

Human Resource Management Strategies and Employee Turnover in Local Ngos in Kenya: A Survey of Wash Sector Ngos in Western Kenya

Mark Okinyi Oyoo

Jomo Kenyatta University of Agriculture and Technology
Department of Business and Procurement
Nairobi
Kenya

Abstract

This study used experimental study design and quantitative analysis to assess WASH sector NGOs in western Kenya to determine the impact of human resource management strategies on employee turnover. The survey targeted members of the Western WASH NGO's management positions, so the population covered by the survey was 102 management positions. A standardized questionnaire was used to collect the primary data. Both descriptive and inference statistics were used in the study. The paid salary did not correspond to the work and made the employee feel entirely grateful for his work and dedication. This work does not fully utilize the skills and abilities of employees and does not bring satisfaction or satisfaction to employees. Employees do not have all the resources and equipment they need to get the job done correctly. There was a lack of knowledge and information sharing throughout the organization. Seminars and workshops were not used regularly to improve the skills of employees within the organization. Job shadowing was never used to require skills to grow into a particular career path, nor was it used to help employees become accustomed to different career options. Contracts within the organization were inflexible to allow the organization to respond to fluctuations in demand. The study recommended paying employers an excellent salary to avoid exposing workers to financial constraints and at the same time to reward them for non-compliance with their obligations. Employers need to look for suitable leaders who value their employees' contributions and actively emphasize their improvements. Professional training, coaching, and mentoring is required to increase career opportunities within the organization. Organizations need to increase open-ended contracts rather than fixed-term contracts and explain employee behavior at the end of the contract.

Keywords: *Human Resource Management, Employee Compensation, Non-Governmental Organizations (NGOs), Career Growth Opportunities, Employee Contracts, Employee Engagement*

Introduction

Human resources are becoming more recognized as a valuable commodity that may offer organizations long-term competitive advantages. However, in many local non-governmental organizations (NGOs) in Kenya, adopting good human resource management (HRM) techniques is generally low on the priority list. Local NGOs frequently underestimate the importance of efficient human resource management to the organization's success. As a result, they do not devote sufficient time or resources to developing essential human resource capabilities. One of the factors separating success from failure in many local NGOs in underdeveloped countries is a lack of attention to human resource management.

A non-governmental organization in Kenya is a service organization registered under Social Law Cap 108 of Kenyan Law. Non-governmental organizations generally play an essential role in developing communities that have been deprived over time due to poverty and high unemployment, such as developing countries (Janse van Rensburg et al., 2013). NGOs conduct a variety of initiatives ranging from health issues to education, environmental protection, WASH agriculture, and civil concerns in various social settings, yet they experience high personnel turnover. Employee retention is one of the challenges faced by many organizations, including non-governmental organizations (NGOs). In this era of competition, Ulah & Yasmin (2013) argue that organizations cannot afford to lose prospective human resources. Successful NGOs acknowledge the importance of the human element in organizational performance and strongly emphasize employee development, contentment, dedication, and motivation to achieve their goals.

How local NGOs work and achieve the goal depends mainly on how people are managed professionally and productively. According to (Batti 2014), employees need to understand the future of the company and their future within the organization. This helps promote engagement and promote sustainable productivity. Therefore, it is correct to say that local NGOs rely on the talent available in their organizations. Organizations have no choice but to actively identify and explore opportunities that can help build the capabilities of leading people.

In today's business world, employment insecurity is a reality for many employees. Employment security is usually enhanced by the terms of employment contracts, supporting labor laws, and collective bargaining agreements. In addition, a study of employee retention has shown that excessive volatility leads to a volatile workforce, increasing labor costs and organizational inefficiencies (Caesens, Stinglhamber, and Marmier, 2016). Observe Krotel and Villadsen (2016) that staff turnover is usually highest in the private sector than in the public sector. This is because wages and allowances are high, but employment security is lower than in the public sector. As a business grows, it tends to increase work confidence and safety. The opposite is often the case during a recession, as companies are in low demand and want to reduce their workforce in the short term.

According to a survey in Kenya, employee retention can be affected by demographic factors and the number of controllable and uncontrollable factors. Thiriku and Were (2016) found that controllable factors such as short contract terms, poor working conditions, poor hiring procedures, lack of staff motivation, incentives, and inadequate compensation are voluntary turnover. Explains that is the reason. Most NGOs in Kenya operate in the same markets as the private sector and are exposed to supply and demand forces. Most NGO donors and project partners are in the private sector. Therefore, the turnover rate of employees, which reflects the number of employees who left the company over some time, is one of the highest costs for the company, although little is known. Retaining all the employees you need is difficult, but you can safely minimize losses. In most business environments, the primary goal of an HR manager is to reduce turnover. This reduces training costs, recruitment costs, and loss of talent and organizational knowledge.

