

# An Investigation on Training & Development Determine Staff Retention Strategies in organization: A Case of Turkana County Government, Kenya

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## Abstract

Competition for talented employees is on rise in many organizations in Kenya. In today's highly competitive business environment, the dynamics of talent have become a key differentiator for most businesses. Highly competent employees are migrating from Kenya to overseas for better paid jobs therefore the retention of employees is becoming a major challenge to many organizations in this era of globalization. In Kenya a lot of functions have been devolved from national government to county government. Thus, management of many organizations is finding difficult to retain employees. The objective of the study is to assess the training and development influence staff retention strategies in organizations. The researcher adopted a descriptive research design. A target population of 325 employees was selected across all the departments of Turkana County Government. The data was collected by use of questionnaire and analyzed by the use of Software Statistical Package for Social Sciences (SPSS) version 21. The analyzed data is presented in tables and figures for ease interpretation. The quantitative data was analyzed using percentages and mean to show the strength of particular strategies. It was established that majority of the county government employees were not aware of how the training and development motivates them to stay in the organization and at the same time they were not aware of how it gives the county government a competitive. From the findings, the study recommended that County Government should ensure

*employee skills are matched with their Jobs. The County Government should also deliver a plan for employee's career plan, training and other opportunity to build competencies in mentoring for employee's direction.*

**Key Words:** Employee, Retention, Global, Competition, retention Training, Development strategies.

## 1. Introduction and Background of the study

Workers are significant assets in assisting a company in meeting its goals and objectives by delivering goods and services using other resources. Thus, managers face many obstacles in their efforts to retain the most important workers in their organizations. Training promotes skills updates as well as increased participation, well-being, and a sense of belonging, both of which add to the competitiveness of the organization (Karia & Ahmed, 2020).

## 2. Statement of the problem

Excessive turnover rates in the county have resulted in substantial cost increases and a resulting erosion of profitability of many organisations. Since the mid-1990s, analytical research has focused not only on understanding why people quit companies, but also on certain factors that motivate workers to continue, as well as the advantages of getting tenured jobs. It's against this background that this study attempted an Investigation on Training & Development Staff Retention Strategies in organization: A Case of Turkana County, Kenya.

### 3. Purpose of the Study

The purpose of this research is to assess how training & development of employees determine Staff Retention Strategies in organization: A Case of Turkana County Government, Kenya.

### 4. Objectives of the study

#### General Objective

1. To Investigate on Training & Development on Staff Retention Strategies in an organization: A Case of Turkana County Kenya.

#### Objectives of the study

To determine the effect of training and training of employees on retention strategies, Turkana County.

### 5. Research questions

The study attempted to answer the following research question(s)

1. To what extent does training and development strategy promote staff retention in organization?

### 6. Literature Review

According to Thompson and Stickland (2003), every organization ensures that strategies and policies are in place to help them retain key and skilled employees.

Jones & Skarlicki, (2003) opine that employee look for better job prospects, and businesses are looking to boost their workforce productivity.

Abdul (2017) argues that employee retention techniques are processes and regulations that a company uses to meet the diverse requirements of its workers while creating an atmosphere that allows them to remain with the company.

According to Stovel and Bontis (2002), workers change jobs every six years on average. This condition necessitates that management investigate the reasons for employees' frequent job changes.

Employee turnover in companies is highlighted by Abassi and Hollman, (2000); Hewitts, (2006); Sherman et al (2006) as recruiting practices, leadership style,

lack of respect, a lack of a fair pay structure, and unhealthy organizational conditions.

April, (2010) shows that personal growth and nurturing in terms of preparation investment is clearly a strong factor of performance in staff retention Most companies nowadays derive competitive advantage from training and development program.

This aids in the elimination of flaws in employees, allowing them to stay longer; Companies must have a positive learning and working environment as learning and development opportunities arise for the retention of talented workers (Arnold, 2005; Hytter, 2007; Walker, 2001).

Training and development initiatives for all employees are essential for fostering organizational growth, especially in terms of performance and technical advancement. (Boomer, 2009).

Any worthwhile initiative necessitates strong backing from senior management, who must also serve as good role models for subordinates (Zenger, Ulrich & Smallwood, 2000).

