



FACTORS AFFECTING EMPLOYEE RETENTION IN NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI COUNTY, KENYA

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ABSTRACT

Non-Governmental Organizations generally play significant roles in development of communities that over time have been disadvantaged as a consequence of poverty and high levels of unemployment, as experienced especially in developing countries. NGOs run several programs ranging from health issues, education, environmental conservation, Agriculture, as well civil concerns in different social set ups, but face unprecedented employee retention in stark contrast to most public sector organizations, Helmmmy (2012). The success on non-governmental organizations depends on their employees. However, this depends on several factors and employee retention is one of the factors considered to be an impediment for efficient and effective implementation of the projects managed by NGOs. The purpose of this research is therefore, to assess challenges facing employees' retention in Non-Governmental Organizations in Nairobi County. It was therefore, be guided by Leadership and rewards as independent variables and Employee retention as the dependent variable. The study adopted a descriptive research design for the study. Questionnaires were used to collect quantitative data from the employees, while in-depth schedules were used to obtain qualitative data from the respondents. Data from questionnaires were analyzed by both descriptive and inferential statistics with the help of SPSS version 22 and inferential statistics such as Pearson correlation coefficient was used to compute the data, while qualitative data was analyzed thematically through content analysis technique. Understanding the problem of employee retention and putting in place effective and efficient mitigating factors in place would benefit the NGOs in coming up with employee retention strategies for effective and efficient human resource management. The findings indicated a positive correlation between the dependent variable and the independent variables.

Key Words: Leadership, Rewards, Employee Retention

INTRODUCTION

Ramlall (2014) notes that in today's highly competitive labor market, there is extensive evidence that organizations regardless of size, technological advances, market focus and other factors are facing retention challenges. There are indeed many employee retention practices within organizations, but they are seldom developed. Given the large investments in employee retention efforts within organizations, it is rational to identify, analyze and critique the motivation theories underlying employee retention in organizations. Low unemployment levels can force many organizations to re-examine employee retention strategies as part of their efforts to maintain and increase their competitiveness but rarely develop these strategies from existing theories.

Employers have been caught up in the middle of improving their staff capacities and retaining them at the end of it. Most employers have been involved in a number of one of the following ways to retain their employees; Employee compensation, communication around the company pay system, employee recognition, and employee rewards systems, work-life balance, training and development and maintaining a creative work environment. However, employees still desire better opportunities elsewhere or decide to pursue other interest in life (Dyer & Ericksen, 2015).

Dyer and Ericksen (2005) argued that better employees may move to other organizations for better opportunities; the coworkers who cannot improve their positions are more likely to stay. This is especially possible when outstanding performance for high performers is not distinctively rewarded; Workplace managers are compelled to improve skills in decision making pertaining to retaining of best talents and employees. Employee retention is defined as the ability to hold on to

those employees you want to keep longer than your competitors.

Samuel and Chipunza (2009) defines retention as keeping those employees that keep you in business. Those are the performers not the incompetent, mismatched, disillusioned, plateaued or burnout employees. They must be the employees an organization cannot afford to lose, the indispensable ones, the hardest to replace and the most critical to the success of an organization's business strategy. A growing number of organizations are figuring out on how to win the war for talent. They are committed to keeping their valuable employees because they know that those are the people who keep them in business. They realize that if people stay longer, they get better at what they do, build stronger relationships with the most valued customers leading to long-term success in the market place.

Allensworth-Davies et al., (2007) argue that, for retention strategy to be effective, it is important to manage employee's expectations. The psychological contract focuses on employee subjective interpretations and evaluation of inducements and how they affect their intentions to stay. Fostering and nurturing employee commitment is a strategy employed by organizations in retaining their valued human capital.

The degree of freedom and independence enjoyed by employee and their participation in planning and organizing their work has an influence on organizational commitment. (Bailyn & Lynch, 2013) a survey of factors affecting nurse retention indicates that, motivation at work is a key factor for performance of nurses and also a significant predictor of intention to quit (Hasselhorn, Tackenberg, Müller, & Group, 2009).

