INFLUENCE OF RECRUITMENT AND SELECTION APPROACHES ON STAFF RETENTION IN FAITH- BASED ORGANIZATIONS: A CASE OF ACK KIBERA PAPER PROJECT, KIBRA SUB-COUNTY IN NAIROBI COUNTY

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ABSTRACT

This study sort to examine the influence of staff recruitment and selection approaches on staff retention of employees in ACK Kibera Paper Project a Faith-Based Organization in Kibra Sub-County, Nairobi County, Kenya. The objectives of this study were to examine policies of recruitment and selection practices, establish the link between policies of staff recruitment and staff retention and to establish the extent to which the recruitment and selection practices had influenced staff retention in ACK Kibera Paper Project. This study applied the descriptive research design. The population in this study included all the employees in the Anglican Church of Kenya Kibera Paper Project and those in the management who were a total of 60 employees. The researcher used primary data which was mainly quantitative collected through questionnaires and analyzed through descriptive statistics. The study revealed that in ACK Kibera Paper Project there was no clarity regarding the skills that the employees being recruited were expected to have before being selected for various positions within the project. 84% of the respondents reported that the project recruited employees through a referral system by the Church leaders and there lacked a formal recruitment tool. 91% of the respondents reported that most employees lacked a comprehensive diversified set of skills aside from just knowing how to knit the beads. 77% of the respondents reported that remuneration was not competitive, there was no job security and working conditions were deplorable. In conclusion the research established the nature of recruitment and selection approaches determine the extent to which employees would be retained in an organization. Based on these findings the researcher recommended that they should develop a recruitment tool for the various positions for which they were meant to recruit. There should be provision of skills clarity and skills diversification thus employees feels motivated and utilize their skills fully and this would enhance retention. There should be provision of competitive remuneration and assurance of job security for the staffs.

Key Words: Recruitment, Selection, Staff Retention

INTRODUCTION

People searching for jobs have continued to evolve and becoming dramatic worldwide. In the year 1950 and 1960 few recruitment platforms were started which took interest on how the candidate was qualified and experienced, Adler H. (2016). Early in the 1980s and 1990s other technological developments like introduction of fax machines evolved. A candidate could produce curriculum vitae faster and send via the fax machine (Solomon, 2013).

Employee recruitment in Africa could be seen as not clear for the skilled workers and much work has been done to breach this gap and bring those qualified closer to the recruiters, (Carless 2013). Many people are now seeking inter- country employment in the different countries of Africa.

Most organizations in Kenya while conducting recruitment apply the traditional approach by requesting the HR department. The HR head in turn consults the top management concerning the need to hire and whether the budget to carry out the whole exercise exists. Official recruitment in faith-based organizations is done through advertisements in church bulletins and newspapers but practically the communication of the same is through colleges and training institutions, private agencies, poaching from other organizations especially teachers and health care workers.

Because of the distinctive role of nonprofit leadership, the Anglican Church of Kenya is fond of hiring leaders who reflect their faith in order to help them maintain strong ties with their origins; especially the Church of England and to sustain in their organization's religious identity and culture.

Many times, Faith and Church communities look to faith based organizations to carry out their works of charity and justice in a way that reflects their faith-based ethos, goals as well as values. Agency staffs, particularly executive leadership are key instruments in faithfully implementing their mission as well as the vision. But how that faithfulness may be expressed in a FBO's staffing decisions is quite variable. Nonprofit making organizations and FBOs in particular should consider how religion factors into its staffing decisions both formally and informally.

This research was intended to establish the extent to which recruitment and selection approaches influence staff retention.

The role of religion in hiring is likely to be affected by the formal policies of an organization, by the organization's connections with the faith community; and by the nature of the position as well as the service provided in most service-oriented nonprofits making organizations. Most staff positions are filled without formal regard to religion or from a wide range of religious background (Vroom, 2013). According to Strayer (2013), non-profit making organization particularly those in the Evangelical or some African - American communities as well as organizations with a mission of religiously-based education prefer many or all staff positions to be filled from within their religious tradition. Delgado et al,. (2014) noted that certain key positions like executive directors and project administrators require hiring someone who is from the sponsoring religion. The researcher wanted to find out whether the same scenario existed in ACK Kibera paper project. Kent (2003), noted that leaders from the religion that sponsors certain project would set the tone and direction for the organization. They would also remain the primary contacts with the board and other staffs and serve as liaison with the broader community.