Problem Statement

Bryman (2017) defined research problems as problem areas that need to be improved or eliminated in the process of scientific literacy. According to Armstrong (2016), everyone trained has become a valuable asset, valuable, rare, unique, and highly organized skills, knowledge, and abilities. Having it contributes to the sustainable competitive advantage of the organization. However, companies face the dilemma of satisfying, motivating, and committing to these knowledge workers. Excessive layoffs are costly, destructive, and self-reliant. An organization cannot survive unless its employees are retained and focused on their work. Organizations are estimated to cost about 1.5 times the salary of vacant seats to replace one employee. Various studies are being conducted worldwide in the fields of human resource development and employee retention. Most of these studies focus on shared factors affecting employee retention, employee turnover, and consequent performance. Maniura (2012) stated that staff compensation, education, training, work characteristics, and promotions significantly impact an organization's performance and are necessary for the organization. In a survey of employee stability in Chabakari's NGO sector, Wanjala (2014) found that it was unusual to meet employees who had worked for NGOs for long periods. The reason is that they are looking for a more attractive salary—a search for listening and compassionate guidance and a desire for motivational rewards. Akala 2012 on factors affecting the retention of non-faculty staff at the University of

Nairobi, Kenya, helps UoN retain employees by promoting transparency and impartiality in providing employee training and development opportunities. We recommend that you can improve it. However, none of these studies focused on the impact of human resource management strategies on employee turnover at local NGOs in Kenya. This is the loophole that current research was trying to fill. For this reason, this study sought to investigate the impact of the HRM strategy on employee turnover of WASH sector NGOs in western Kenya, based on existing research and literature.

Objectives of the Study

The study's main objective was to examine the influence of HRM strategies on employee turnover in WASH sector NGOs based in Western Kenya.

The specific objectives were:-

- i.To establish the influence of career growth opportunities on employee turnover in the WASH-based NGOs.
- ii.To examine the effect of compensation strategies on employee turnover in the WASH-based NGOs.
- iii.To assess the effect of employee engagement strategies on employee turnover in the WASH-based NGOs.
- iv.To explore the effect of employee contracts on employee turnover in the WASH-based NGOs.

LITERATURE REVIEW

Theoretical Review

Employee Retention Embedding Theory

This theory suggests conformance, linking, and sacrifice, the three main determinants of employee retention. It was introduced by Mitchell and colleagues and built on previous research by Lee and Mitchell on sustainable revenue models (Kiazad et al., 2015). This contributes to this research by providing strategies to improve employee turnover and thereby increase employee loyalty. You can adapt to career goals, personal values, and plans and define how comfortable your employees are with the elements of the workplace. The degree of skill utilization and integration into the community or work environment are also factors in the fit factor. Links are components related to the degree of integration into the community and workplace. Family pressure is part of the underlying factor in this element of professional embedding. Sacrifice-The perceived cost of leaving a social and professional network. This is less if the employee has not established a deep connection with colleagues in the workplace or industry. Each determinant of workplace embedding is influenced by the workplace on the one hand and by the community in which the subject lives. Since its discovery, various studies have used three determinants to broadly test support for popular industries where sales are a significant concern. As it is a young theory, research is still being carried out in more specialized industries and organizations.

Organizational Equilibrium Theory

One of the earliest variability models is the organizational equilibrium theory of March and Simon (1958). The authors suggested that the desire to move and the ease of movement are the two main factors for employee turnover (Flink, 2017). This is relevant to this survey as it includes employee retention as one of the essential factors for organizational sustainability. The desire to move is generally defined by an individual's satisfaction with the job, but the ease of movement generally reflects an externally recognized or actual alternative job (Flink, 2017). The model suggests that employees are more likely to stay if they are satisfied with their work and believe in few options from a retention perspective. Therefore, here two critical factors in deciding to stay for an employee are work satisfaction and lack of choice. Employees are happy (and therefore more likely to stay) if they feel that the results they receive reflect the efforts and other inputs they have invested in.

