



FACTORS INFLUENCING LEADERSHIP STYLES ON EMPLOYEE RETENTION ON COUNTY GOVERNMENTS IN KENYA: A CASE OF NAROK COUNTY

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ABSTRACT

This study aimed to examine factors influencing leadership styles on employee retention on county governments in Kenya. A case of Narok County. The population of interest covered by this study consisted of employees who were on permanent and pensionable payroll in the County and they were estimated to be 357 employees (data from the government office HR department) Narok county. This study used stratified random sampling. Both descriptive and inferential statistics were adopted for the study. The quantitative data was analyzed by using descriptive statistics which included frequency distribution tables and measures of central tendency (the mean), measures of variability (standard deviation) and measures of relative frequencies. The inferential statistics included a regression model which was established the relationship on variables. Data was analyzed by the use of a statistical software SPSS version 20. From the findings, it was concluded that participative leadership, directive leadership, supportive leadership and achievement-oriented leadership factors influences leadership styles on employee retention. Many of the respondents thought there should be more strategic leadership support on the issue of factors influencing leadership styles on employee retention in Narok County. This study recommended that Training on importance of Employee Retention to be continuous. There should be incentive to those who practice leadership styles to encourage employee retention. This study stipulated on the above four factors that practice leadership styles to encourage employee retention in Narok County there need to be more areas to be looked and relooked in Narok County and in Kenya wholly .There is need to use other methods of study to see whether the same result can be realized. This research was concentrated in Narok County, there is need to have a wider research on the topic covering a wider area to compare the findings.

Key Words: *Participative Leadership, Directive Leadership, Supportive Leadership, Achievement-Oriented Leadership*

INTRODUCTION

Leadership definitions keep changing as scholars try to simplify it for people to make it less complicated and more practical in daily situations (Mat, 2008). Leadership is a relationship whereby one person influences the behavior or actions of other people (Wakabi, 2012). People often use management and leadership interchangeably. While management is all about planning and controlling organizational resources to achieve an organization's objectives, leadership involves the alignment of employees to the expected organizational vision, hence the two are closely related and it requires one to be a good manager in order to lead (Gwavuya, 2011). Therefore, the efficient use of resources-mobilization, allocation, utilization and enhancement of organizational performance depends largely on leadership styles, among other factors (Obiwuru, Okwu, Akapa & Wankwere 2011).

The evolution of leadership and how it affects performance dates as early as the 17th century (Cole 2004). From the end of 17th century we started experiencing different treatment of employees from treating them as human machines to rather treating them as human capital for achieving different organizational goals and objectives. Most of the organizations sought to adopt appropriate leadership style in order to compete in the business market. It is clear that until today many organizations are continuously looking for new ways and methods of development, especially in the administrative aspects, which can assist in achieving effectiveness and efficiency of organizational goals (Al-Metheb, 2008). It was propagated that in order to achieve business efficiency and economic development, organizations must adopt various leadership styles which include; transformational, laissez faire, autocratic and transactional leadership styles (Wammy, 2014).

The type of leadership approach is key in determining the success or failure of an organization (Ojukuku, Odetayo, & Sajuyigbe 2012). Ojukuku et al. (2012) state that a leader should influence, direct, motivate others to perform specific tasks, and should inspire employees to accomplish the organizational goals. Obiwuru et al. (2011) also point out that leadership style plays an important role in determining the interest and commitment of employees in an organization. Northouse (2010) stated that ineffective or inappropriate leadership styles can directly affect the performance and retention of employees in modern organizations. Employees work as a team to accomplish a typical objective and there is a great need to retain good employees. According to Northouse, organizations whose interest surpass those of the employees are bound to fail therefore, it is important to retain employees because the process of re-hiring is costly, a lot of time is spent on training new employees getting them to settle and adjust in the new culture.

In today's business environment, clearly the long-term winners will be the companies that provide a flexible and challenging work environment along with employee recognition and rewards (Verma and Shekhar, 2009). If employees were asked to share the risks then they have to share the rewards as well. Due to growing expectations among employees at all levels, a majority of employees at all levels want to have an improved quality of work life. As per the growth projections of the Indian pharmaceuticals sector, companies are required to retain their human resources. No doubt, soaring attrition levels are proving to be a serious problem for organizations. Concerted efforts to keep retention on a tight leash will definitely help. High retention level will lead to fewer operational problems, greater productivity and soaring morale and huge cost-saving to the organization.

