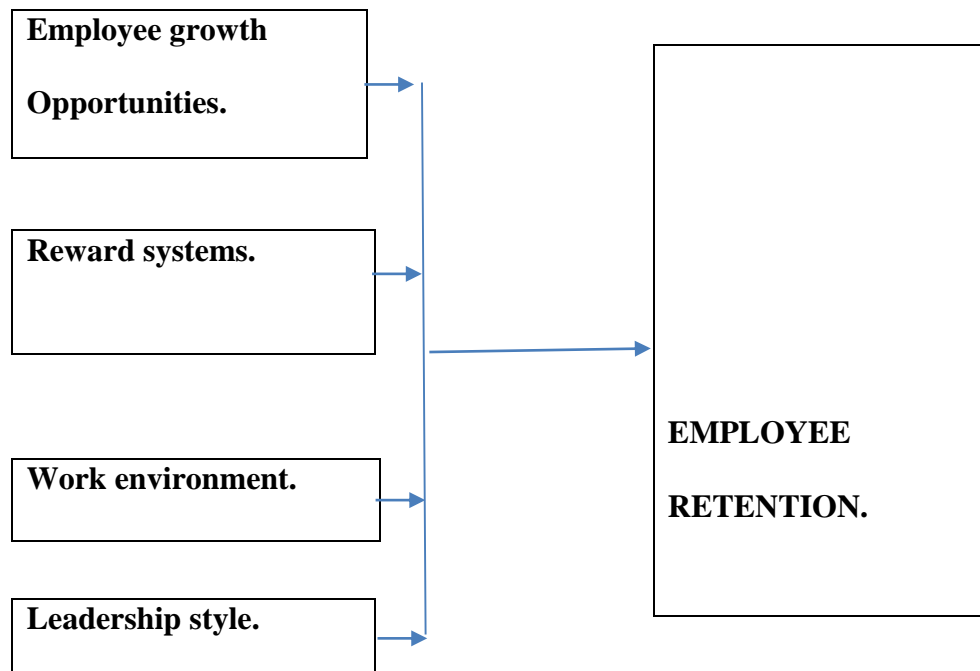
2.5 The Conceptual Framework.

This study was guided by the following variables. On the right hand are the independent variables which are; employee job opportunities, reward systems, work environment and leadership style; while on the left hand are the dependent variables. Retention management will depend on all the independent variables.

Figure 2.1 Conceptual Frame work

Dependent variables

Independent variables



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This research was intended to be an analytical survey meant to establish the role played by the retention management determinants in Mandera County. This involves surveys by use of precise measurement and analysis of target concepts on the independent and dependent variables. Percentages and tables will be used in the presentation.

3.2 Research Design

The type of research design that was used for this project is the quantitative research approach. The researcher using the quantitative design has classified features, counted them and even constructed more complex statistical models in an attempt to explain what is observed.

Kothari, 2005 defines quantitative research as an iterative process whereby evidence is evaluated, theories and hypotheses are refined, technical advances are made, and so on.

He indicates that findings from quantitative approach as long as the use of valid sampling and techniques have been applied, the larger population can be generalized and two corpora can also be compared directly. Quantitative analysis generally helps us to understand the behavior, language and variety of the phenomena to be used and eventually brings out the normality or the abnormality of the phenomena.

3.3 Target Population

The target population consisted of all the employees of the Mandera County including the staff and senior management that deals directly with the management of employees' retention.

Mandera Central sub-county Human Resource Management has 79 employees

According to their tasks the following are the figures of the employees per category:-

Table 3.1, Target population

Task	No. of employees	Percentages
Professionals	17	21.5%
Program assistants	15	19%
Secretaries	11	13.9%
Supervisors	6	7.6%
Clerks	7	8.9%
Cleaners	8	10.1%
Drivers	10	12.7%
Gardeners	5	6.3%
TOTAL	79	100.00%

3.4 Sampling and sample size

After a careful consultation, literature search and survey, a census was found to be appropriate. This is because the target population is not too large and also the fact that unless they are out in the field, they are all located in the same compound. It would also be important to establish if different levels of employees have different motivators to remain in the organization. This means that 100% of the total number of the staff of the Mandera County was involved.