United States Federation of Nurses and Health Care Professionals USFNHCP (2015) indicate that, half of

the registered nurses surveyed had considered leaving employment due to job dissatisfaction arising from increased workload and poor working conditions. In the UK, a survey of London health service staff showed that poor working conditions and lack of better facilities were top on the list of factors affecting retention while compensation ranked fourth (Reilly, & Robinson, 2004). Samuel and Chipunza, (2009) in their study on retention of first and second term Marine Corps enlisted personnel in USA showed that, deployments had a strong positive relationship with retention.

According to Hasselhorn et al. (2003) the higher the level of autonomy the individual possess the higher the negative correlation with turnover. Internal career development and succession planning programs are also proving to be very critical in keeping valued employees when linked to the organization's vision. This was especially true in the USA armed forces where deployment and retention had positive correlation (Ferreira & Otle, 2009). Performance management systems allows for evaluation of individual employee performance providing a two-way communication. Humphreys, McIvor, & Chan, (2003) observes that, without a performance management dialogue, an organization cannot retain its best employee.

Dyer and Ericksen, (2005) researched on effects of selective reenlistment bonuses on retention and observed that basic pay; job security and family medical care ranked highest carried out a similar research focusing on retention factors among high technology employees in South Africa and observed that compensation has a strong positive relationship with organizational commitment and hence employee retention (Andrea 2004).

According to Obasotu (2012), a human resource manager in charge of implementation of NGO funded poverty eradication projects in Swaziland; there was a tendency for other organizational

employees to aggressively seek employment opportunities in the NGOs due to their superior remuneration and attractive motivational rewards and these workers would always transfer from one project to the other making them register high employee turnover. He further observes that in most NGO working environments, less effort is put on accumulating fixed assets as a result of the temporary nature of most project interventions, yet working environment is crucial to employee satisfaction.

Non-Governmental Organizations in Kenya are service providing agencies that are registered under The Societies Act, Cap 108, of the laws of Kenya. To efficiently provide services, they recruit and select professionals from the labor market and train and orient them to the type of services they intent to provide to the community where they work. According to Wanjala (2014), in a survey based on the status of employee stability in the NGO sector in Chavakali, it is uncommon to meet employees working in NGOs for long and reasons explaining this scenario include need for more attractive pay, listening and caring leadership and desire for motivational rewards.

Working with the NGO Council of Kenya and offering consultant services for effective implementation of community based development projects in Eastern Kenya region, with particular reference to Machakos County, Manduli (2015) indicated that NGO sector was getting less effective as a result of low prevalence of employee retention and recommended that this be investigated and solutions implemented to steer this sector into addressing the needs of communities not adequately served by government departments

In Kenya, (Amamo, 2005) carried out a survey of factors that attract and retain FM radio presenters in Kenya and observed that basic pay ranked highest on factors that employee would consider

while moving to another organization. (Abuti, 2006) in her survey of factors influencing employee turnover among Kenyan broadcasters cited lack of training strategies as a major cause associated with staff turnover. These studies tend to indicate that retention factors vary from one industry to the other and a factor could rank high in one industry lower or is totally irrelevant.

For instance, job satisfaction seems to be the retention factor ranking highest in the nursing field, compensation highest in media industry' while career growth and development in military' field. Arising out on this, there is a need assess the challenges facing staff retention in non-governmental organization to Kenya in the workplace because there is inadequate data from this sector, most current research are in the medical sector.

Statement of the problem

Employee turnover can result in interruptions, increased replacement and recruitment costs, loss of efficiency, incomplete projects, customer dissatisfaction, scheduling difficulties and the depletion of the company's intellectual capital. Research indicate that employees will leave companies in search of better payments package, better career and development opportunities and job satisfaction among other factors (Schwab & Thomas, 2006)

According to the National Council of NGOs Report (2015), while responding to the governments threat to close down most NGOs accusing them of financing terrorism, it was also indicated that NGO work was being hampered by low employee retention and Nairobi County was indicated to have registered a mere 26%. In many of the NGOs in Nairobi Country, there has been prevalence of employee retention for formal engagement in other

organizations, rendering these NGOs less effective in service delivery (Kibet, 2015).