Narok County is located along the Equator in the Great Rift Valley. It is named after, EnkareNarok, the river flowing through Naroktown. It has a population

of 850,000. (KNBS 2009) The county holds one of the listed seven Wonders in the world named The Maasai Mara National Park, an important tourist destination, is located in Narok County. It is home to the Great Wildebeest Migration, which is one of the “Seven New Wonders of the World”. It constitutes 6 sub-counties namely: Kilgoris, Narok North, Narok South, Narok East, Narok West and Emurua Dikirr. Narok town is the capital Head Quarters of the Narok County and stands as the major centre of commerce in the county (Kuria 2015).

Statement of the Problem

To retain valued and skillful employees, organizations invest time and money on new employees (Ahmed & Kahlid, 2016) grooming them through learning and skill enhancement (Ferreira, 2014). Against this background, employee retention has been a matter of attention for management to avoid bearing the cost associated with training and recruitment of new employees. As Muhangi (2016) postulates, employee retention is one of the most critical issues facing managers in state organizations in Sub-Saharan Africa as result of shortage of skilled manpower, economic growth and high employee turnover. The fact that leaders of most of the public organizations in Africa have largely failed to use their influence factor to draw people towards achieving goals and to maximize the results in their organizations since independence, further compounds the problem.

A number of studies have been carried out on employee retention, leadership and corporate governance. Muhangi (2016) explored leadership styles and staff retention in organizations in Uganda and found out that due to globalizations and dynamic forces in the market, leadership approaches constitute a major driver for employee turnover in Uganda. Corroborating Muhangi, Ahamed and Kahlid (2016) conducted a descriptive survey on the dilemma of the banking sector in Pakistan on employee retention. The study established that

retaining competent employees is the main core competence of the banks in Pakistan with employee retention becoming a critical avenue for building sustainable competitiveness. In a similar study, Rima (2014) investigated the impact of leadership styles on employee motivation among manufacturing firms in Mumbai. According to the study, transactional and transformational leadership styles have positively affected the level of employee commitment among the firms.

While literature on the role of leadership on employee retention abound, most studies have been conducted in the west and Asia with few studies focusing on Sub-Saharan Africa. Besides, literature on the direct linkages between the various dimensions of leadership styles and employee retention remains scant particularly in Kenya’s public sector. The county governance structure in Kenya is a relatively new phenomenon underpinning the need for more studies to unravel the role of leadership and governance in enhancing the efficiency of the devolved units more efficient in public service delivery. Whereas the county governments in Kenya have put significant effort in recruiting quality employees in the recent past, the county managers had fallen short of implementing strategies to retain competent employees. Against this backdrop, this study sought to investigate the extent to which the various leadership styles have influenced employee retention in Narok County.

Objectives of the Study

The main objective of the study was to investigate the extent to which leadership styles have influenced employee retention among the county governments in Kenya, a case study of Narok County. The specific objectives were:-

- To determine the influence of participative leadership style on employee retention in Narok County;

- To establish the effect of directive leadership style on employee retention in Narok County;
- To examine the effect of supportive leadership style on employee retention in Narok County; and
- To establish the influence of achievement – oriented leadership style on employee retention in Narok County.

LITERATURE REVIEW

Theoretical Framework

Motivation- Hygiene Theory

Hertzberg (1968) believes that every worker has two sets of needs (motivational and hygiene needs). He contends that employees in this respect will stay in their work place so long as their needs are satisfied and they are motivated. Failure to meet their needs would automatically call for departure hence employee turnover. People are satisfied at their work by factors related to content of that work. Those factors are referred to intrinsic motivators and contain achievement, recognition, interesting work, responsibility, advancement and growth. Factors that make people unhappy with their work are called dissatisfies or hygiene factors. Herzberg found the following dissatisfies company policy, supervision, working conditions, interpersonal relationships, salary, status, security. What makes them different from motivators is the fact that they are not related to the content of the work but to the context of the job (Armstrong, 2007).

Theory X and Theory Y

Douglas (2013) pointed out that in theory X employees are mainly motivated by receiving monetary gifts like money and other fringe benefits (Douglas, 2013). It was further pointed that many of human beings prefer to be directed and avoid responsibilities but prefer to have security. Due to this, unsatisfactory attitude most employees' characteristics should be controlled and directed through punishments in order to sensitize them to

have the habit of achieving organizational objectives. Generally, theory X is much associated with management styles but not leadership styles known as scientific management (Ford, 2010).