3.5 Data Collection Methodology

Questionnaires and interviews were used to collect information from the population.

An interview was used on the management staffs that are responsible of the national personnel management. Unstructured questions also were used to gather more information from them and

establish their expectations from the survey. Open ended questions were used to allow them to answer as they see fit and encourage lengthy discussion.

Questionnaires were used to collect information from the employees. The questionnaires contained structured questions which would be very concise and relatively easy to answer and the responses were coded to ensure respondents were found it interesting to respond but give the right information.

3.6 Data Analysis

The feedbacks obtained from the questionnaires were used to gather the data needed for this study. The data was analyzed using frequency tables to show the distribution of each category of staff responses. Descriptive statistics mainly percentages and averages (mean) was used to determine the main determinants of employees' retention. The data would be presenting information of tables and percentages.

3.7 Validity and Reliability

Kothari (2004), states that validity indicates the degree to which an instrument measures what it is supposed to measure, that is, the extent to which differences found with measuring instruments reflect true differences among those who are tested. This tests the construct validity of the instruments which is the measure of the degree to which data obtained from an instrument meaningfully and accurately reflects or represents a theoretical concept. Two different instruments that measure the same concept were used. A validity coefficient was computed by correlating measurements from the two instruments. Data was obtained simultaneously from the same subjects.

To ascertain this, the instrument was subjected to analysis by the supervisors and a team of specialists in the area of project planning and management. They were assessing the relevance of

the content used in the instruments and made structured changes for the purposes of improvement and refinement before the actual data collection. A pilot study would do which was to ensure that the items consistently measure the variables in the study and produce reliable results. The piloting were important because it was to identify vague questions, unclear instructions and insufficient spaces for writing responses, clustered questions and wrong phrasing of questions which were detected and refined in good time.

According to Kothari (2004) reliability is the consistency of instruments in producing reliable results. The pilot study was done to ensure that the items consistently measure the variables in the study and produce reliable results on repeated trials. The split half technique of assessing reliability will be used. The research instruments were designed in such a way that they were having two parts. Subject scores from one part were correlated with scores from the second part.

3.8 Operational definition of variables

The variables of the study were described in terms of the type of variable, their various indicators, measurement and measurement scale and data analysis procedure.

3.9 Summary

Information gathering is important as to update on the information on current and former employees as it enhances proper planning focus and strategy execution and helps deal with employees' problems. It is important for the employees to be approached on their view in case they want to leave the organization. Employees sometimes leave work without reasons and sometimes they leave due to personal or work related problems. The reason that employers can deal with incase an employee wants to leave is pay related reasons and opportunities but it's hard for employers to control employees personal reasons for leaving.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF STUDY FINDINGS

4.0 Introduction

This chapter includes; Questionnaire -return rate, Data analysis and interpretation in line to the objectives, aims of the study and views of the respondents on the main contributing factors towards retention of employees in an organization.

4.1 Questionnaire-return Rate

Out of the 79 questionnaires issued to the targeted population, 65 of them were returned with 14 questionnaires having not being returned.

4.2 Data analysis and Interpretation

4.2.1 Employees' response

A total of 79 questionnaires were hand delivered to the sampled employees of Mandera County headquarters offices out which 65 were returned. This is summarized as below:-

TASK	Employees given questionnaires	Employee who filled in the questionnaires	Percentage of the respondents
Professionals	17	12	71%
Programme Assistant (PAs)	15	11	73%
Secretaries	11	11	100%
Supervisors	6	5	83%
Clerks	7	6	86%
Cleaners	8	6	75%
Drivers	10	10	100%
Gardeners	5	4	80%
TOTAL	79	65	82%

Table 4.1.2 Employees’ response

The response can be said to be good since category with the lowest number of respondents was 71% while the highest was 100%. The total number of respondents represents 82 percent of the entire population which was concluded to be an appropriate representation of the sample for the study.