Studies by Arlund, (2005); Bernsen, Segers and Tillema, (2009); Kyndt, Dochy, Michielsens and Moeyaert, (2009) established that when a company decides to invest in employee growth, managers and supervisors take on a new position

Factors Succession & Development will boost employee engagement, professional development, and job opportunities for top talent, allowing the organization to become a preferred employer (Breaugh & Mary,2000).

Torrington, 2008 and Green (2000, discovered that the net impact of different types of training on the attitudes of 1539 workers is neutral, with 19% of employees reporting that training made them more likely to actively seek another job and 18% reporting that it was less likely.

The fact that leaving would also result in the termination of course funding provided a more direct incentive to remain with the supporting employer (Torrington2008).

### 7. Theoretical Frame work

This study is guided by Zinger Model as shown in shown in figure 1.

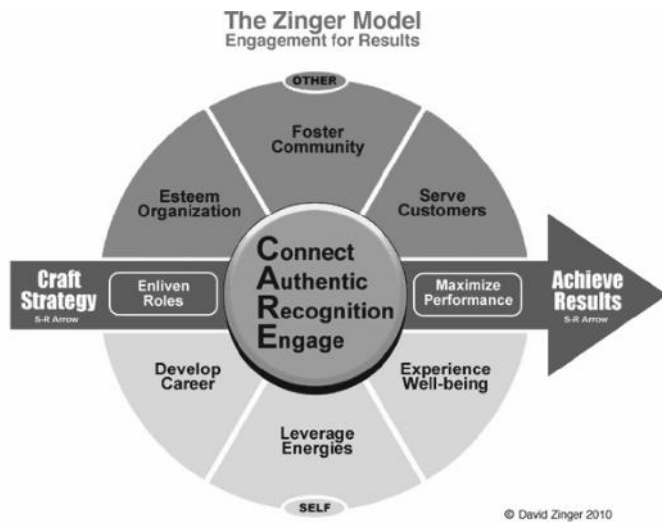
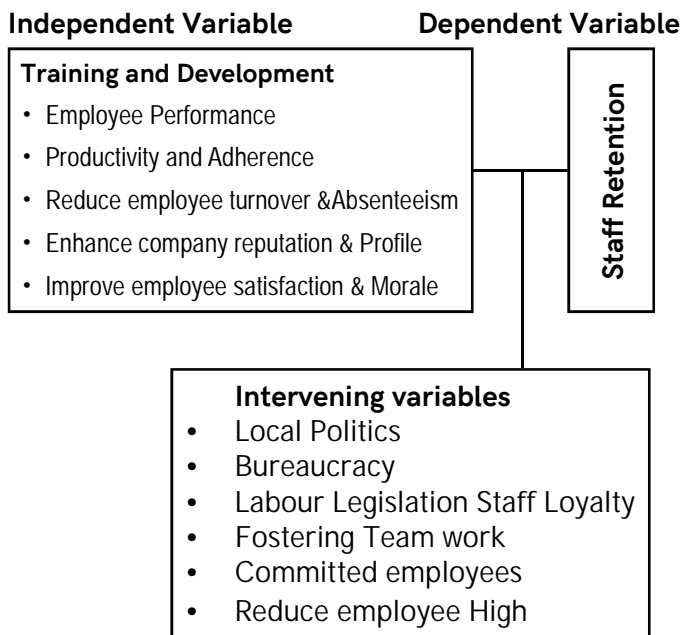


Figure 1 Zinger model of employee Retention

### 8. Conceptual framework

The study was guided by the following conceptual framework:



### 9. Research Methodology

#### Research Design

According to Dooley (2007), a research design is the plan, outline, or technique used to produce answers to research problems. This study employed a descriptive research design. A descriptive research design permits the use of both qualitative and quantitative data, making this study easier to interpret and conclude.

#### Target Population

As a result, the report took a total of 97 people from the Turkana County Government’s various offices.

#### Sample size population

A sample of 30% of the population was used. The sample size population is shown in table1.

Table 1 Sample size population

| Position                       | Target Population | Percentage | Sample size |
|--------------------------------|-------------------|------------|-------------|
| Human Resource                 | 23                | 30%        | 7           |
| Procurement                    | 39                | 30%        | 12          |
| Finance/Audit                  | 52                | 30%        | 15          |
| Clerks                         | 56                | 30%        | 16          |
| ICT                            | 10                | 30%        | 3           |
| Public Relations/Communication | 15                | 30%        | 5           |
| Administration                 | 130               | 30%        | 39          |
| Total                          | 325               |            | 97          |

### 10. Results and Discussions

The researcher distributed 97 questionnaires and received 93 from the respondents. While verifying the data, 5 questionnaires had either multiple responses for a question or had a lot of missing values and were considered void. The study therefore had a response rate of 90.7%.