Hertzberg's Motivational Hygiene Theory

Hertzberg's Motivational Hygiene Theory is used in this study to provide the basis for the importance of motivation in the workplace to increase employee retention. In this theory, Herzberg argues that hygiene factors are factors that eliminate dissatisfaction. These are basic needs, working conditions, and motivations (Alshmemri, ShahwanAkl & Maude, 2017). If these are not met, they reduce work motivation. Workers

tend to lose interest in work and seek out other job opportunities. Herzberg concludes that the factors that make a person appear satisfied with his work are related to the content of the work. These were called motivations, but the factors that seemed to dissatisfy people were related to the professional context. He called these hygiene factors. Herzberg argued that two completely different aspects contribute to employee behavior in the workplace. Hygiene factors and motivational hygiene factors are related to the presence or absence of work dissatisfaction. When hygiene factors are assessed, work is inadequate. While these are considered the maintenance factors needed to avoid dissatisfaction, they do not contribute to work satisfaction or staff motivation (Mahal, 2012). This means that they only keep their employees at work. Therefore, managers need to provide hygiene factors to reduce the causes of worker dissatisfaction, motivate workers, and include motivations that can ultimately lead to job satisfaction.

Conceptual Framework

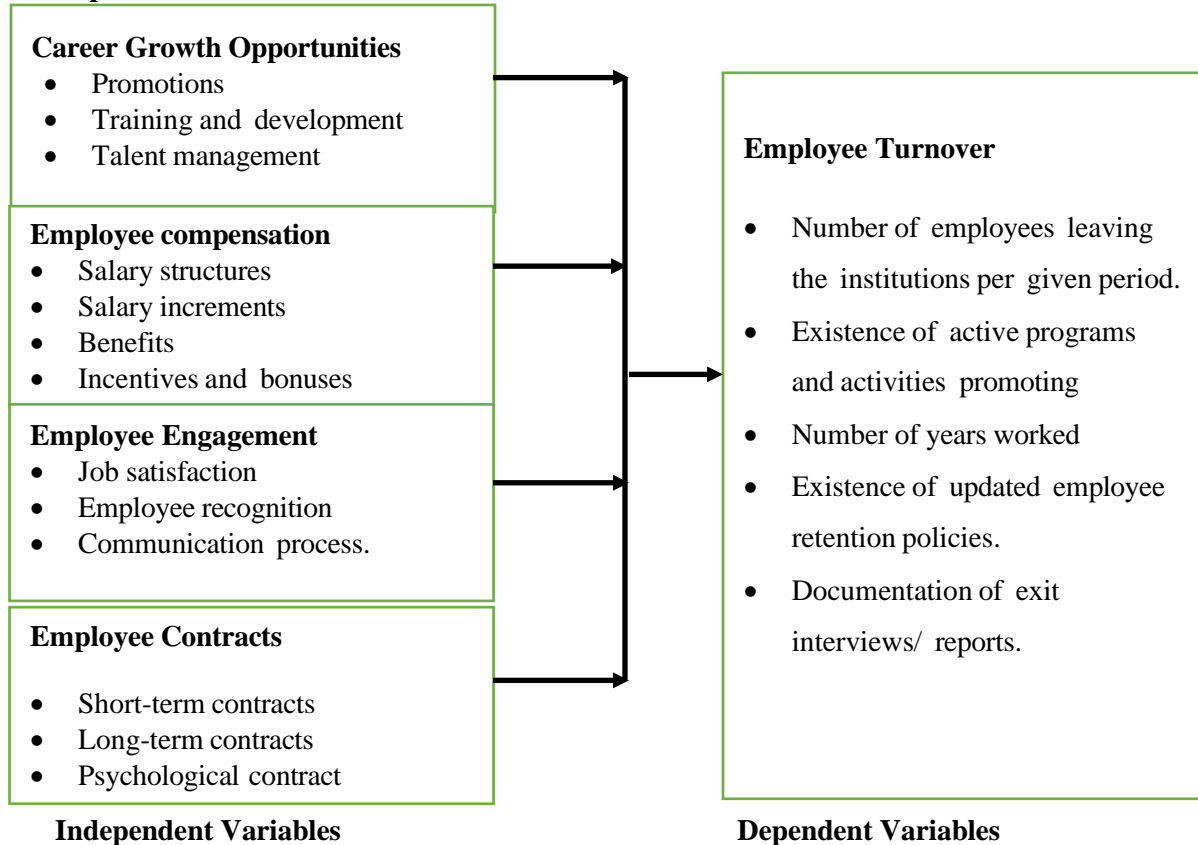


Figure 1: Conceptual framework

Employee Career Growth opportunities

According to Mone and London (2018), employees who see career opportunities in an organization are less likely to leave. When they feel that they have plateaued in the organization, they feel the need to look for new opportunities elsewhere. Crawshaw and Game (2015) observed that an organization's belief in career-orientated practices and job security improved employee commitment considerably. Career opportunities gave a strong prediction of employee retention compared to others forms of reward, followed by opportunities for training and the employee's relationship with his supervisor.