4.2.2 Gender of respondents

There were 200 employees in total and there were 80 female and 120 male out of 80 female 31 Were sampled randomly from the strata of which 25 responded to the questionnaires given and out of 120 male 46 were sampled of which 40 responded to the questionnaire given.

Gender	Frequency	Percentage
Female	25	38
Male	40	62
TOTAL	65	100

According to table two and figure one above, a large percentage of our respondents were men with 62% while the females were second at 38%, the discrepancies between the two genders were too minimal and hence the study was not gender biased and therefore the view of all respondents regardless of gender were incorporated in the study.

4.2.3 Length of employment

The analysis of the length of employment at the Mandera County following the Respondents are as follows:

	0-1 yr	1-2 yrs	2-5 yrs	5-10 yrs	10 and Above	
Professionals	1	1	1	3	0	
Programme Assistant	4	3	2	2	0	
Secretary	5	1	2	0	3	
Supervisors	2	0	1	2	0	
Clerks	1	0	0	2	3	
Cleaners	0	0	0	2	4	
Drivers	2	0	2	3	3	
Gardeners	0	0	0	2	2	
TOTAL	21	5	8	16	15	65

Table 4.1.3 Length of employment

From the above data, it can be concluded that 32 percent of the staff are barely new in the organization (0-1 years old), 10 percent between 1-2 years, 15 percent between 2-5 years, 32 percent between 5-10 years and 10 percent have 10 years and above.

4.2.4 Employee growth opportunities

In the table below, the results of the questions concerning employee growth opportunities have been summarized. The grading of the answers was from 1 to 5 (1-strongly agree, 2 agree, 3-neutral, 4-dissagree, 5-strongly disagree)

1 2 3 4 5 N/A Means

1	You are satisfied with your job in general	0	0	27	30	8	0	3.71
2	You are satisfied with your work tasks	0	0	25	28	12	0	3.80
3	You find your work, tasks stimulating and varied	0	5	31	24	5	0	3.45
4	You find the workload to be okay	0	14	14	32	5	0	3.43
5	You are satisfied with the amount of responsibility and autonomy	0	6	22	37	0	0	3.48
6	You have a desire to develop and to receive more qualified work tasks	0	0	10	50	5	0	3.92
7	You find that you have growth opportunities	20	3	10	6	26	0	3.23
8	You feel that you have the opportunity to receive training in those areas you wish							
TOTAL MEAN								3.46

Table 4.3.1 Employee growth opportunities

4.3 Employee growth opportunities

The overall satisfaction on employee growth opportunities scored 3.46 with no deviation across the total population. 65 percent of the respondents can be concluded to be quite satisfied with the growth opportunities. One way of looking at the results is to compare the number of respondents

on each side of the middle response. In all but three cases, the results are on positive side presenting a mean higher than 3.5. The three cases that stand out deal with workload (question 4), growth opportunities (question 7), and training opportunities (question 8). From the results it seem the employees were dissatisfied with workload. Table 4.3.4 shows that employees desire to develop is positive, however, it seems as if they do not really get that opportunity as both questions concerning growth opportunities and training receives a negative grade.

4.4 Leadership style

In the table below, the results of the questions concerning leadership style have been summarized. The grading of the answers was from 1 to 5 (1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree)

1	2	3	4	5	N/A	Mean	
1	You feel that you receive enough support and feed-back from your closest superior						
a	When you have done something good						0 11 34 6 14 0 3.35
b	When you have done something wrong						0 4 26 5 11 19 3.28
2	The way employees are informed about government policies						0 10 14 36 5 0 3.55
3	Implementing of policies						4 6 24 26 5 0 3.34
4	Equal treatment to staff on policy implementation						0 0 14 34 17 0 4.05
5	How your superior handles employees						0 4 26 4 11 0 2.42
Total mean						3.33	

Table 4.1.4 Leadership style

The overall satisfaction on leadership style scored 3.33. It can be concluded that employees have no great confidence in the leadership style in Mandera County - Kenya. One way of looking at the results is to compare the number of responses on each side of the middle response. In all but two cases, the results are on the negative side presenting a mean lower than 3.5. The two exceptional cases that stand out deal with how employees are informed about organization's policies (question 2) and treatment of staff on policy implementation (question 4). From the results, it seems the employees are only satisfied with those topics leaving the other three topics lower than 3.5. Table 4.4 shows that how superiors handle employees could be an issue as this scored 2.42. The feedback given to employees should be researched further and the best way possible implemented.