Research Objectives

The study general objective of this study was to establish the factors affecting employee retention in Non-Governmental Organizations in Nairobi County, Kenya. The specific objectives were:-

- To determine the effects of leadership on employee retention in Non-Governmental Organizations in Nairobi County, Kenya.
- To establish the effects of rewards on employee retention in Non-Governmental Organizations in Nairobi County, Kenya.

LITERATURE REVIEW

Theoretical Review

Contingent Leadership theory

Stogdill and Mann found that while some traits were common across a number of studies, the overall evidence suggested that persons who are leaders in one situation may not necessarily be leaders in other situations. According to this approach, called contingency theory, no single psychological profile or set of enduring traits links directly to effective leadership. Instead, the interaction between those individual traits and the prevailing conditions is what creates effective leadership. In other words, contingency theory proposes that effective leadership is contingent on factors independent of an individual leader. As such, the theory predicts that effective leaders are those whose personal traits match the needs of the situation in which they find themselves. Fiedler's contingency model of leadership focuses on the interaction of leadership style and the situation (later called situational control).

Contingency theory attempts to relate research on many management variables, for example, research on professionalism and centralized decision making

or worker education and task complexity. It allows you to analyze a situation and determine what variables influence the decision with which you are concerned. A management contingency model is below. The center circle represents the agency. Notice that the primary internal contingency on which management depends is the agency's purpose or goals. The people hired, technology used, tasks performed, and organizational structure are all heavily influenced by an agency's goals. This contingency model is based on Carlisle, H.M. (1976) *Management Concepts and Situations*, Science Research Associates Inc.

The essence of contingency theory is that best practices depend on the contingencies of the situation. Contingency theory is often called the "it all depends" theory, because when you ask a contingency theorist for an answer, the typical response is that it all depends. While this may sound simplistic, assessing the contingencies on which decisions depend can be a very complex. Contingency theorists try to identify and measure the conditions under which things will likely occur. Since human service practice varies substantially, contingency theory offers a useful approach to model and predict CAP practice. The term contingency as used in contingency theory is similar to its use in direct practice. A contingency is a relationship between two phenomena. If one phenomenon exists, then a conclusion can be drawn about another phenomenon. For example, if a job is highly structured, then a person with a freewheeling disposition will have problems with the job. Contingencies can sometimes be considered conditions.

Incentive Theory

Incentive theory is based on the idea that behavior is primarily extrinsically motivated. It argues that people are more motivated to perform activities if they receive a reward afterward, rather than simply

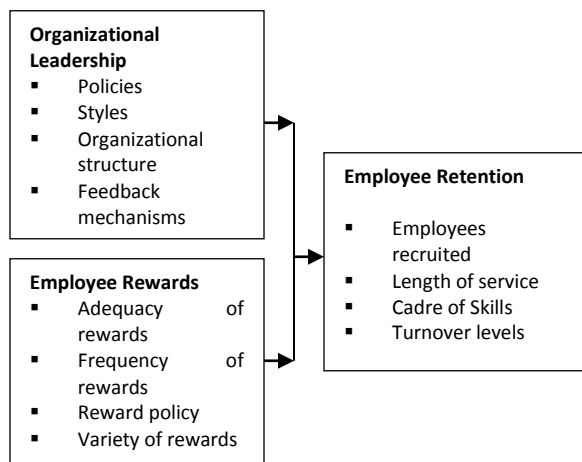
because they enjoy the activities themselves. There is controversy concerning how and for how long motivators change behavior. For instance, some data suggest that intrinsic motivation is diminished when extrinsic motivation is given—a process known as the overjustification effect (Deci et al., 1999). If extrinsic incentives are used to stimulate behaviors that an individual already finds motivating (even without external reinforcement), intrinsic motivation for that behavior may decrease over time. In those cases, extrinsic motivators can backfire: instead of serving as an incentive for the desired behavior, they undermine a previously held intrinsic motivation. This can lead to extinguishing the intrinsic motivation and creating a dependence on extrinsic rewards for continued performance (Deci et al., 1999).