Lack of growth opportunities could lead to job discontent making the employees seek better and more challenging work elsewhere. In Incall center work, the employees may fail to acquire the necessary skills to advance to other areas as the job is characterized by routinized tasks (Harry & Coetzee, 2013). But if the employees feel that there are better chances to grow or progress within the organization, they are likely to perform better and minimize their plans to leave.

Employee Compensation

Employee compensation describes the cash rewards paid to employees in exchange for the services they

provide. It may include base salary, wages, incentives, and commission. Total compensation includes cash rewards as well as any other company benefits, also known as fringe benefits. A salary (or wage) is a fixed amount paid in exchange for an employee's services. For full-time employees, salary is generally described in annual, monthly, bi-weekly, or weekly amounts. For part-time employees, it is generally described as an hourly amount. To determine an appropriate salary and salary range that your company is willing to pay for a position, the employer must establish the position's value based on the organizational requirements.

Derchi (2015) established that degrees of coordination in decision processes affect hiring and wage-setting outcomes differently. Cooperation in unions' behavior, for example, results in wage increases and employment expansion in the private sector, whereas it induces wage moderation and employment expansion. Ge (2014) found that more excellent union coverage and membership lead to higher relative pay and lower relative employment for less-skilled men, with similar pay effects but only weak evidence of adverse employment effects for less-skilled women. More excellent economy-wide union coverage or membership leads to lower employment and higher relative wages for young men and a greater responsibility to attend school for both genders.

Employee Engagement

Employee engagement refers to workplace undertakings that derive employees' commitment to organizational goals, values, and drive to release their full potential to contribute to productivity (Shields et al., 2015). It refers to an employee's psychological/mental presence in an organization and constitutes two fundamental components: attention and absorption. Albretch et al. (2015) capture employee engagement as the ability to capture employees' heads, hearts, and souls to instill an intrinsic desire and passion for excellence. Existing literature generates several definitions of employee engagement, with each definition representing a unique perspective depending on circumstance, thereby leading to disjointed definitions that are easily misinterpreted.

Generally, employee engagement is a distinct and unique construct comprising cognitive, emotional, and behavioral components associated with individual role performance (Graffigna, 2017). Arrowsmith and Parker (2013) describe employee engagement as the affective and cognitive connection employees have for the organization, leading them to exert discretionary effort at work. Disengaged employees are motivationally and emotionally detached from work, and they portray less energy to deliver work and are not enthusiastic at work (Arrowsmith and Parker, 2013). Engaged employees often attach solid emotional commitment to their work as they find it meaningful and fulfilling (Arrowsmith and Parker, 2013; Kaliannan and Adjovu, 2015). Hashimoto and Nassif (2014) aver that employee engagement brings about noticeable enhancements in productivity. Purcell (2014) expounds that engaged employees have a deep interest in work attachment to their organization, drive innovation, and focus on company progress. Employees who are not engaged are withdrawn from work, focusing on addressing their unhappiness (Markos and Sridevi, 2010).

Employee Contracts

In this study, we focus on two broad categories of employment contracts, namely fixed-term contracts. According to the European Foundation for the improvement of living and working conditions report of 2007, fixed-term employment contracts are contracts where the end of the employment relationship is determined by objective conditions such as reaching a specific date, completing a specific task, or the occurrence of a specific event while the permanent contract is also referred to as an indefinite contract. It is believed that the type of employment contract affects employees' productivity.

According to Kaufman, Beaumont, and Helfgott (2016), the increased marketplace pressure and the introduction of new management practices such as downsizing, benchmarking, and others have significantly affected the traditional employment relationship. The new psychological relationship has replaced the relationship with fewer implicit guarantees by employers to employees, such as security and internal promotion. This has increased the need to understand how employees can be encouraged to engage in discretionary extra-role behavior under the new psychological contract. It is increasingly becoming essential to focus on employee trust for organizations to obtain the much-needed discretionary efforts of employees.