4.5 Work environment

In the table below, the results of the questions concerning work environment have been summarized. The grading of the answers was from 1 to 5 (1- strongly disagree, 2-disagree, 3- neutral, 4- agree, 5- strongly agree)

		1	2	3	4	5	N/A	Mean
1	You have a good cooperation your unit	0	9	14	16	26	0	3.91
2	You have good cooperation with other units	0	6	19	40	0	0	3.52
3	You have good relations to your colleagues	0	0	5	24	36	0	4.48
4	It is fun to go to work	6	14	24	16	5	0	3.02
5	You feel secure in your work situation							
A	Physical (e.g. risk of injury)	0	0	0	35	30	0	4.46
B	Psychological (e.g. risk of loosing your job)	26	19	20	0	0	0	1.91
TOTAL MEAN 3.55								

Table 4.1.5 Work environment

		mean
1	You are satisfied with your salary	3.42
2	You are satisfied with your allowances	
A	Transport allowance	1.00
B	House allowance	1.15
C	Education allowance	1.00
3	You are satisfied with different employee benefit that exist	
A	Health insurance	4.77

B	Leave days	4.08
C	Pension scheme	3.07
D	Special leave (e.g compassion leave)	3.74
	TOTAL	2.73

4.6 Reward systems

The overall satisfaction on rewards system scored 2.73. This is the weakest section so far that has been examined. It is falling short of our comparing mean of 3.5 by about 0.75 proving to be so weak. All apart from the health insurance (question 3a) and leave days (question 3b) falls below our comparing rate of 3.5. Table 4.3.6 shows that the reward systems should be looked into a deeper way and improved by the management if possible.

4.7 Employees Resignation in the last 12 months

From secondary data, it can be summarized that within the year a total of 20 employees had resigned. This translates to 26.3% employees leaving in a period of 12 months using the labor turnover formula below.

Labor turnover = $\frac{\text{Total number of leavers within the period}}{\text{Total number of positions in the organization}} \times 100$

Total number of positions in the organization

The combination of positions which had been resigned from is as indicated below:-

Table 4.3.8 Employee Resignation in the last 12 months

TASK	No. of employees who have resigned during the year	Total No. of employees	Percentage of resignation
Professionals	5	15	25%
Programme assistants	6	15	30%
Secretaries	4	10	20%
Supervisors	2	6	10%
Clerks	1	7	5%
Cleaners	0	8	0%
Drivers	2	10	10%
Gardeners	0	5	0%
TOTAL	20	76	100%

Table4.1.8 Employees Resignation in the last 12 months

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In this chapter the researcher brings out the summary of the findings, conclusions and the recommendations on the determinants of employee retention in workplace. This is through some of the factors detailed in the research project such as employee's growth opportunities, leadership style, work environment and reward systems.

5.1 Summary of findings

From the analysis, the turnover for senior staff is higher than junior staff which leads to loss of the organization's cream to other employers. The turnover is above the recommended 15% for permanent positions.

The study compared four sections capable of motivating employees: employees' growth opportunities, leadership style, work environment and reward systems.

Reward systems sector was the lowly rated sector at 2.73. The highly rated was work environment at 3.55. The other two rated at 3.46 for employee's growth opportunities and at 3.33 for the leadership style. Employees' growth opportunity factor had questions related to the job satisfaction based on opportunity to training, career development and satisfaction by the work itself. The desire to develop and receipt of more qualified work tasks was rated 3.83 and was the highest in this sector. The lowest was the availability of training in areas that the respondents would like which rated 2.73.

The study shows that the employees don't have enough opportunities for growth and thus are not satisfied with this factor. From the findings, different employee growth opportunities available in organizations includes general satisfaction with the job, work tasks, responsibility and autonomy,

desire to develop and receive more tasks, growth opportunities and training. All these factors were rated differently which shows they contribute differently to employees' retention and thus should all be looked into without ignoring any of them. With the overall rating for this factor was 3.46, this factor could be a cause of resignations in the organization as the employees are not satisfied with the same.