A classic research study of intrinsic motivation illustrates this problem clearly. In the study, researchers asked university students to perform two activities—solving puzzles and writing newspaper headlines—that they already found interesting. Some of the students were paid to do these activities, the others were not. Under these conditions, the students who were paid were less likely to continue to engage in these activities after the experiment, while the students who were not paid were more likely to continue—even though both groups had been equally interested in the activities to begin with (Deci, 1971). The extrinsic reward of payment, it seemed, interfered with the intrinsic reward of the activity itself.

Other studies suggest that intrinsic motivation may not be so vulnerable to the effects of extrinsic reinforcements, and in fact, reinforcements such as verbal praise might actually increase intrinsic motivation (Arnold, 1976; Cameron & Pierce, 1994). Several factors may influence this: for one, physical reinforcements (such as money) have been shown to have more negative effects on intrinsic motivation than do verbal reinforcements (such as praise). Furthermore, the expectation of the

extrinsic motivator by an individual is crucial: if the person expects to receive an extrinsic reward, then intrinsic motivation for the task tends to be reduced. If, however, there is no such expectation, and the extrinsic motivation is presented as a surprise, then intrinsic motivation for the task tends to persist (Deci et al., 1999).

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Organization Leadership

Management of an organization in the modern times requires an effective and efficient leadership that influences the efforts of workers in well organized and motivated teams, working together for purposes of accomplishing the group objectives, Krat (2012). Good leadership creates an urge for accomplishment of goals and lifts employees sights to higher horizons, hence motivates them to continue serving. Nowadays, many organizations are facing turnover issues causes from many factors such as unsupportive leadership, disparity in labor market, bad work Climate, job dissatisfaction, and so on. Meanwhile, the factors are linked to both internal and external sources through job dissatisfaction.

According to Wolf (2012), workers generally leave organizations whose leaders fail to link up with the

needs and desires of employees and in such organizations, workers efforts are hardly recognized and the consequences boarder on dissatisfaction and the response is take off. Such leadership is based on the feeling of indispensability of the leader, making critical organizational decision with little or no people involvement, an attitude that helps to disperse rather than hold workers in the organization. If an organization does not possess a competent leader, the organization will be unpleasant.

With other considerations, this adds to the reasons why employees quit. Simple attitudes towards shift meals, uniform policies, breaks, and lack of benefits can decrease employee morale. Managers must provide solid, positive leadership to keep their employees happy. Line level workers quickly lose respect for managers that are unwilling to roll up their sleeves when needed Boardman (2010).

Employee Rewards

Organizations tend to focus efforts of individual workers on meeting specifically planned goals. Planning in a sound manner is therefore considered a crucial exercise that offers to provide a clear roadmap for realizing organizational accomplishments, (Hart 2010). Gollymore (2012) observed that institutions that rarely pay serious attention on motivation of their workforce definitely fail the productivity test. Such organizations hardly retain their working force should lucrative opportunities get sported.

Studying the level of productivity of employees in private sector firms in third world counties with specific reference to India, Shalu (2013) noted that many private owned institutions and business ventures were doing relatively well, contributing approximately more than 60% of the G.D.P in India. It was observed that these organizations were able offer motivational rewards for workers to enhance

their commitment to task performance and reduce turnover rates. From the survey based on factors influencing turnover of workers in the education sector in Brazil, Douglas (2014) discovered that employees leave for other opportunities elsewhere when motivational rewards are disregarded.