Empirical Review

Career growth opportunities

Deery and Jago (2015) engaged in a critical study on career growth opportunities and employee turnover. The study used a survey on junior auditors in public accounting firms to identify how career growth opportunities influenced their turnover intentions. It is understood that organizations and employees share a social exchange relationship whereby they reciprocally benefit each other. The study identifies that providing employees with these opportunities will result in their commitment to the firm, leading to low employee intention to leave. The study identifies the essence of the firm's organizational prestige, the effectiveness of the firm's training programs, and how they enhance employees' belief about career growth opportunities leading to high commitment and reduced turnover intentions.

Using a cross-sectional survey, Yang, Liu, & Zhang (2015) explored the impact of work support and career development on the nurse turnover intention in eight hospitals in Tianjin, China. The study aimed at finding the appropriate approach in curbing high turnover. The study involved a cross-sectional survey of 526 nurses. The scales employed in this study were the nurse turnover intention scale, work support scale, and career growth scale. The data were analyzed using SPSS, which concluded that lack of work support negatively and directly impacts nurse turnover intention. The study manifested that additional career growth opportunities increase employee retention.

Employee Compensation

Osibanjo, Adeniji, Falola, and Heirmsmac (2014), in their compensation strategies study, argued that there is a strong connection between compensation strategies and employee retention. The study was conducted in an elite private institution in Nigeria on the concern that employees in university institutions were constantly on the move to other institutions. Questionnaires were used to collect data, and the analysis of the results indicated that compensation packages of incentives, allowances, and salary levels affected employee turnover. More than one hundred employees interviewed argued that they were moving for lack of proper compensation incentives, prompting the management to amend various compensation levels to maintain their workforce.

A study done in the Telekom sector in Pakistan indicated that compensation positively affects employee retention (Haider et al., 2015). The study entailed other significant human resource practices such as training and development as well as culture. With the help of literature, the questionnaires developed evaluated the human resource practices about retaining them. The sample under study consisted of 250 employees, and statistical packages such as SPSS analyzed the data collected. According to the analysis, employees who were compensated correctly usually did not tend to leave. The results would guide management in various organizations' proper compensation practices that would help retain employees.

Employee engagement

Lu, Gursoy, & Neale (2016) studied the influence of supervisors' and line employees' work-related variables such as job satisfaction and turnover intentions. The study was conducted in Washington, US, in the catering industry. Data was collected from line-level employees and supervisors from twenty-nine mid-to-upscale hotels, which were analyzed using regression analyses. The study manifested that supervisors tend to have high work engagement and low turnover intentions than line-level employees. The study held that job engagement among supervisors contributed to making them dedicated to their work, which led to low turnover intentions. Also, if organizations can foster dedication among the line-level employees, there would be increased job satisfaction and reduced employee turnover. A study conducted by Alias, Noor, and Hassan (2014) on the relationship between talent management practices and employee engagement indicated that engagement is a potent mediator of the relationship between talent management and retention. The quantitative study was conducted among employees in IT organizations in Malaysia using questionnaires as the study instruments. The data analyzed using statistical packages showed a positive correlation between employee engagement and practices such as career development, rewards, and recognitions. Further, engagement was reportedly an essential factor in employees making their decisions to leave or stay. The study thus concluded that employee engagement highly influences employee retention.

Employee Contracts

Guchait, Cho, and Meurs (2015) conducted a study to discover the relationship between contracts and employee retention. They used the aspects underlying psychological contracts and relational contracts such as supervisors’ support. Data was collected among employees in restaurants in India because of the high turnover realized in the hospitality industry. Some of the results concluded that organizations with supervisor support reduced the employees' intent to leave because they impact relational contracts. Thus they concluded that the nature of contracts influences employee retention.

A study conducted by Walker, Accadia, and Costa (2016) indicated that psychological contracts are directly related to employees' intention to leave or stay. The study was conducted in volunteer organizations in Australia. Analysis showed that paid workers had similar behavioral aspects as volunteer workers and those paid form of contracts, despite the differences in the management structures. Respondents from whom data was collected linked organizational support and psychological contracts with their intention to leave or stay. Thus conclusions made included that employers use both actual and psychological contracts as an effective retention strategy.

METHODOLOGY

This study utilized an explanatory method and employed quantitative approaches. An explanatory research design was employed to determine the effect of HRM strategies on employee turnover in the WASH sector NGOs in Western Kenya and to establish any association between these variables. The study targeted members of the Management of WASH sector NGOs in Western Kenya. The target population of the study was one hundred and two (102) management employees.