The Anglican Church of Kenya is part of the global Anglican Communion that had its foundation to the early church. ACK specifically derive their identity from the Post-reformation expansion of the Church of England and their Episcopal or the Anglican Churches (ACK Communion, 2016). Missionaries who brought Christianity in Africa did much more in developing the indigenous people they found in Africa. Everywhere else they settled they built a church, a school, a health institution and did a lot of farming. This too

required recruitment and selection of people who will be capable to carry on with the work.

Consequently, The Anglican Church of Kenya in line with its values of collaboration, partnership and professionalism and the wider aim of community transformation has an outreach arm known as development department. The work of this department is to oversee activities that pertain to physical, intellectual, environmental, social and economic life of the people they serve. Through this department, the Anglican Church of Kenya is highly involved in community development projects. ACK Kibera Paper Project is one of the many projects whose activities are overseen by the Anglican Church of Kenya. Anglican Church Kenya has many departments where ACK Kibera Paper Project the point of focus lies directly under the Board of Mission.

ACK Kibera Paper Project was started back in the year 2001 by an Australian missionary sent by Church Missionary Society (CMS) from the Anglican community in Australia. The main aim was empowering widows in the Anglican church living in Kibera slums through making hand-made cards, necklaces, earrings, bangles and selling them locally and overseas to earn a living. However, contrary to the expectations, productivity is greatly affected by inconsistencies in labor force availability. This is caused by varying number of employees due to high employee turnover as well as in the management level.

Problem Statement

The main goals of recruitment and selection are to find the best source; thus hiring and retaining the most talented employees, which keeps the organization competitive on the job market. FBOs are presumed to retain staff by virtual of being Christian. ACK Kibera Paper Project is a Christian organization; however over the last nine years the project has experienced volatile movement of staff and this has led to a high turnover of 75% of the employees

moving to other organizations. Recruitment and staff management practices in many FBOs have been over spiritualized despite globally accepted procedures on the basis of faith.

Despite ILO conference that was held in June 2009 accepting a global job pact that was meant to reinforce and strengthen employment policies, staff retention at ACK Kibera Paper Project still remains a challenge. It is against this backdrop that the researcher sought to investigate the extent to which recruitment and selection procedures may have influenced staff retention at ACK Kibera Paper Project.

Objectives of the study

The general objective of this study was to investigate the influence of recruitment approaches on staff retention in ACK Kibera Paper Project a Faith-Based Organization. The specific objectives were:-
- To examine recruitment practices in ACK Kibera Paper Project
- To identify selection practices on influence of staff retention in ACK Kibera Paper Project

To establish staff retention practices in ACK Kibera Paper Project

LITERATURE REVIEW

Empirical Literature

An overview of Recruitment and Selection Practices

According to Niles (2013), recruitment is an organization's process of attracting applicants to jobs within the organization. Fori and Aryeetey (2011) defined recruitment as the process of attracting and generating a pool of capable people to apply for employment in any given organization. A candidate to be engaged in an organization, he/she must be selected from the list of applicants. On the other hand, Rothwell (2010) defined selection to be a related process which involves management nominating for openings to see how equipped

applicants are to meet current needs. The researcher acknowledges the above definitions since no organization could operate its day to day activities without the relevant employee in any given position.

Richard (2013) connotes that selection is the process of selecting the best candidates out of the available and rejecting the unsuitable candidates. Selection is also said to be a negative process or a process of elimination. The researcher is in agreement with Richard because out of the many applicants asking for the job most of them might not possess the required qualifications or the skills needed for the job. During the selection exercise different types of tests would be applied and would be accompanied by personal interview and medical examination. In addition, references would be checked by the responsible people scrutinizing all the applications. Wrong choice of candidate becomes a permanent problem as long as the particular candidate remains in the organization. This is so because there would be no interest in the job; initiative and finally no capacity to handle the job properly. De Waal et al, (2015) noted that incase candidates that are selected wrongly are absorbed to different positions in an organization endangers the future of that particular organization. They become liabilities, might create problems and thus remain obstacles to achievement of the organization objectives, goal as well as growth. Selection could be said to be the foundation of any given organization which must be strong, stable and firm for the success of the organization.