Leadership style sector had questions related to communications and feedback from the leaders And how employees are treated by them. The highest rated question was equal treatment to staff on policy implementation at 4.05. The respondents however rated at 2.42 the question on how Their superior handled employees. Work environment sector had questions on relationships within the organization, motivation to go to work and security either physical or psychological. Work environment was rated at 3.55.

is meant that the environment is conducive though the question on psychological security is a min issue to all employees and mainly to following the survey carried out.

Reward systems sector had questions related to satisfaction on salary, allowances and different employees' benefits. The highly rated was the employees benefits at 3.77, followed by salary at 42 and lastly allowances which rated as low as 1.05. With the overall rating of 2.73, it was [und out that employees are not satisfied with the rewards offered. It is thus crucial to ensure compensation is adequate.

5.2 Conclusions

He researcher concluded that the four factors researched on have some impact on retention management of employees at Mandera County.

From the findings, the employee growth opportunities was rated 3.46 which could be translated s employees being neither satisfied nor dissatisfied. The researcher thus concludes that training

given to employees is not sufficient as it was lowly rated followed by growth opportunities in the organization. The generation of today this is referred to as "Net Generation" has more respect to lifelong learning, than to hierarchical systems and loyalty. With this in mind the employer should look for new ways to motivate the generation if they have to be retained in the organization. This means change of the way things are done in the organization. Leadership style was rated 3.33 which could be translated that the employees are neither satisfied nor dissatisfied. The researcher found out that the question on how the employees are handled by superiors was lowly rated at 2.42. This could be source problem in Mandera County because if the superiors are not treating the employees with respect then it could mean low motivation which would lead to employees spending more time on job searching than what they have been employed to do. Here there could be a clash on culture because many of the superiors belong to Generation X and the employees to the Net Generation, also called the Echo-Boom Generation. As the Net Generation has grown up in the digital age, they are technologically intelligent, mobile and cool with chaos; they come up with changes which could bring a conflict. The researcher thus concludes that the employer should work on this as fast as possible through training of the superiors on culture differences and expectations of the new generation.

Work environment was rated higher than the other factors at 3.55. This inclines more on being satisfied though the question of job security is an issue as it was rated at 1.91. The researcher found out from the Human Resource officer that the employees work on one year contract basis. This deny them equal chances with employees from other organization in the outer world to services like bank loans and mortgages as they are termed to be financially insecure. Though the Net Generation does not expect or want lifelong employment and company loyalty, the researcher concludes that there's need to improve on the contracts. This could be a key factor on retention

management failure as the employees are looking for the present value and not what they will get in future meaning that if one is able to get a loan today it would be more beneficial than tomorrow. The reward systems factor was the lowest rated 2.73. This reflects the level of dissatisfaction of the employees as far as rewards is concerned. The most affected factor was the allowances which rated as low as 1.05. The researcher concludes that the employees at Mandera County will be ready to leave the organization as soon as they get greener pastures.

5.3 Recommendations

It is clear from the study that there is a relationship between the factors researched and employees' retention. Mandera County employees are not motivated by the four factors researched. This could be leaving them with no choice but to quit as soon as they find greener pastures elsewhere. From the data analysis the study recommends that the management of Mandera County make use of this project when drawing up their policy on employees' retention management. Management and policy remedies can be recommended as follows:-

5.4 Management Recommendations

Mandera County should act fast to restore motivation on their current employees to enable retention of the same and thus help keep the institutional memory. The turnover for senior staff is higher than junior staff which leads to loss of the organization's cream to other employers. The management should create growth opportunities for senior employees. This could be done by enriching their jobs and also by sending them to the field offices to offer professional assistance instead of sending expatriates from abroad. As the organization expands its service opportunities should be given to junior employees to grow within the organization if they qualify for the jobs.