FINDINGS AND DISCUSSION

Influence of Career Growth Opportunities on Employee Turnover

The study sought to determine the respondent's level of agreement with statements relating to the influence of career growth opportunities on employee retention. From the study findings, the majority of the respondents disagreed with the statements that; seminars and workshops are used regularly to increase the staff competencies as shown by a mean of 2.00, job shadowing was used to require skills to grow into a particular career path as shown by a mean of 2.08, and that job rotations are used regularly to encourage multi-skilling of staff as shown by a mean of 2.19. The respondents further disagreed with the statement that job shadowing was commonly used to allow staff to acquire exposure to the different career options, as shown by a mean of 2.25. Every employee undergoes relevant training to prepare them for upward mobility, as shown by a mean of 2.29. The study's findings were consistent with Yang, Liu, & Zhang (2015), who found that that lack of work support negatively and directly impacts nurse turnover intention. The study also found that career growth opportunities increased employee retention.

Table 1: Statements on the influence of career growth opportunities on employee Turnover

Statement	Mean	Standard Deviation
Job shadowing is commonly used to allow staff to acquire exposure to the different career options	2.25	0.260
Job rotations are used regularly to encourage multi-skilling of staff	2.19	0.282
Every employee undergoes relevant training to prepare them for upward	2.29	0.273
Seminars and workshops are used regularly to increase the staff competencies	2.00	0.258
Job shadowing is used to require skills to grow into a particular career path	2.08	0.238

On what could be done differently to increase their opportunities for career growth within the organization, the respondents indicated there was a need to provide professional training, coaching and mentoring, cross-departmental training, develop soft skills such as emotional intelligence, and provision of flexible learning options.

Influence of Compensation Strategies on Employee Turnover

The respondents were requested to indicate their levels of agreement on the statements relating to the effect of compensation strategies on employee retention. From the study findings, most of the respondents agreed that they receive salary as payment for their work, as shown by a mean of 2.22. However, the majority of the respondents disagreed with the statements that the salary paid is commensurate to the work done as shown by a mean of 2.03; their salary and benefits package makes them feel fully appreciated for their work and effort as shown by a mean of 2.08, and that the salary structures used to provide a system for fairness in determining remuneration as shown by a mean of 2.09. The respondents further disagree that their salary was comparable to others with similar skills and responsibilities, as shown by a mean of 2.16. The majority of the respondents further indicated that compensation offered by their employer affects their decision to stay as an employee. Consistent with the findings, a study by Osibanjo, Adeniji, Falola, and Heirmsmac (2014) also found a strong connection between compensation strategies and employee retention. Similarly, a study done by Haider et al. (2015) indicated that compensation has a positive relationship with employee retention.

Table 2: Statements relating to the effect of compensation strategies on employee Turnover

Statement	Mean	Standard Deviation
You receive salary as payment for your work	3.89	0.280
The salary paid is commensurate to the work done	2.03	0.237
Your salary is comparable to others with a similar level of skills and responsibilities.	2.16	0.197
Your salary and benefits package makes you feel fully appreciated for your work and effort.	2.08	0.202
The salary structures are used to provide a system for fairness in determining remuneration.	2.09	0.238

Effect of Employee Engagement Strategies on Employee Turnover

The study sought to find out the extent to which employee engagement strategies affect employee retention. The respondents were requested to state their level of agreement with the statements relating to the effect of employee engagement strategies on employee retention. From the findings, the majority of the respondents disagreed with the statements that their job makes good use of their skills and abilities as shown by a mean of 2.08, their job gave them fulfillment and satisfaction as shown by a mean of 2.14 and that they were provided with all the necessary resources and apparatus they needed to do their work correctly as shown by a mean of 2.22. The respondents also disagreed with the statements that there was sharing of knowledge and information across the whole organization and no one felt left out, as shown by a mean of 2.27. The respondents finally disagreed with the statement that opportunities to participate in decision-making regarding welfare issues were provided, as shown by a mean of 2.28. Consistently, Purcell (2014) found that engaged employees had a deep interest in work attachment to their organization and, hence, were retained in an organization.