Recruitment Practices
Recruitment is defined as "the process of attracting, generating and encouraging capable people to apply for job employment in an organization" (Gold, 2003). In other words, recruitment process end up providing the organization with a list of qualified and potentially candidates which selection would be made to fill open vacancies. Newell (2012) highlighted that organizations should make decision whether to recruit employee internally or externally. According to the researcher recruitment done internally boosts staff career development and improves work morale across all sections. This is because each staff desires to be promoted; though it still has its negative effect since a staff without relevant qualifications and skills may be given the position. While recruitment from external candidates enables the organization to bring in new skills, ideas and abilities.

Selection Practices
Staff selection process can indirectly lead to hiring personnel with a religious connection. Regardless of whether religion is the required preference, individuals in a faith community often end up as FBO staff. This is because they heard about the opening positions through religious channels of communication. Those who had previously volunteered at the agency through their faith community are highly likely to be recruited (Daley, 2014). Others might have sought out an employer who shares their religious values and sense of mission, or they know other staff members from their faith network. For example, the administrator at one Evangelical urban ministry notes, "We don't really have a fancy process in recruitment usually it is who is known in the church gets recommended here.''

During selection process an organization search for the best and decides who of the recruited candidate will be offered a position. Welch (2015) noted that selecting employee effectively remains critical to a successful organization. How employees perform the given tasks is a major factor in determining the success of the organization. Therefore ability of an employee to deliver, attain goals and get satisfaction explains rate of staff retention in the organization as well as the growth performance within a stipulated time.

Recruitment and Selection practices in FBOs

Demand for FBO to employ has increased steadily over recent decades and this is driven by the new Faith-Based Organizations. This growth continues even to those already established. A journal by Pamela et al., (2013) about recruitment and retention in FBOs reported that from 2000-2008 the number of international FBO's particularly schools by that time doubled. A study carried out by Woodward (2010) in Asia depicted that such growth has continued with researchers reporting 5,619 international FBO schools world-wide with 2,585,413 students in 2010. Asia, for example, is one of the fastest growing markets for international FBO schools, with 2,931 schools reported by 2010. This figure accounts for 52% of the total of international FBO schools (Woodward, 2010). This regional growth of the FBO's in the market is in part due to the burgeoning growth of many Asian economies in the new century.

A study carried out by Starke et al,. (2016) in Asia indicated that candidate pool for employees in FBO's has not kept pace with the increasing demand thus creating an increasingly competitive market for recruiting. The researcher connotes that if this trend would exacerbate the shortage of FBO employees will continue to persist. An exit interview is always recommended to be carried by the management to help identify any gaps, problem areas to be addressed or skills that are required for the new job holder. It also helps to enlighten the employer about any effective change in that role. During the recruitment phase organization attempts to establish contact with potential job seekers postings advertisement within the organization, advertising to attract external applicants, employee referrals, and many other methods depending on the type of organization and the nature of the job in question.

Influence of recruitment and selection practices on retention

Retention activities may be defined as a sum of all those activities aimed at increasing organizational commitment of employees and giving them an overall ambitious and myriad of opportunities where they can grow by outperforming others (Bailey, 2014).

Ansari, (2011) notes that given development of new managerial approaches to staff retention, labor market dynamism, evolution in research methodology and technology; this is not surprising that turnover continues to be a vibrant field of research despite there being several academic studies addressing the topic.

Organizations need to draw policies and practices on how to retain employees for longer duration. Most managers understand that having the right people at the right position and at the right time help to keep the organization in business. This promotes growth and development.

Traditionally, management of people is characterized by an approach that focuses on adoption and use of formal administrative practices opposed to strategic development of HR skills and competencies. However, regardless of great awareness of strategic HRM, the practice resembles personnel administration and record keeping and is increasing by cost-cutting & retrenchment (Kadalie 2014).

Theoretical Foundation

Employee links with the organization

This is described as "discernible connections between people and institutions". Mitchell connoted that links lie between organization and community links. Employees will be highly embedded when they are more linked to the workplace and community. New hired employees become embedded in an organization and are likely to stay for long if there room for a good work environment and socialization with other employees as well as those outside the