Contingency Theory

Contingency is the one through which the leader competence is determined by the interaction between the leader's personal characteristics and aspects of the situation. Contingency theories are based on the assumption that leadership style depends on the prevailing organization situation (Cheng and Chan, 2002). It was pointed in contingency theory that there no best way for leaders to lead but it depend on the situation (Fiedler, 2009). The particular situation will determine the type of leadership style that can lead to the positive expected results. One leadership style may fit to particular situation but may not result to desired results in the other particular situation. It was further pointed out that success of leader and employees depends upon a good number of factors, including the leader's preferred leading style, the capabilities and behaviors of the subordinates and situational characteristics (Cheng,2002). Effective leadership requires adapting one's style of leadership to situational factors, and control is conditional on three factors namely, the relationship between the leader and subordinates, the degree of the task structure and the leaders' authority and power.

Equity Theory

Equity theory as expounded by (Adams, 1965) is concerned with the perceptions people have about how Kenya Pipeline treated as compared with others. The theory states that employees seek to maintain equity between the input they bring into a job (education, time, experience, commitment and effort) and the outcome they receive from it (promotion, recognition and increased pay) against the perceived inputs and outcomes of other employees. Failure to find equity leads to various

actions one of which may be to leave the organization. The major strength of this theory is that, it recognizes that individual inputs such as education, experience, effort should be recognized in such a way that equity is experienced.

The Great Man Theory

The great man theory assumes that leaders have unique qualities not found amongst masses. Hence, leaders are born and not made. Towards this end, the capacity for leadership is inherent – that great leaders are born not made (Maxwell, 2009). These theories tend to describe great leaders as heroic, mythic, and designed to rise to leadership when needed. The term “Great Man” was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership (Babatunde, 1999).

Conceptual Framework

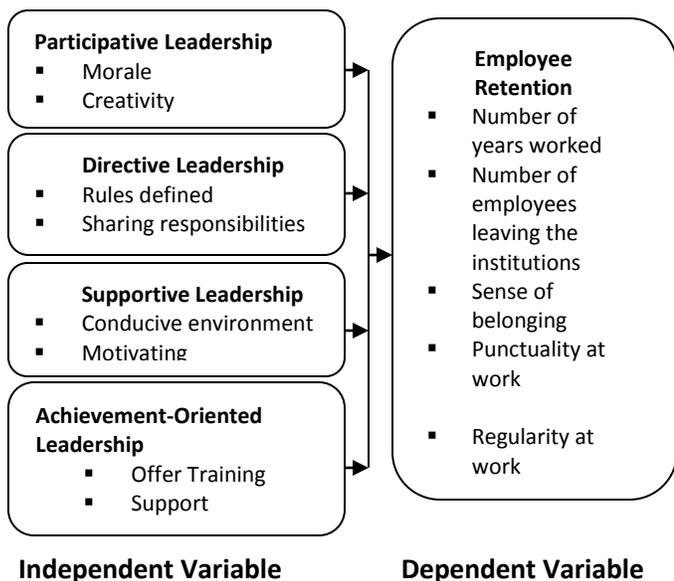


Figure 1: The Conceptual Framework

Source: Author (2018)

Empirical Review

Participative Leadership

Nutt (2006) identified four types of implementation tactics, that is, leadership styles used by managers in

making planned changes by profiling 91 case studies: intervention, participation, persuasion, and edict. The objective of the study was to determine the success rate in making planned changes when different implementation tactics were used. The study found a 100 percent success rate when key executives used an intervention tactic, but observed this tactic in less than 20 percent of the cases. Both the persuasion and participation tactics had 75 percent success rates; persuasion had the highest frequency of use, 42 percent, and participation the lowest, 17 percent. Implementation by edict had a 43 percent success rate and a 23 percent frequency of use.

Nyagaka (2011) conducted a study on leadership styles of head teachers and their impact on students’ academic performance in secondary schools in Nyamaiya Division, Nyamira District, Kenya and found out that there was a strong relationship between participatory traits of the head teachers and students’ academic performance. Koech (2007) studied the effects of leadership styles on motivation of staff in selected secondary schools in Kenya. The objective of his study was to find out how leadership styles affected the motivation of staff in different secondary schools. He found out that leadership styles did influence motivation of staff largely. However, he did not link his study to strategy implementation.