Table 3: Statements on the influence of employee engagement strategies on employee Turnover

Statement	Mean	Standard Deviation
There is sharing of knowledge and information across the whole organization. No one feels left out.	2.27	0.298
Opportunities to participate in decision-making regarding welfare issues are provided.	2.28	0.269
My job gives me fulfillment and satisfaction	2.14	0.272
I am provided with all the necessary resources and apparatus I need to do my work correctly	2.22	0.258
My job makes good use of my skills and abilities	2.08	0.238

The respondents were requested to state what they felt could improve their relationship with employers in the long term. The respondents argued that the employers should look for the right leaders who would value

the contribution of employees and actively emphasize their improvement; engagement should be done both at the local work-groups levels and at the organizational level to ensure that employee activities and organizational missions and visions rhyme, employers should come up with realistic engagement goals to capture the attention of all employees, employers should provide opportunities for growth and development to help them sharpen their skills and contribute actively to the organizational goals, recognition should be improved to boost the morale of employees and make them feel engaged in the long term.

Influence of Employee Contracts on Employee Turnover

The study sought to determine the respondent's level of agreement with statements relating to the influence of career growth opportunities on employee retention. From the study findings majority of the respondents disagreed with the statements that their employment contracts made them feel secure in their job as shown by a mean of 2.00, that the contracts in the organization were flexible to keep the organization responsive against any fluctuations in demand as shown by a mean of 2.11, that their contract was evident on their duties and responsibilities as shown by a mean of 2.14, that their contract type was comparable to others in the same job area as shown by a mean of 2.21 and that their contract was evident on their compensation, benefits and other incentives they could receive for good performance as shown by a mean of 2.24. Similar findings were obtained by Guchait, Cho, and Meurs (2015), who found concluded that the nature of contracts influences employee retention.

Table 4: Statements relating to the influence of Employee Contracts

Statement	Mean	Standard Deviation
My employment contracts make me feel secure in my Job	2.00	0.203
My contract is straightforward on my duties and responsibilities	2.14	0.261
My contract is straightforward on my compensation, benefits, and other incentives I should receive for a good performance against any fluctuations in demand received for good performance	2.24	0.265
My contract type is comparable to others in the same job area	2.21	0.286
The contracts in the organization are flexible to keep the organization respons	2.11	0.256

The respondents were requested to suggest what could be done differently from a contracts perspective to encourage them to stay longer with the employer. Most of the respondents listed vacations and sick leaves as an essential aspect, which indicated the increasing prevalence of flexible schedules for people to attend to other domains in their life, primarily home and social life. Other respondents argued that employers should increase permanent contracts as opposed to temporary contracts. They should also describe employee behavior at the end of the contract to help them brace themselves up and keep them going. Although lowly rated, longer durations of contracts and health benefits were arguably other ways to encourage employees to stay longer.

Employee Turnover

The study requested the respondents to state their agreement on the statement relating to employee retention in the organization. From the study findings, the majority of the respondents agreed that lack of growth opportunities is a reason for employee turnover in the organization, as shown by a mean of 4.21. the respondents, however, disagreed with the statements that there is an active and updated employee retention policy in the organization as shown by a mean of 1.98, exit interviews are carried out on existing staff members as shown by a mean of 2.00, a work-life imbalance is a reason contributing to retention in the organization as shown by a mean of 4.08 and that there is coaching and feedback on jobs done in the organization.

Table 5: Statement relating to employee turnover in the organization

Statement	Mean	Standard Deviation
There is an active and updated Employee Retention policy in the organization	1.98	0.238
Exit interviews are carried out on an existing staff member	2.00	0.273
There is coaching and feedback on jobs done in the organization	2.13	0.283
Work-life imbalance is a reason contributing to retention in the organization	2.08	0.238
Lack of growth opportunities is a reason for employee turnover in the organization	4.21	0.273

Table 6: Regression analysis Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786 ^a	.618	.586	.3317

a. Predictors: (Constant), employee compensation, employee contracts, career growth opportunities, employee engagement.

Table 7: ANOVA Analysis

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.164	4	8.54112.9802		.012b
	Residual	67.116	102	0.658		
	Total	101.28	106			

Coefficients

From the regression findings, the predicted value of employee turnover holding employee compensation, employee contracts, career growth opportunities, and employee engagement to a constant zero would be 3.121. Employee compensation significantly affected employee turnover in the WASH-based NGOs as indicated by $\beta_1 = 0.772$, $p = 0.012 < 0.05$. This implied that unit increase employee compensation would increase employee retention in the WASH-based NGOs by 0.772 units.

Employee contracts significantly affected employee turnover in the WASH-based NGOs as indicated by $\beta_1 = 0.723$, $p = 0.014 < 0.05$. This implies that a unit increase in employee contracts would increase employee retention in WASH-based NGOs by 0.723 units.