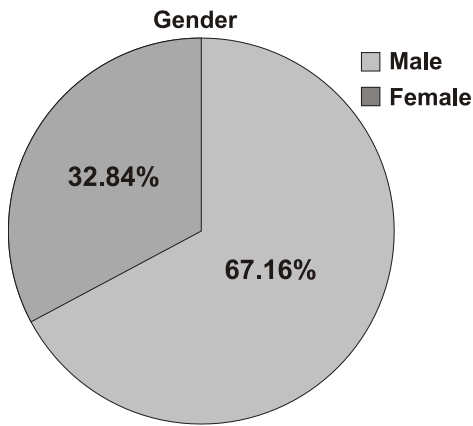
#### Demographic results of the respondents

The demographics of the respondents consisted of gender of respondents, Employees from the ministries in the county government. Age group, work

experience, educational level, and finally marital status.

**Gender of respondents**

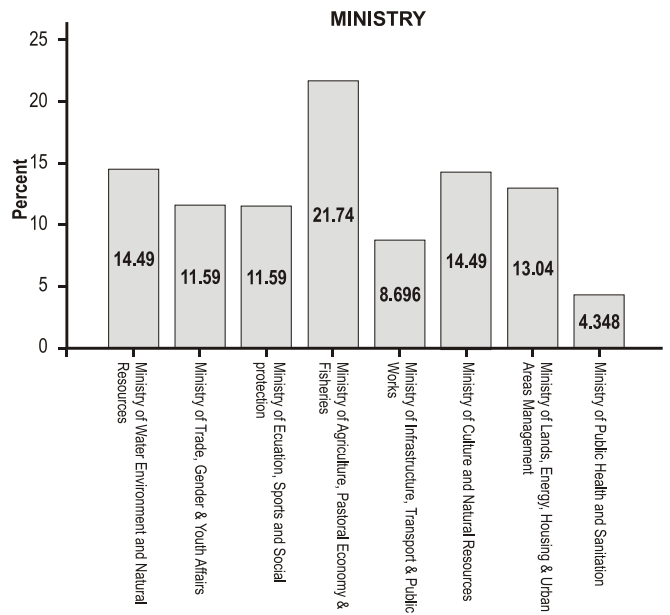
The respondents were asked to indicate their gender and from the results it was noted that 32.84% were females, while 67.16% were males. The study findings indicated that the male’s population was higher than that of females. The results of gender respondents are shown in figure 2.



**Figure 2. Gender of the respondents**

**Employees departments**

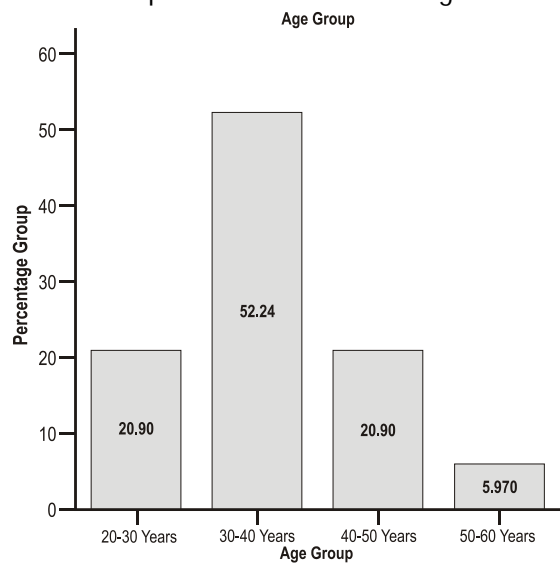
The respondents were asked to indicate how the section they worked in and from the study findings, it was noted that 14.49% of the respondents worked in the Ministry of Water, Environment and Natural Resources, 11.59% in the Ministry of Trade, Gender and Youth Affairs, 11.59% in the Ministry of Education, Sports and Social Protection, 21.74% in the ministry of Agriculture, Pastoral Economy and Fisheries, 8.69% in the ministry of Infrastructure, Transport and Public Works, 14.49% in the ministry of Tourism, Culture and Natural Resources, 13.4% in the ministry of lands, Energy, Housing and Urban Area Management and 4.35% worked in the ministry of Health and Sanitation. The results of employees depart are shown in figure 3.