According to Dorothy (2014), management of organizations should not expect a lot from employees by giving little in return. In the work, it is suggested that an internal system should be established in institutions that measures employee productivity and indicates equivalent monetary rewards, so that cases of employees quitting due to frustrations are addressed.

Employee productivity entails several aspects such as increased efforts to achieve high output, innovation to discover new superior ways of doing things, enhanced attitudes to treat customers with respect and the overall profit obtained by an organization, Dorine (2016). It is acknowledged that organizations that emphasize on motivating workers are ones whose paths to profitability are predictable to the satisfaction of all key stakeholders. Resources which an organization invests in its operations equally determine the extent to which it attains its objectives, yet failure to focus on the needs of workers through motivational policies force employees to flee. A CEO of an organization who is pre-occupied with producing satisfactory results must provide satisfactory tools and resources necessary in the performance of specific jobs, Andrew (2013).

Employee Retention

Employee retention refers to the effort by which employers attempt to retain employees in their workforce” to prevent high turnover that would otherwise result in high “training cost, and loss of talent” (Smith, 2011, p.99). At the core of the HRM function, staff retention “involves taking measures to encourage employees to remain in the

organization for the maximum period of time” (Singh and Dixit, 2011, p.442). This includes measures to create trust between the employer and the employee by putting in place attractive working conditions and viable career perspective for staff in the organization.

A strategic HRM function consists in “directing people, processes and HR systems to achieve strategic objectives so that individual goals are tied to the business needs of the whole organization” (Price, 2007, p.617). Its focus is on the people that remains a reliable source of competitive advantage of an organisation (Pfeffer, 2005). For humanitarian organisation, staff retention is a key issue. This is highlighted by Irish based charity organisation Concern Worldwide for whom, attracting, developing and retaining high quality staff is one of their strategic objectives (2011, p.13).

It is essential to understand the generation gap issue in a professional environment in order to reinforce professional cohesion and increase the performance of the organisation as well as staff retention (Kogan, 2007, npa). This is particularly important in the humanitarian context given how professional motivations differ between older humanitarian professionals who are leading the industry in terms of decision making and their younger peers that are in most cases working on the ground.

Empirical Review

Organizational Leadership and Employee Retention

In a study by Molin (2012), one of the most important knowledge that a manager should strive to build is knowledge of an organization, which does not refer to assets and other facilities, but the human factor. To gain this knowledge, strategies of people management is crucial and this can only be

achieved by a considerate executive through effective leadership that recognizes individual needs of the workers.

Marta (2010) notes in his study that if employees are satisfied, there is an increased chance that they will stay within the organization and it becomes difficult for other organizations to attract them. Employees must be given adequate space to participate in the decision making processes of the organization, and by doing so, their loyalty to the organization could be increased. Human resource executives and senior-level operations executives would do well by measuring the authentic leadership of front-line managers and connect those data points with front-line employee turnover. Most organizations today are aware of the need for greater transparency and accountability, and many recognize that unethical behavior has an immediate and lasting negative impact on company performance.

Jared (2012) notes in his study that employees lose faith in organizations that allow inauthentic leaders to go unchecked, and these employees will leave such organizations. The number one reason an employee will seek new opportunities is leadership. An employee's relationship with his or her supervisor is one of the most critical factors in creating a work environment that encourages productivity and dedication to a company and its mission.

Kevin (2011) in his study notes that without a strong sense of mutual respect, the people you lead will always be looking for a way out. Poor leadership can cause employee turnover, which ends up costing the organization time and money. The expense of recruiting and training employees can eat away funds that would otherwise have been used to finance other critical activities in projects undertaken by the organization. In addition, the lack of seasoned employees can diminish your production, customer service and efficiency. Reducing employee turnover is not rocket

science; however, many companies struggle with very high turnover year after year.