organization. Factors like social, financial years of service among others play great role in pressurizing one to stay at present organization Fernandez et al., (2011). In FBOs the above mentioned factors are highly ignored and the reason for many employee opting to leave the organization.
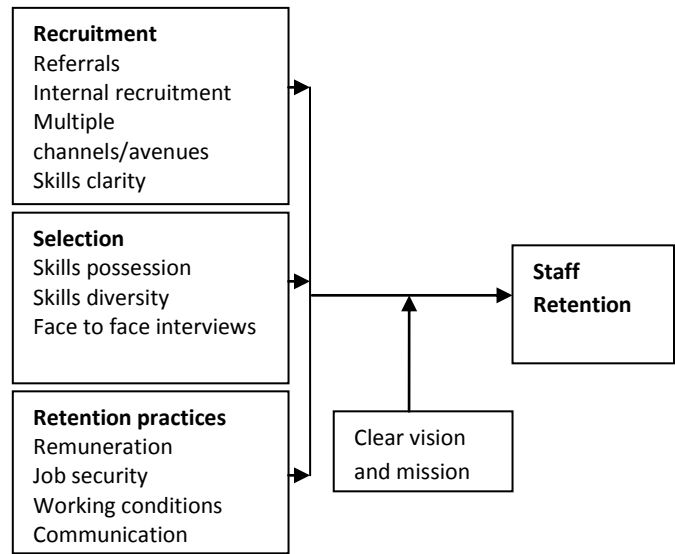
Settlement of new employees within an organization

When an employee views, values, and goals align with those of the organization or community cultures then chances are likely that employee feel professionally and personally embedded in the organization Mitchell et al., (2001). Employees have different views towards an organization in terms of relationships, attitudes towards customers and ways of performing duties. If employees are not compatible with the organization culture then they leave and seek employment elsewhere. In FBOs employee will embed in the organization when they are compatible with the organization and its outside environment.

Sacrifice made by an employee in an organization

Guarino et al,. (2014) noted that when sacrifice is great then it will be difficult to make decision to leave the organization. Guarino et al., (2014) went ahead and suggested that organizational sacrifices like loss of health, retirement and educational benefits, sports tickets, advancement opportunities and perhaps of security due to downsizing. Community sacrifices mostly occur only if relocation is required that comes with a new position. FBOs have a tendency of having a blind eye to an employee sacrifice thus affecting their level of embedding with the organization.

Conceptual Framework

Independent Variables   Intervening Variable   Dependent Variable

Source: Author (2017)
Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

The study adopted a descriptive research design. Descriptive research portrays an accurate profile of persons, events, or situations (Kothari, 2000). ACK Kibera Paper Project is made up of seven members at the management level, thirty eight permanent employees and fifteen casual laborers, making a total of 60 employees. This was the total population of the study. For this study the population size was small comprising of only 60 employees. The researcher opted to carry out a census meaning all the members of staff in ACK Kibera Paper Project formed the respondents. The researcher was able to compare the responses of the ACK Kibera Paper Project employees in the different carders for a comprehensive understanding of the issue under study.

The researcher collected data through administration of questionnaires. Mugenda, (2003) noted that questionnaires are widely used to get the necessary information from the population under study. The study used primary data which was largely quantitative and qualitative in nature. Data was

collected with a questionnaire return rate of 95% (57 completely the filled-in questionnaires). Data entry was made into statistical package for social sciences (SPSS version 21). Data was analyzed using quantitatively to determine whether recruitment and selection approaches used in ACK Kibera Paper Project had influence on staff retention.

RESULTS

Recruitment practices in ACK Kibera Paper Project

One of the objectives the researcher wanted to establish was the recruitment practices applied in ACK Kibera Paper Project. Several statements regarding possible influence of recruitment practices on retention of employees were captured in the questionnaire tool using a likert scale. The respondents were asked to indicate the extent to which each of the practices shown on the likert scale had been applied in their organization. A scale of 1 – 5 was provided whereby: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= Strongly Disagree.

Table 1: Existence of Recruitment Practices in ACK Kibera Paper Project

	Frequency	Percentages
Strongly Agree	3	5
Agree	47	83
Neutral	1	2
Disagree	3	5
Strongly Disagree	3	5
Total	57	100

Source: research data 2017

Regarding existence of recruitment practices in ACK Kibera Paper Project, the responses were as follows; 3 (5%) strongly disagreed, 3 (5%) disagreed, 1 (2 %) were neutral, 47 (83%) agreed and 3 (5%) strongly agreed as indicated in the figure 1 above. The researcher found that there were recruitment practices in ACK Kibera Paper Project. Werner (2014) eluded that there was great demand for recruiting candidates in most faith based organizations but having a good pool of candidates has remained a challenge. Since the biggest percentage agreed that ACK Kibera Paper Project has recruitment practices in place; then they must be taken with much care for the growth of the project.