The management should reconsider the employment contract. The researcher recommends open-ended contracts as their termination terms are equally the same as the yearly contract i.e. either

one month notice or payment on notice. This will motivate staff as they will be able to take loans and mortgages without problems. The management should investigate more on how supervisors handle employees as this was poorly rated. The management should organize trainings on issues like cultural differences, leadership and management skills for the superiors. Team building exercises should also be organized outside the work environment to enable both employees and superiors mix freely and know each other better. The management should conduct a market survey on the allowances payable in the market for their staff. Benchmarking should also be carried out on other reward systems which could be implemented and not only had the monetary rewarded.

5.5 Policy Recommendations

The organization should adopt retention management policy " whose aim should be to improve the organization by keeping their skilled employees for longer, change the public the organization and cost reduction on recruitment. The organization should implement sound simple policy. Total involvement for all employees will be important in its development and all of them will have responsibilities and ownership of the process.

The organization has to embrace team work to achieve such success. A lot of sacrifice and commitment is vital from all, and likewise for any other organization in the world. All that needs to be borne in mind is that the degree of employee retention will vary with the different cultures. By making use of such a study and being committed to employee retention, Mandera County is on its way to becoming an organization of choice where only eventualities leads to open positions.

The policy should include conduction of exit interview whenever an employee resigns to know the exact reasons for resignations from the concerned staff and also to get more information on what they think should be implemented to make the organization better.

The organization has to implement retention management which should borrow from this research finding on employees' growth opportunities, leadership style, and reward system and work environment. If the policy is well implemented, the organization will benefit especially in; employees' satisfaction; recruitment, selection and induction time saving; lowering recruitment cost and creating a good organization's image will be achieved.

5.6 Areas for Further Research

More research should be done on the aspect of competition. This should be on other employers and the researcher should subsequently compare his findings with those of this study. This will definitely act as a benchmark and the researcher will identify the major areas of improvement. Other researches can be done on how the following affect retention management: performance evaluation systems, discipline management and family relationships.

REFERENCES

- Alch, M.L. (2000) Get Ready for the Next Generation. Training and development, February 2007, pp. 32-34.
- Armstrong, M., & Stephens, T. (2005). A handbook of employee reward management and practice. London: Kogan page Ltd.
- Benson, J. & Brown, M. (2007) Knowledge workers: what keeps them committed; what turns them away. Work, Employment & society. Vol. 21. No. 1.
- Bratton, J. & Gold, J.L. (2003) Human Resource Management- Theory and Practice. 3rd edition... New York. Palgrave Macmillan.
- Buck, J. M. & Watson, J.L. (2002) Retaining Staff employees: The relationship between Human Resources Management strategies and Organizational commitment. Innovative Higher Education. Vol. 26. No.3.
- Drucker, P. (2003) New trends in management. Executive Excellence. Vol. 20. No. 8.
- Elding, D.J. (2005), e-thesis repository, Modelling employee motivation and performance, retrieved 7th December, 2008 from <http://etheses.bham.ac.uk/11/1/Elding05PhD.pdf> 6.
- Frank, F.D; Finnegan R.P & Taylor C.R (2004) The Race for talent: Retaining and Engaging Workers in the 21st Century. HR. Human Resource Planning. Vol. 27. No.3.
- Jamrog, J. J. (2002) Current practices the coming decade of the employee HR. Human Resource Planning. Vol. 25. No.3.
- Kerr, J. & Slocum, J. W. Jr. (2005) Managing corporate culture through reward systems. The Academy of Management Executive. Vol. 19. No. 4.
- Kothari, C.R. (2005) Research Methodology- Methods and Techniques. New Delhi: New Age International publishers.
- Kressler, H.W. (2003). Motivate and Reward- Performance appraisal and incentive systems for business success. (S. Pearce, Trans). NY: Palgrave Macmillan. (Original work published 1988).
- Lindmark, A. & Onnevik, T. (2006) Human Resource Management Organisationens hjarta. Lund. Studentlitteratur.
- McCrea, B. (2001) when good employees retire. Industrial Distribution, March 2008, pp. 63-66.
- Shipton, H. (2006) HRM as a Predictor of innovation. Human Resource Management Journal Vol. 6. No. 1.
- Wikipedia (2007) A <http://en.wikipedia.org/wiki/Retention> Online 2008-29-11.