Employee Rewards and Employee Retention

A study by Cindy (2012) posits concentrating human activities on the pivot of performance with little efforts in providing rewards will simply remain a game of musical chairs. It is observed that at the heart of employee retention, management of organizations has no meaningful direction if the human aspect is not considered as a priority. A study by Owuonda (2015) notes that organizations seeking to stand tall in service provision to their intended beneficiaries are those staffed with personnel whose motivational levels are extraordinary high, thereby guarding against the tendencies of leaving for other organizations.

In his study Owuonda (2015) further notes. It is suggested that primary concern about productivity should place a great premium on human capital which has not only been nurtured through training, but which is properly motivated through superior rewards. It is also observed that motivation through rewards should not only be perceived on the parameter of material gain, but if a little exchange of smiles and recognition between a supervisor and a subordinate is observable, that is motivational enough.

A study by Motoke (2011) revealed that performance in public institutions among employees was generally low in stark contrast to workers performance in private organizations. The researcher observed that whereas in public institutions, employees remuneration is pegged on job groups and experience in total disregard of innovation and creativity, private sector on the other hand, fixes remuneration on the extent of achieving performance target and rarely on experience alone, and any superior performance must be appreciated through motivational rewards. It is observed that management should provide

variety of motivators rather than focusing on just few known rewards. He observed that focus on a known reward item even if of higher value, monotony is created that reduces such efforts to ordinary routines which create a boring working environment, resulting in frustration and subsequent take-off, Aduar (2015).

Millie (2015), is a study advises business organizations to clearly figure out their critical success factors to keep employees focused on what such organizations hold dear to their core mandates. It is observed that concern about communicating standards of performance to workers becomes meaningless if the working environment lacks the standard conditions in tandem with expected targets.

Employee Retention

Responding to the generation gap issue in order to avoid what Yang and Guy call the “us vs. them” mentality and further conflict, requires effective communication, acceptance and inclusion in the decision making process (2006) The voluntary ethics that use to govern the humanitarian industry have now shifted. For the younger generation humanitarian work is perceived as a profession and they expect tailored competitive salary packages including supportive working and living conditions. Whereas the older generation traditionally started working for a humanitarian organisation on a voluntary basis, in difficult, remote settings with little or no contact with home for long periods of time. It was for them, charity work in every sense.

RESEARCH METHODOLOGY

The study embraced descriptive research design in order to provide a framework to examine current conditions, trends and status of events. The study targeted the 47 registered Non-Governmental Organizations in Nairobi County, the target

population was all the Executive Directors and the Human Resource directors (total=92).

A census was adopted since the population was small (Balnaves & Caputi, 2001). Data collection instruments involve methods which was used to collect data from the selected respondents. This research study used self-structured questionnaires to collect primary data from respondents. Open and closed ended questions were included in the questionnaires so that each respondent was capable of receiving the same set of questions in exactly the same way. Data was analysed using both descriptive and inferential statistics. This was because descriptive statistics helped to describe the data collected and aimed to summarize a sample while inferential statistics are used to interpret the meaning of descriptive statistics besides making propositions about populations and so helps in drawing conclusions. Both qualitative and quantitative data was be analyzed.

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

The response rate was 91% of the total sample size and the non-response was 9%. The response of 91% facilitated towards gathering sufficient data that was generalized to reflect the opinions of respondents. The study sought to establish the age of the respondents in order to determine if the age corresponded with employee retention. Majority (58%) of the respondents were was in the age category of 25-35 years, 20% were in the age category of 35-45 years, 18% were in the age category of 45- 55 years and 4% were in the age category of above 55 years. The study sought to establish the education level held by the respondents in order to ascertain if they were equipped with relevant knowledge and skills to understand challenges facing employee retention in NGOs in Kenya. From the study findings, majority(49%) of the respondents were university graduates followed by 25% who had post graduate

education level and 15% who had college education level. The study further found out it was important to determine how long the respondents had been working in order to ascertain to what extent their responses could be relied upon to make conclusions for the study, based on their working experience. From the study findings, the study revealed that majority of the respondents, 70% had less than five years of experience and 20% had worked for more than 10 years. These findings were in tandem with findings by Braxton (2008) who found out that respondent with a high working experience assist in providing reliable data on the problem in hand since they have technical experience on the study problem.