Directive Leadership

Mulwa (2010) conducted a study on head teachers’ leadership behaviour and its influence on pupils’ performance at Kenya Certificate of Primary Education (KCPE) in Central Division of Machakos District, Kenya. One of her findings is that directive behaviour was dominant in the initiating structures while supportive behaviour in consideration dimensions respectively. The study recommended that more research should be done in other parts of the country in order for proper generalization to be made. Nyagaka (2011) conducted a study on leadership styles of head teachers and their impact

on students' academic performance in secondary schools in Nyamaiya Division, Nyamira District, Kenya and found out that there was a strong relationship between participatory traits of the head teachers and students' academic performance.

Supportive Leadership

Ogalo (2013) conducted a study to investigate the influence of principals' leadership styles on students' achievement in Kenya Certificate of Secondary Education (KCSE) in Awendo District, Kenya and through his findings he asserted that for quality results to be realized in schools in the district then principals need to support and motivate teachers but at the same time endeavouring to remain firm. Firmness in decision-making is however a directive behaviour skill.

Koehn (2007) studied the effects of leadership styles on motivation of staff in selected secondary schools in Kenya. The objective of his study was to find out how leadership styles affected the motivation of staff in different secondary schools. He found out that leadership styles did influence motivation of staff to a great extent. However, he did not link his study to strategy implementation.

Achievement-Oriented Leadership

The most paramount retention strategies in the hotels are financial and non-financial rewards and benefits. Several studies have looked into the influence of employee compensation, rewards and recognition on employee turnover and retention (WalshTaylor, 2007). In terms of salary, a study by Norris (2012) found out that personnel in hotels are usually paid poorly, compared with government standard remuneration, staff in hotel earns just about 73% of the whole industry average. Another survey conducted by Choy (2012) established that hospitality employees' average annual pay have been found to be about 16.5% to 31.6 % below than the hotel industry average and government standard remuneration.

Another survey established that employees will stay in an organization as long as it satisfies their personal concerns to do so better than the alternatives accessible to them in other sectors (Shaw, Jenkins, & Gupta, 1998). Although several studies investigated the compensation can strongly influence the staff turnover rate, also several other research have indicated that compensation in the form of base or variable pay may not be sufficient to attract or retain staff. The most important retention predictors included intrinsic fulfillment and working conditions rather than monetary rewards (Milman, 2003).

METHODOLOGY

The study adopted a descriptive research design. The design was chosen since it was more precisely and accurate as it involves description of events in a carefully planned way (Babbie, 2010). The study set out to identify the factors influencing employee retention in the County Governments in Kenya. The targeted population included all the senior and supporting staff working in the County Departments. The elements of the population selected had experience of how the leadership styles of their immediate supervisors influenced their decision to stay or leave the county. For this study, the population consisted of about 350 Permanent and Pensionable employees. This study applied stratified random sampling. Cooper and Schindler (2010) define stratified random sampling as a process that involves stratification, that is different groups (strata) are made on the bases of different factors such as life stages, income levels and management levels. The study used data collected from primary sources. The primary data was collected by use of a structured questionnaire, which were administered to the employees manually. The questionnaires were structured according to the objectives that are participative leadership style, directive leadership style supportive leadership styles and how they influenced employee retention. Multiple regressions was applied in order to analyze factors influencing

leadership style on employee retention in County Government in Kenya. The following model was computed as follows;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \dots + \epsilon$$

Where:

Y= Employee Retention

X₁= Participative

X₂=Directive

X₃= Supportive

Z= Achievement Oriented

β_0 is a constant which denotes that is independent of leadership style and employee retention.

RESULTS

Descriptive Analysis

Descriptive statistics was applied to analyse the quantitative data obtained. These include; the mean, standard deviations, skewness and kurtosis. Respondents were asked questions with regards to the extent to which various aspects of employee retention and leadership have been adopted in Narok County on a Likert scale of 1-5 where: 1= Strongly disagree; 2= Disagree; 3= Neutral; 4= Agree; and 5=Strongly Agree. The findings were presented in Table 1.