Respondents were asked to indicate whether the organization was clear on the required skills for various vacancies that arose, 2 (2%) respondents strongly agreed, 3 (5%) agreed, 1 (2%) were neutral, 47 (82%) disagreed and 4 (7%) strongly disagreed. The research found that ACK Kibera paper project was not clear on the required skills as for certain jobs. This showed that ACK Kibera Paper Project was likely to miss the right candidate because of lack of clear specification on the required skill. Therefore there might be a likelihood of raising employee turnover because when an employee is hired without the required skills might not perform to the expectation. They may opt to leave the project. According to Ibrahim et al,. (2015) while recruiting candidates the skills an applicant should possess was supposed to be indicated clearly in the advertisement. This helped to avoid employing people who could not handle the given tasks.

The responses were asked as to whether the organization explored internal recruitment before going for external applicants were as follows: 1 (2%) strongly disagreed, 3 (5%) disagreed, 1 (2%) were neutral, 45 (79%) agreed and 7 (12%) strongly agreed. It is consistent with Newell's (2012) statement that

organizations should make firm decisions on whether to recruit internally or externally. Internal recruitment should be the preferred method since it boosts the current staff in career development and would improve employees' morale across all the sections of ACK Kibera paper project. ACK Kibera Paper Project by giving those already in the project first priority helped them to feel wanted thus maintaining them for long.

On whether the organization advertised vacancies using multiple avenues; the response were 8 (14%) strongly disagreed, 42 (74%) disagreed 1 (2%) were neutral, 4 (7%) agreed and 2 (3%) strongly agreed. Salaman (2014) noted that the actual channel used while recruiting candidates play great role and encourage the right applicant to apply. The results showed that ACK Kibera Paper Project did not make use of multiple channels while advertising vacancies because the biggest percentage of 50 (83%) disagreed with the statement that they made use of multiple avenues to advertise their vacancies and only 6 (10%) were in agreement. Although Zheng (2015) highlighted that there were different channels of recruitment that can be used by projects and organizations; among them use of agencies, internet, job fairs and employee referrals. The findings portrayed that ACK Kibera Paper Project is limited only to one channel when advertising available vacancies.

The respondents were required to indicate whether the candidates engaged for employment were referred by Church elders. This was another recruitment area that the researcher was interested in whether ACK Kibera Paper Project used referrals from church elders / leaders. The respondents responses were as follows 4 (7%) strongly disagreed, 3 (5%) disagreed, 2 (4%) were neutral, 44 (77%) agreed and 4 (7%) strongly agreed. Zheng, (2015) eluded that referrals are word-of-mouth advertisements that are a low-cost-per-hire way of recruiting employees to fill open vacancies. Word of mouth referrals are mostly used by people who know

each other and are aware there are vacancies to be filled. The researcher found that 48 (84%) agreed that ACK Kibera Paper Project recruit candidates mostly referred by the church leaders while 9 (16%) disagreed. Since ACK Kibera Paper Project is a Church based organization most advertisements are done by word of mouth through church announcements by the church leaders. This way of recruitment influences staff retention because staffs referred might not be in possession of the right skills thus failing to execute their tasks as required.

Establishing selection practices that influence staff retention in ACK Kibera Paper Project

The second objective was to establish selection practices that influence retention of employees in ACK Kibera Paper Project. Statements regarding extent to which selection practices influence staff retention in ACK Kibera Paper Project were captured using a likert scale. The respondents were asked to indicate the extent to which these practices were being applied in their organization. A scale of 1-5 was provided whereby: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= Strongly Disagree.

The respondents were asked whether there was evaluation of skills possessed by the candidates as per job description and specification in ACK Kibera Paper Project. The respondents responses were 4 (7%) strongly agreed, 7 (12%) agreed, 1(2%) was neutral, 36 (63%) disagreed and 9 (16%) strongly disagreed. The researcher found out that the biggest percentage 45 (79%) of the respondents portrayed that the applicants' skills were not evaluated whether they matched with the job description. Staff retention would be shaky and a candidate would not be able to perform the tasks assigned if the skills do not match their job description. Newell et al (2012) noted that when selection process is being carried out great emphasis should be on the candidate whose skills best fit the position. The researcher found that while conducting selection of candidates in ACK Kibera

Paper Project there was no matching of skills and the corresponding job description.