**Figure 3 Employees Department**

**Age Cohort of respondents**

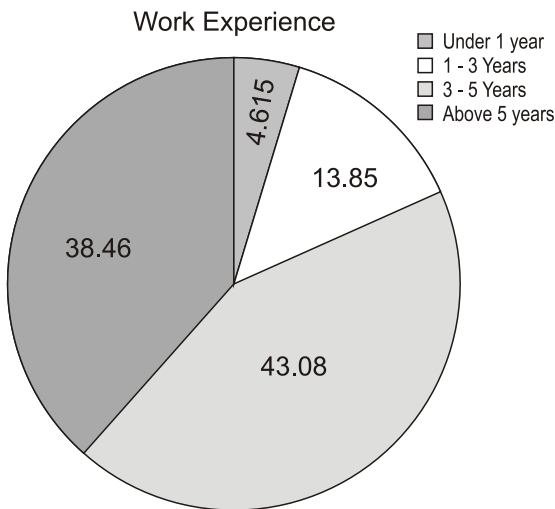
The Respondents were asked to indicate their age group and from the study findings, it was noted that 20.9% were aged between 20-30 years, 52.24% were aged between 31-40 years, 20.9% were aged between 41-50 years, and 5.97% were aged above 50 years. These findings show that majority of the population were youths aged between 30-40 years. The results of cohort of respondents is shown in figure 4.



**Figure 4. Age cohort of respondents**

**Work Experience of respondents**

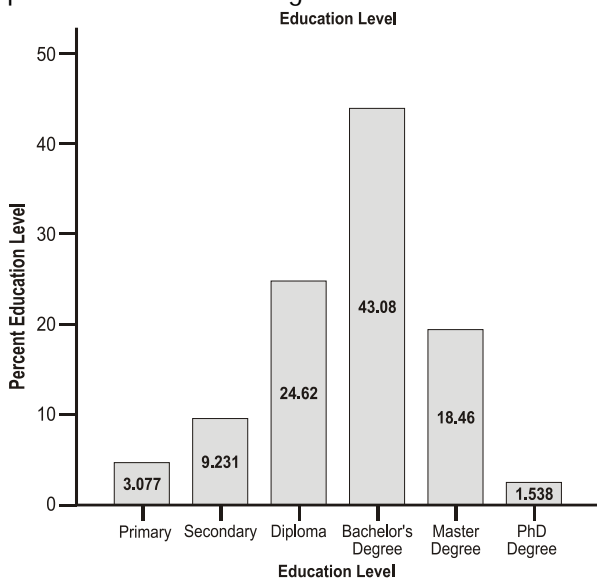
The results show that the respondents had been with the county government for more than 3 years making them viable respondents for the study. The findings of work experience of respondents are shown in figure 5.



**Figure 5 Work Experience of respondents**

**Education Level of respondents**

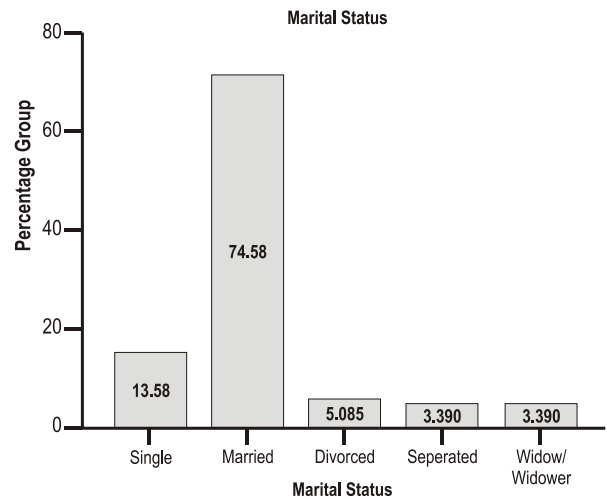
These results show that most of the employees in the county government had attained at least a Diploma Certificate. The results of education level of respondents are shown figure



**Figure 6 Education Level of respondents**

**Marital Status of respondents**

These results show that most of the employees in the county government were married. The findings are shown in figure 7.