Table 1: Descriptive for the Study Variables

Variable	No of Measures	Mean	Median	Std	Skewness
Independent Variables					
Participative Leadership	15	3.92	5	0.68	-0.68
Directive Leadership	13	3.8	5	0.7	-0.21
Supportive Leadership	6	3.97	5	0.68	-0.6
Achievement-Oriented Leadership	6	4.06	5	0.59	-0.33
Dependent variable					
Employee Retention	15	3.84	5	0.54	-0.3

Source: Researcher (2018)

From the findings, most of the respondents agreed on achievement-oriented leadership has been adopted to the largest extent by the county government with the highest mean at 4.06. The next most common leadership style was supportive leadership at 3.97 followed by participative leadership at 3.92. According to the study findings, the least common leadership style is directive leadership with a mean of 3.8. To appreciate the extent to which various responses had departed from the mean, a standard deviation was generated. The responses regarding directive leadership had the largest deviation from the mean score with the highest standard deviation at 0.7. On the hand, responses with respect to questions on participative and supportive leadership had the same departure from the mean at 0.68. According to the findings, responses regarding achievement-oriented leadership had the smallest

departure from the mean with the least standard deviation at 0.59.

The table also included statistics that describe how the responses depart from the normal distribution with skewness determining the lack of asymmetry. Skewness and Kurtosis are ideal measurement that tries to provide information about the severity of departure from the normal distributions. A distribution is symmetric if it looks the same to the left and right of the center point. All the responses concerning leadership styles assumed negative skewness. The values in this case are modest and we can deduce that the departure from normality was insignificant and thus not severe.

Participative Leadership

Multiple regression analysis was used to establish the association between factors influencing leadership

styles on employee retention among the county government. The results were presented in Table 2.

Table 2: Model Summary for Participative Leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.571 ^a	0.726	0.494	.45298

From the results, the Coefficient of Multiple Determination (R^2) was 0.726 implying that the regression line is of “*high goodness of fit*” explaining up to 72.6 % of the variation in employee retention among the county governments in Kenya.

The regression coefficients for participatory leadership and factors affecting leadership styles on employee retention are presented in Table 3.

Table 3: Regression coefficients for Participative Leadership

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	Beta	Std. Error	Beta		
(Constant)	2.438	0.28	-----	8.703	0
Morale	0.273	0.056	0.339	4.886	0
Creativity	0.285	0.058	0.591	4.887	0

As per the findings, it was clear that morale and creativity have had a significant effect on the leadership styles on employee retention. Based on the coefficients the regression line was computed as follows;

$$Y = 2.438 + 0.23X_1 + 0.285X_2$$

Where;

X_1 = Morale

X_2 = Creativity

According to the regression line established above, holding all the independent variables constant, the level of employee retention was 2.438. The data findings analyzed also showed that holding all the other variables constant, a unit increase in Morale was lead to a 0.23 increase in employee retention

among the county governments in Kenya. On the other hand, taking all other variables at zero, a unit increase in creativity was lead to a 0.285 increase in employee retention among the county governments in Kenya. The predictor variables had a p-value of 0.00 which was less than the alpha level ($p < 0.05$). This implies that the impact of morale and creativity on leadership styles was statistically significant since the p-value is less that the Alpha level at 95% confidence level.

Directive Leadership

Factors associated with direct leadership were regressed on factors influencing leadership styles on employee retention. The results were depicted in Table 4.

Table 4: Model Summary for Direct Leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.556 ^a	0.309	0.254	.59166

From the findings, the Coefficient of Multiple Determination (R^2) was 0.309 implying that the regression line is of “low goodness of fit” explaining

30.9% of the variation in employee retention among the county governments in Kenya.

Table 5: Regression Coefficients for Participative Leadership

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	Beta	Std. Error	Beta		
(Constant)	0.322	0.094	-----	2.578	0
sharing responsibilities	0.342	0.066	0.573	2.979	0
Rules defined	0.266	0.082	0.266	-1.364	0.003

According to the results, sharing responsibilities and rules defined had a significant impact on employee retention. The regression line was computed as;

$$Y = 0.322 + 0.342X_1 + 0.266X_2$$

Where;

X_1 = Shared responsibilities

X_2 = Rules defined

According to the regression line established above, holding all the independent variables constant, the level of employee retention will be 0.322. The data findings analyzed also that holding all the other variables constant, a unit increase in shared responsibilities was lead to a 0.342 increase in employee retention among the county governments in Kenya. On the other hand, holding all other

variables constant, a unit increase in rules defined will lead to a 0.342 increase in employee retention among the county governments in Kenya. The predictor variables had a p-value of 0.00 which was less than the alpha level ($p < 0.05$). This implied that the impact of shared responsibilities and defining rules on leadership styles was statistically significant since the p-value was less that the Alpha level at 95% confidence level.