Respondents were asked whether ACK Kibera Paper Project conducted face to face interviews while selecting candidates the researcher found out that 3 (5%) strongly disagreed, 8(14%) disagreed, 2 (3%) were neutral, 31 (54%) agreed and 13 (23%) strongly agreed. The results showed that while conducting selection ACK Kibera Paper Project applied face to face method of interviewing candidates. Face to face helped the interviewer to learn a candidate's behavior through how they carry themselves. Face to face interviews as noted by Salaman et al,. (2014) are often considered to be the best interviewing method because they allow more flexibility in question content and creates a strong bond between the applicants and the people conducting the interview. Though it can be misleading since there were applicants who really knew how to present themselves before interviewers but the real character and behavior was revealed after engagement.

The respondents were asked in question 5(c) to indicate whether there is engagement of external experts while selecting candidates in ACK Kibera Paper Project. The responses were 4 (7%) strongly agreed, 7 (12%) agreed, 1(2%) was neutral, 36 (63%) disagreed and 9 (16%) strongly disagreed. The researcher found that the biggest percentage 45 (79%) of the respondents portrayed that the applicants' external experts were not considered in the selection process. Adler et al., (2015) noted that when selection process is being carried out great emphasis should be on the candidate whose external experts finds best to fit in the position. The findings showed that ACK Kibera Paper Project is likely to experience high staff turnover because the candidate engaged may not be as per the external recommendation.

Respondents were required to indicate whether the project makes use of skills diversification as they undertake selection process. The results were as follows 12 (21%) strongly disagreed, 40 (70%)

disagree, 0 neutral, 3 (5%) agreed and 2 (4%) strongly agreed. Dessler (2014) alluded that skills diversity helps to portray if the applicant being selected could make a good team player or not. Skills diversification enables a candidate fit well in an organization since he/she can perform different tasks whenever the need arose. A candidate possessing different kinds of skills would work for the project for longer time than one who does not possess different skills. This is because an employee with diversified skills can work in different sections of the project. Therefore, ACK Kibera Paper Project while carrying out selection should choose a candidate with different skills. This is shown in figure 4.9 above.

Retention practices in ACK Kibera Paper Project

The researcher was researching on retention practices that might influence staff retention. Retention practices such as competitive remuneration, working conditions and environment, provision of tools and equipment, job security, training and development and communication. The respondents were asked to give their opinion about the retention practices found in ACK Kibera Paper Project.

Respondents were asked to indicate whether the employees are being provided with a competitive remuneration package in ACK Kibera Paper Project. The responses were as follows 5 (9%) of the respondents strongly agreed, 6 (10%) agreed, 2 (4%) were neutral, 34 (60%) disagreed and 10 (17%) strongly disagreed that there is a competitive remuneration package in the organization. Their response was in perspective to payment of other workers working in similar projects within the industry. According to Meyer and Allen, (2014) reasonable compensation & rewards help to reduce absenteeism, improve employee retention and leads to better quality of work. Osteraker (2015) also noted that an attractive package is the key to any given project since it makes the staffs stay longer. However, the results showed that the biggest percentage of the

respondents portrayed that ACK Kibera Paper Project did not offer a competitive remuneration package. The researcher found out that this would lead to low rate of retention. The organization's level of attraction is simply not good enough to warrant a higher retention and subsequently higher staff turnover. An organization's attractive level is judged through factors such as competitive remuneration packages, provision of training to employees and provision of other benefits such as company vehicles. These are just but examples of things that draw employees to a certain organization and want to either join or continue working with the organization for a long period. The organization's ability to provide such attractive packages is quite low. This means that the organization will always be vulnerable when it comes to losing its best employees to some better paying organizations. It is not a situation that is unique to this organization alone but one affecting the majority of FBOs in the country. FBOs have to rely on the goodwill of the affiliated faiths and attracting donors for funding is quite challenging. The fact that there are many organizations competing for the few existing donors further worsens the situation. This means that employees who have an opportunity to move to a more attractive organization will not hesitate to do so. It is a situation that has greatly contributed to the high turnover rate experienced at the organization. the only way that the organization can shield itself from this vulnerability is by lobbying for more funding and thus be in a position to provide more attractive packages to its employees. This would greatly increase the retention rate within the organization as rarely do employees leave attractive organizations for less attractive ones.