**Figure 7 Marital Status of respondents**

**Training and Development Retention Strategies**

The results of training and development of employees in retention strategy are shown in Table 2

Table 2 Training and Development Retention Strategy

| Statement  | 4<br>% | 3<br>% | 2<br>% | 1<br>% | MEAN | STD DEV |
|--|--------|--------|--------|--------|------|---------|
| Training and development improve employee's performance                                      | 63.2   | 23.5   | 11.8   | 1.5    | 3.48 | 0.7     |
| Training and development motivate employees to stay in organization                          | 40.9   | 36.4   | 16.7   | 6.1    | 3.1  | 0.9     |
| Regular access and frequent training and development programs enhances growth and prosperity | 55.2   | 23.9   | 19.4   | 1.5    | 3.3  | 0.8     |
| Training and development of employees give organizations a competitive edge                  | 40.3   | 37.3   | 20.9   | 1.5    | 3.16 | 0.8     |
| Training and development make employees become more productive                               | 59.4   | 21.7   | 14.5   | 4.3    | 3.3  | 0.89    |
| Key 4=Great Extent; 3=Moderate Extent; 2=Small Extent; 1=Not at All.                         |        |        |        |        |      |         |

From the results, 63.2 percent of respondents agreed that training and development increase employee performance to a large degree. 23.5 percent agreed moderately, 11.8 percent agreed to a lesser degree, and 1.5 percent disagreed completely. The results are shown in Table 3.

Table 3 Training and Development Retention Strategy

| Statement  | Yes (%) | No (%) |
|--|---------|--------|
| The county government organizes for staff to attend professional workshops/conference.                       | 66.2    | 33.8   |
| The county government organizes for staff to attend training courses outside the country.                    | 72.5    | 27.5   |
| The county government has secured scholarship and sponsors to develop staff career for the county employees. | 37.3    | 62.7   |
| The County Government conducts training needs analysis before undertaking any form of training.              | 66.2    | 33.8   |
| The county government takes its employees through a regular job evaluation.                                  | 68.2    | 31.8   |

From the results it is evident that 66.2% of the respondents agreed that the county government organizes for staff to attend professional workshops/conference. Most of the respondents, 72.5%, said that the county government organizes for staff to attend training courses outside the county. The majority of the respondents, 62.7%, were negative that the county government has not secured scholarship and sponsorship to develop staff career for the county employees. Only 37.3% agreed that the government has secured scholarship and sponsorship to develop staff career for the county employees when asked whether the County Government conducts training needs analysis before undertaking any form of training, 66.2% said yes while 33.8% said no. 68.2% of the respondents said that the county government takes its employees through a regular job evaluation.

The study indicates that 63.2% of the respondents strongly agree that training and development improves employee's performance this concurs with April, (2010) which reveals that personal growth and nurturing in terms of preparation investment is clearly a strong factor of performance in staff retention. Most companies nowadays derive competitive advantage from training and development programs. Training and development initiatives for all employees are essentials for fostering organizational growth, especially in terms of performance and technical advancement (Boomer, 2009). The study, further, found out that 59.4% of the respondents have agreed to a great extent that training and development makes employees become more productive this

result concurs well with Mansour, (2013) who conducted a research to empirically investigate the training in an organization from developing countries accordingly to survey results, the study's findings revealed a positive relationship between employee training and success further to this Mansour observes that companies must plan, execute and assess the best training programs to inspire workers and improve productivity. The findings also show that 72.5% of the respondents agree with the statement that the county government organizes for staff to attend training courses outside the county training increases people's employability and as a result they are not likely to leave and pursue other opportunities.

### 11. Conclusion

Training and development of employees enhances retention strategy of employees in organization. However, it was noted that the strategy is not being employed or used in the county government. The difference in response to determine the degree of difference was not high and thus the respondent views were almost the same. 40.3 % confirmed to a great extent that the training and development of employees give organization a competitive edge while 37.3 further to this the county government employees confirmed to a great extent that 40.9% of training and development motivates employees to stay in an organization while 36.4% agreed to an extent. The implication of the study is that it will assist policy makers of the county government to come up with deliberate strategies to promote staff retention in an organization. Recruitment and replacement of employees in an organization is a costly process. In future, there is need to investigate on more variables apart from training and development of employees in an organization as the only retention strategy.

### 12. Areas for further research

In addition, there is need for comparative study to be undertaken so that one can have a holistic understanding on how training and development of employees contributes to staff retention strategy in an organization.

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