Supportive Leadership

The third regression was executed with supportive leadership (the predictor variable), on the dependent variable (factors influencing leadership styles on employee retention). The results were depicted in Table 6.

Table 6: Model Summary for Supportive Leadership

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	0.714 ^a	0.309	0.676	0.39998

According to the findings, the Coefficient of Multiple Determination (R^2) was 0.309 implying that the regression line is of “low goodness of fit” explaining 30.9% of the variation in factors influencing employee retention among the county governments in Kenya.

The regression coefficients for supportive leadership and factors affecting leadership styles on employee retention were presented in Table 7.

Table 7: Regression Coefficients for Supportive Leadership

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	Beta	Std. Error	Beta			
(Constant)	0.59	0.432			1.355	0.178
Conducive environment	0.158	0.61	0.185		2.572	0.011
Motivating	0.142	0.45	-0.195		-1.514	0.000

According to the results, conducive environment and motivation had a significant impact on employee retention. Based on table 7, the regression line was computed as;

$$Y = 0.59 + 0.158X_1 + 0.142X_2$$

Where;

Y= Factors influencing Employee Retention

X₁ = Conducive Environment

X₂ = Motivation

According to the regression line established above, holding all the independent variables constant, the level of Factors influencing Employee Retention will be 0.59. The data findings analyzed also that holding all the other variables constant, a unit increase in conducive environment was lead to a 0.158 increase

in factors influencing employee retention. The same findings indicated that holding constant, a unit increase in motivation would lead to a 0.142 increase in the Factors influencing Employee Retention. Both predictor variables had a p-value of 0.00 which was less than the alpha level (p<0.05). This implied that the impact of conducive environment and motivation was statistically significant since the p-value is less than the Alpha level at 95% confidence level.

Achievement-Oriented Leadership

The fourth regression was executed with Achievement-Oriented Leadership (the independent variable), on the depended variable Factors influencing leadership styles on employee retention. The results were shown in Table 8.

Table 8: Model Summary for Achievement-oriented Leadership

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.714 ^a	0.40	0.656	0.39998

According to the findings, the Coefficient of Multiple Determination (R²) was 0.40 implying that the regression line was of “low goodness of fit” explaining 40% of the variation in factors influencing employee

retention among the county governments in Kenya. The regression coefficients for supportive leadership and factors affecting leadership styles on employee retention were presented in Table 9.

Table 9: Coefficients for Achievement-oriented Leadership

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	Beta	Std. Error	Beta			
(Constant)	0.52	0.432			1.355	0.178
Offer Training	0.258	0.61	0.185		2.572	0.011
Support	0.092	0.063	-0.127		2.267	0.025

According to the regression outcome, offering training and support have had significant impact on the factors influencing leadership styles on employee retention. Based on table 9, the regression line was computed as;

$$Y = 0.52 + 0.258X_1 + 0.092X_2$$

Where;

Y= Factors influencing Employee Retention

X₁ = Offer training

X₂ = Support

According to the regression line established above, holding all the independent variables constant, the

level of Factors influencing Employee Retention will be 0.52. The data findings analyzed also that holding all the other variables constant, a unit increase in training offer would lead to a 0.258 increase in factors influencing employee retention. On the other hand, a unit increase in support will lead to a 0.092 increase in factors influencing employee retention.

Both predictor variables had a p-value of 0.00 which was less than the alpha level (p<0.05). This implied that the impact of training offer and support was statistically significant since the p-value is less than the Alpha level at 95% confidence level.

Inferential Analysis

Table 10: Correlation Matrix

		1	2	3	4	5
1	Employee Retention	1				
2	Directive Leadership	0.383**	1			
3	Supportive Leadership	0.247**	0.324**	1		
4	Achievement-Oriented Leadership	0.294**	0.408**	0.516**	1	
5	Participative Leadership	0.182*	0.299**	0.383**	0.536**	1

****.** Correlation is significant at the 0.01 level (2-tailed).

*****. Correlation is significant at the 0.05 level (2-tailed).

The correlation coefficient results above portrayed a positive correlation between directive, supportive, achievement-oriented, and participative leadership

and the factors influencing leadership styles on employee retention at 95% confidence level.