Respondents were required to indicate if there were good working conditions in ACK Kibera Paper Project. The responses were that 3 (5%) strongly agreed, 4 (7%) agreed, 2 (4%) were neutral 40 (70%) disagreed 8 (14%) strongly disagreed.

This showed that 7(12%) agreed there was good working conditions, 2 (4%) were not sure whether the conditions were good or not while 48 (84%) said there were no good working conditions. For an organization to retain its employee's then good working conditions and environment should be provided which should be in line with managers-employee relationship. Working conditions implies the environment itself as well as good relationship among staffs and between staffs and managers. This was eluded by Osteraker, (2015) that there should be social dimension that is contact with other people internally and externally. He went further and noted physical dimension should be well catered for; which implies that the working environment should be conducive. The study showed that there were no good working conditions in ACK Kibera Paper Project. Lack of good working conditions in ACK Kibera Paper Project negatively influence staff retention in the project. The environment within the organization was such that employees did not get the feeling that they were valuable members of the team. This leads to disillusionment among some of the employees and eventually causes them to seek greener pastures. The goal setting theory argues that employees become more loyal to an organization when they identify themselves within a group and feel that they play an integral role within the organization. Becoming loyal to an organization is totally different to becoming loyal to a group of people. This is what happens when an organization sets its environment up in a way that enhances teamwork within the organization.

Creating strong teams within the organization enhances the chances of employees becoming loyal to the organization. This is clearly not the case within ACK Kibera Paper Project and hence the low retention levels within the project. Employees do not feel attached to a particular team and hence feel that their absence may destabilize the team. The organization can thereby boost its retention rates by setting up in a way that emphasizes teamwork and has individuals feeling as a collective part of a group. Such a setup would greatly boost the chances of these employees remaining loyal to the organization

instead of the current case where employees leave at the slightest opportunity due to no emotional connections with the organization.

Respondents were required to indicate if the working tools and equipment are provided. Whether the employees were provided with tools and equipments to allow them execute their duties well. The respondents responses were as follows 4 (7%) strongly agreed, 3 (5%) agreed, 2 (4%) were neutral, 38 (67%) disagreed and 10 (17%) strongly disagreed. The study found that 7 (12%) agreed, 2 (4%) were not sure and 48 (84%) disagreed that there is provision of necessary working tools in ACK Kibera Paper Project. The biggest percentage showed that in ACK Kibera Paper Project employees were not provided with the necessary working tools and equipment. Staff's intent to stay or leave the project depends on whether there is provision of the necessary working tools and equipment in ACK Kibera. Paper Project. Fitz-enz (2015) highlighted that support culture within a given project is of great importance because this entails provision of any kind of support employees are in need of. Lack of provision of working tools would lead to frustrations and a lot of friction between staffs and managers and thus gives a leeway for many staffs to leave.

Respondents were required to indicate whether there was job security in ACK Kibera Paper Project. The respondents gave the following responses regarding provision of job security; 1(2%) strongly agreed, 3 (5%) agreed, 1 (2%) neutral, 47 (82%) disagreed and 5 (9%) strongly disagreed on the statement that there is job security in ACK Kibera Paper Project. The study found out that lack of job security would force many employees to leave ACK Kibera Paper Project. Just as Fitz-enz (2015) connoted staff retention is highly influenced by job security. This encompasses things like better pay, provision of medical scheme, house allowance as well as leave allowance. The biggest percentage of the respondents disagreed that there is job security provided in ACK Kibera Paper Project.

The respondents were to answer whether there was provision of training and development in ACK Kibera Paper Project. The respondents responses were as follows 38 (66%) strongly disagreed, 15 (26%) disagreed 1(2%) were not sure, 2 (4%) agreed and 1 (2%) strongly agreed. This showed that once employees were hired they were provided with initial induction. Whereas there was no training and development and this affected the duration of their stay in ACK Kibera Paper Project. According to Meyer (2014) training and development of staffs helps in boosting employee working morale, enhances good relationship among the staffs and between employees and the managers as well as it paves way for employee promotion in case a vacant arises. Also rate of staff retention increases. Induction training helps an employee feel welcomed and appreciated in the new environment. Since ACK Kibera Paper Project do not offer training and development employees become confused since art keeps on changing and eventually leaves the project. Alternatively, the organization can get creative and create an environment that makes it attractive without necessarily having to spend significantly more than it currently spends. This can be achieved through things such as provision of a learning environment for employees. The organization can invest in a system that sees the employees expand their knowledge levels while working at the organization. The problem with such programs though is that employees might soon feel that they are better than the organization despite having been trained by the same organization and thus seek greener pastures. The safe thing to do thus seems to be lobbying for funding and using the money to provide more attractive packages.