Wikipedia (2007) B [http://en Wikipedia.org/wiki/management](http://en.wikipedia.org/wiki/management) online 2008-29-11.

Young, T. (2006) Implementing a knowledge retention strategy. *Knowledge Management Review*, Vol. 9, issue 5, pp. 28-33, November/December 2006.

Author unknown (2006) The battle for Brainpower- A survey of talent. *The Economist*, October 7th 2006, pp. 3-5.

Martindale, N (2011). "Leadership Styles: How to handle the different personas". *Strategic Communication Management* **15** (8): 32–35.

Armstrong, Michael (2007). *A handbook of employee reward management and practice* (2nd ed. ed.). Philadelphia: Kogan Page. [ISBN 978-0-7494-4962-9](https://www.isbn-international.org/view/title/978-0-7494-4962-9).

APPENDIXES

APPENDIX 1: QUESTIONNAIRE TO EMPLOYEES

(Questions to be replied within 2 weeks)

SECTION 1- Personal information

Name of the employee (optional):

How long have been working at Mandera County

What is your job title:

Instructions: - Please grade your answers from 1 to 5 (1-strongly agree, 2-agree, 3-neutral, 4-disagree, 5- strongly disagree)

SECTION 2- Employee growth opportunities

1. You are satisfied with your job in general

1	2	3	4	5
---	---	---	---	---

2. You are satisfied with your work tasks

1	2	3	4	5
---	---	---	---	---

3. You find your work, tasks stimulating and varied

1	2	3	4	5
---	---	---	---	---

4. You find the workload to be okay

1	2	3	4	5
---	---	---	---	---

5. You are satisfied with the amount of responsibility and autonomy

1	2	3	4	5
---	---	---	---	---

6. You have a desire to develop and to receive more qualified work tasks

1	2	3	4	5
---	---	---	---	---

7. You find that you have growth opportunities

1	2	3	4	5
---	---	---	---	---

8. You feel that you have the opportunity to receive training in those areas you wish

1	2	3	4	5
---	---	---	---	---

Section 3- Leadership Style

1 You feel that you receive enough support and feed-back from closest superior

a) When you have done something good

1	2	3	4	5
---	---	---	---	---

b) When you have done something wrong

1	2	3	4	5
---	---	---	---	---

2 the way employees are informed about the organization's policies

1	2	3	4	5
---	---	---	---	---

3 implementation of policies

1	2	3	4	5
---	---	---	---	---

4 equal treatment to staff on policy implementation

1	2	3	4	5
---	---	---	---	---

5 how your superior handles employees

1	2	3	4	5
---	---	---	---	---

Section 4- Work Environment

5 You have a good cooperation in your unit

1	2	3	4	5
---	---	---	---	---

6 You have a good cooperation with other units

1	2	3	4	5
---	---	---	---	---

7 You have a good relations to your colleagues

1	2	3	4	5
---	---	---	---	---

8 It is fun to go work

1	2	3	4	5
---	---	---	---	---

9 You feel secure in your work situation

a) Physical (e.g. risk of injury)

1	2	3	4	5
---	---	---	---	---

b) Psychological (e.g. risk of losing your job)

1	2	3	4	5
---	---	---	---	---

Section 5- Reward systems

1 You are satisfied with your total salary

1	2	3	4	5
---	---	---	---	---

2 You are satisfied with your allowances

a) Transport allowance

1	2	3	4	5
---	---	---	---	---

b) House allowance (where applicable)

1	2	3	4	5
---	---	---	---	---

c) Education allowance

1	2	3	4	5
---	---	---	---	---

3 You are satisfied with different employee benefits that exist

a) Health insurance

1	2	3	4	5
---	---	---	---	---

b) Leave days

1	2	3	4	5
---	---	---	---	---

c) Pension scheme

1	2	3	4	5
---	---	---	---	---

d) Special leaves (e.g. compassion leave)

1	2	3	4	5
---	---	---	---	---