Table 11: Model Summary

<i>Regression Statistics</i>	
Multiple R	0.78
R Square	0.72

Adjusted R Square	0.70
Standard Error	0.34
Observations	175

From the findings, the Coefficient of Multiple Determination (R^2) was 0.78 implying that the regression line was of “*high goodness of fit*” explaining up to 78% of the variation in the factors influencing leadership styles on employee retention. The findings above implied that up to 78% of the factors influencing leadership styles for employee retention can be attributed to directive, participative, achievement-oriented, and supportive leadership approaches that had been adopted by the county governments in Kenya in the recent past. The findings

further implied that factors not studied in this research have contributed to 22% of the factors influencing leadership styles for employee motivation.

Analysis of Variance

In this study, the Analysis of Variance (ANOVA) aimed at determining the combined effect of the independent variables on the dependent variable. The results were depicted in Table 12.

Table 12: Analysis of Variance

ANOVA					
	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	135	3627.2	26.789	3.9231	0.0345
Residual	49	335.2	6.84		
Total	184	3962.4			

Going by the findings, the F static was 3.9231 with a p-value of 0.0345. This implied that the combined impact of factors influencing leadership styles for employee retention among the county governments in Kenya was statistically significant given the fact the p-value is less than the alpha level. Thus, the model is statistically significant in predicting how predictive leadership, participative leadership, achievement-

oriented leadership, and supportive leadership on employee retention. Therefore, the regression model has a confidence level above 95% , hence high reliability of the results.

Regression analysis was used as a form of predictive modelling technique to forecast the causal effect relationship between variables. The regression coefficients were presented below

Table 13: Summary of Regression Coefficients

	<i>Coefficients</i>	<i>Std. Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	0.6095	0.07	2.175	0
X ₁ (Directive Leadership)	0.068	0.11	4.021	0.0045
X ₂ (Participative Leadership)	0.667	0.173	5.602	0.004
X ₃ (Achievement-Oriented Leadership)	0.348	0.28075	1.624	0
X ₄ (Supportive Leadership)	0.323	0.28075	0.8315	0

From the findings, the regression line becomes:
 $Y = 0.6095 + 0.068X_1 + 0.667X_2 + 0.348X_3 + 0.323X_4$

Where

Y = Factors influencing Leadership styles on Employee Retention

X₁ = Directive leadership

X₂ = Participative leadership

X3 = Achievement-oriented leadership

X4 = Supportive leadership

According to the regression line established above, holding all the independent variables constant, the level of leadership styles on employee retention among the county governments in Kenya will be 0.6095. The data findings analyzed also shows that holding all other variables constant, a unit increase in directive leadership will lead to a 0.068 increase in the level of leadership styles for employee retention among the county governments in Kenya. On the other hand, taking all other variables at zero, a unit increase in participative leadership will lead to a 0.667 increase in the level of leadership styles for employee retention among the county governments in Kenya. The same findings indicate that holding all other variables constant, a unit increase in achievement-oriented leadership will lead to a 0.348 increase in the level of leadership styles for employee retention among the county governments in Kenya.

Finally, holding all other variables to zero, a unit increase in supportive leadership will lead to a 0.323 increase in increase in the level of leadership styles for employee retention among the county governments in Kenya. All the predictor variables, had a p-value less than the Alpha level ($p < 0.05$). This implies that the impact of the predictor variables on leadership styles for employee retention is statistically significant since the p-value is less than Alpha level at 95% confidence level.

CONCLUSION

From the findings mentioned earlier, it was concluded that participative leadership, directive leadership, supportive leadership and achievement-oriented leadership factors have significantly influenced

leadership styles on employee retention in Narok County over the recent past. The study further concluded that: morale, creativity, shared responsibilities, rules defined, training offer, and support as the main factors that have had statistically significant impact on leadership styles for employee retention Narok County.

RECOMMENDATIONS

The study recommended that county governments across the country invest more in strategies that can enable them foster employee retention and lower employee turnover to enhance efficiency in public service delivery.

On participatory leadership, the study recommended that county governments put mechanisms in place to facilitate management by objectives to make participatory leadership feasible. About achievement-oriented leadership, the study recommends that county governments focus on meritocracy and productivity in the reward and compensation systems to motivate the county employees.

Suggestions for Further Research

The researcher dealt with only the above four factors that practice leadership styles to encourage employee retention in Narok County, hence future studies should focus on unraveling other drivers of employee retention among the county governments of Kenya.

Future studied should aim at testing the findings of this study an possibly consider a census of all the counties in Kenya. This research was concentrated in Narok County, there is need to have a wider research on the topic covering a wider area to compare the findings.

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