The respondents were asked whether the way communication took place encourages or discourages employees to continue working with the project. This was portrayed by the respondents' opinion as 14 (25%) strongly agreed, 32 (56%) agreed, 1(2%) were not sure, 6 (10%) disagreed and 4 (7%) strongly disagreed that the way communication was done

affected staffs continuity with the project. The researcher found that staffs' leaving the project was highly contributed by how communication was done in ACK Kibera Paper Project. Allen's (2005) noted that for employees to continue working with a given project or organization depends on number of things including administrative support which encompasses communication method applied.

CONCLUSIONS

The study showed that despite ACK Kibera Paper Project having recruitment practices put in place. Since practices like good and clear clarification of the required skills for any given vacancy and consideration of internal recruitment were well taken care of. There is great need to look at other areas in human management practice likely to affect employee retention in the project among them possession of skills diversity, consideration to use multiple advertising channels, should be consideration of job security, implementation of an attractive remuneration package, application of good communication process, consider inclusive of external experts while conducting selection of candidates etc. The situation at the organization is reflective of most FBOs where the religious organizations to which they are attached are not ready to spend enough on making these organizations competitive. It is maybe a cultural problem since the religious organizations might argue that one does not need to spend money to be successful. The reality on the ground is however that one needs to spend as much money as possible in order to grow an organization and ensure it can compete with other governmental and nongovernmental organizations. Alternatively, the organization can instill such a strong sense of purpose that people do not mind working for lower packages due to the high sense of fulfillment they get from these organizations. It should not be hard for FBOs to create such a sense of purpose since most of the people it associates with are those in agreement with its morals and principles. High turnover rates should otherwise be expected in these organizations if they continue operating as they do.

The low levels of staff retention at the organization indicated that there was a shortage in motivation factors that would otherwise improve the staff retention rate. Lack of a competitive remuneration package, lack of job security and poor mode of communication affects retention. Working in a faith based organization does not provide a sense of fulfillment that most people seek. Faith based organizations are not exactly the pinnacle of the organizational pyramid and this means that it is highly likely that employees at the organization lack positive satisfaction. Employees who feel that they have a better chance of attaining a sense of achievement at another organization will quickly move to that organization. Growth and promotional opportunities are also quite limited given the small stature of the organization. This means that there is a low chance of positive satisfaction at the organization that would otherwise facilitate the chances of job retention for the organization. The high turnover rate also points to a lack of meaningfulness of the organization's work. The fact that it is a faith based organization does not necessarily mean that the employees find meaningfulness in what they do. This is especially so for the low skilled workers in the organization who exhibited the highest turnover rate. Employees with primary level education were reported to have the highest turnover and this can be attributed to a feeling of disillusionment among the employees. Work meaningfulness is especially critical for organizations in the lower positions since they are less likely to receive other motivating factors such as recognition and responsibility. Their activities thus have to be really meaningful if they are to form an emotional attachment with the organization and boost their chances of remaining at the organization. The trends at the organization however reveal that this is not the case which perhaps should not be surprising for an organization of its stature.

RECOMMENDATION

- ACK Kibera Paper Project should be keen with its recruitment and selection practices. Vacancy advertisement should be diversified to include internet and print media to enlarge the scope of recruitment pool as opposed to localizing the recruitment and selection only on religious quarters.
- They should also consider job fairs, conferences and trade shows too because they might be selling the project to many people gathered within one place. This strategy is of great importance because being an art project it is likely to get applicants with the right art skills from such gathering.
- There is need for the management to start offering training and development programs in the project so that the skills of the employees are enhanced making become more productive and own the organization.
- Rigorous induction should be carried out on the new employees to enable them blend well with the existing staffs hence reduce turnover.
- ACK Kibera Paper project should come up with a formal recruitment tool stipulating the skills required for various positions to ensure they select the right candidate for the right job.

Suggestions for further research

- A research should be carried out to find the role of Anglican affiliated professional people in relation to recruitment and selection in the Church projects.
- A study could be done to find other HR practices other than recruitment and selection that can influence staff retention.

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