Leadership

The study sought to identify the effect of leadership on employee retention in NGO's in Kenya. According to Blair (2001) Leadership relates to processes and decisions that seek to define actions grant power and verify performance. From the findings majority (43%) indicated that affected employee retention to a large extent, 30% to a very large extent, 15% to a moderate extent, 8% to a small extent and 4% not at all.

These echoed findings by O'Donnell (2007) that good Leadership in many Non-Governmental organizations had led to increase in employee retention in NGO's in Kenya (Rosi, 2010). The study therefore infers that Leadership helps improve employee retention in NGO's in Kenya.

Table 1 Extent to which Leadership affected employee retention in NGO's in Kenya.

Leadership	Frequency	Percent
To a very large extent	18	30
To a large extent	26	43
To a moderate extent	9	15
To a small extent	4	8
Not at all	2	4
Total	59	100

Rewards

The study sought to find out the effect of Rewards on employee retention in NGO's in Kenya. Rewards are providing one-to-one support to employees (De Fabrizio, 2001). In this study, it means support offered to employees by experts boost their motivation.

From the findings in table 2, majority (41%) indicated that Rewards influenced employee retention in NGO's in Kenya. to a very large extent, 31% to a large extent, 19% to a moderate extent, 7% to a small extent and 2% not at all. These findings corroborate with findings by Hui (2011) who found out that Rewards played a key role in improving employee retention in NGO's in Kenya.

Table 2: Extent to Which Rewards affect employee retention in NGO's in Kenya.

Rewards	Frequency	Percent
To a very large extent	25	41
To a large extent	18	31
To a moderate extent	11	19
To a small extent	4	7
Not at all	1	2
Total	59	100

SUMMARY, CONCLUSION AND RECOMMENDATIONS

The findings of this study suggested that a clear Leadership positively influences the employee retention in NGO's in Kenya. The corresponding change in retention can be explained by a unit change in Leadership clarity with the constant.

The research found out that Rewards has a positive influence on employee retention in NGO's in Kenya. The corresponding change in the employee retention in NGO's in Kenya can be explained by a unit change in Rewards. Rewards determine the organizational strategy.

The research findings showed a strong combined correlation between the two independent variables and the dependent variable. In the study multiple regression found out that there was a corresponding change in literacy that can be explained by a unit change in all the combined predictor variables. Test of overall significance of the four variables jointly Leadership and Rewards.

Conclusion of the Study

The findings indicated that currently Leadership emphasis was low. With regard to the integration of leadership, the respondents expressed overwhelming excitement and eagerness; however,

these attitudes were dampened by various challenges that they face. Rewards have the potential to provide a framework for professional development; one consistent with experiential learning and the development of a learning organization"; "Prior research has shown that one-shot workshops without ongoing individual technology support often fail to meet the specific needs of most educators; instead one-on-one technology mentoring models show promising results"

It is clear that collaboration is keen to encourage further study through the provision of opportunities.

Recommendations of the study

The `study justifies that with proper strategies, these can help eliminate assumptions ,misconceptions ,misjudgments and the gross negative perception about employee retention in the NGO industry in Kenya. The government of Kenya, policy makers, the International community and other stakeholders with interest in Kenya matters should pay attention on measures that ensure proper retention within the organ in Kenya. Specifically, the study recommends expansion of Leadership space to facilitate access by staff and other stakeholders through allocation of more

resources towards development and rewards play a key role in motivating employees, hence retention in the NGO sector in Kenya. The study recommends more policies developed around rewarding of employees.

Areas for Further Research

This study could not exhaust all the challenges. Research should be conducted to establish other factors that affect employee retention in Kenya since those covered in this study account for 58.9% only. Such a research should be conducted in other regions to establish their unique challenges so that some harmonization can be realized.

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