Career growth opportunities significantly affected employee turnover in the WASH-based NGOs as indicated by $\beta_1 = 0.692$, $p = 0.015 < 0.05$. This implies that a unit increase in career growth opportunities would increase employee retention in the WASH-based NGOs by 0.692 units.

Employee engagement significantly affected employee turnover in the WASH-based NGOs as indicated by $\beta_1 = 0.755$, $p = 0.003 < 0.05$. This implied that a unit increase in employee engagement would increase employee retention in the WASH-based NGOs by 0.755 units. At a 5% level of significance and 95% confidence level, all the variables were significant ($p < 0.05$). Overall, employee compensation was the most significant.

Career growth opportunities significantly affected employee turnover in the WASH-based NGOs as indicated by $\beta_1 = 0.692$, $p = 0.015 < 0.05$. This implies that a unit increase in career growth opportunities would increase employee retention in the WASH-based NGOs by 0.692 units.

Employee engagement significantly affected employee turnover in the WASH-based NGOs as indicated by $\beta_1 = 0.755$, $p = 0.003 < 0.05$. This implied that a unit increase in employee engagement would increase employee retention in the WASH-based NGOs by 0.755 units. At a 5% level of significance and 95% confidence level, all the variables were significant ($p < 0.05$). Overall, employee compensation was the most significant. The study concluded that compensation offered to the employees affects their decision to remain in the organization.

Table 8: Coefficients

$$Y = 3.121 + 0.772X_1 + 0.723X_2 + 0.692X_3 + 0.755X_4 + \epsilon$$

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.121	0.691		4.517	0.013
Employee compensation	0.772	0.167	0.626	4.623	0.012
Employee contracts	0.723	0.168	0.656	4.304	0.014
Career growth opportunities	0.692	0.172	0.540	4.023	0.015
Employee engagement	0.755	0.195	0.668	3.872	0.003

CONCLUSION AND RECOMMENDATIONS

The salary paid is not commensurate to the work and does not make the employees feel fully appreciated for their work and effort. The salary structures used to fail to provide a system for fairness in determining remuneration as well. The study concluded that the job neither makes good use of the employees’ skills and abilities nor gives employees fulfillment and satisfaction. The employees are not provided with the necessary resources and apparatus to do their work correctly. There is a lack of knowledge and information sharing across the organizations.

Seminars and workshops are not used regularly to increase the staff competencies in the organization. Job shadowing is not used to acquire skills to grow into a particular career path; neither is it commonly used to allow staff to acquire exposure to the different career options. Job rotations are not used regularly to encourage multi-skilling of staff.

The study concluded that employment contracts do not make employees feel secure in their job. The contracts in the organizations are inflexible to keep the organization responsive against any fluctuations in demand. They are also not clear on employees’ duties and responsibilities.

Recommendations

The study recommended that employers provide good salaries to avoid subjecting employees to financial constraints while giving them remuneration that does not correspond to their duties. Employers should look for the right leaders who would value employees' contributions and actively emphasize their improvement. The organization should come up with realistic engagement goals to capture the attention of all employees. There is a need for professional training, coaching, and mentoring to increase opportunities for career growth within the organization. The organization should increase permanent contracts instead of temporary contracts and describe employee behavior at the end of the contract. The organization should also use flexible contracts to keep the organization responsive against any fluctuations in demand.

Areas for Further research

The study aimed to examine the influence of HRM strategies on employee turnover in the WASH sector NGOs based in western Kenya. Further studies should be done on HRM strategies on employee turnover in the profit-making organizations and other NGOs focusing on other sectors such as health, education, and agriculture sectors. Equally, this study focused on NGOs in western Kenya. Further studies should be carried out in other parts of Kenya.

References

- Akala, H. S. (2012). Factors Influencing Employee Retention among the Non-Teaching Staff at The University of Nairobi, Kenya, Unpublished MBA Project, University Of Nairobi.
- Alias, N. E., Noor, N., & Hassan, R. (2014). Examining the mediating effect of employee engagement on the relationship between talent management practices and employee retention in Malaysia's Information and Technology (IT) organizations. *Journal of Human Resources Management and Labor Studies*, 2(2), 227-242.
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5).
- Armstrong, M. (2016). *Armstrong's Handbook of Strategic Human Resource Management*. 6th Edition. London. Kogan Page.
- Batti, R. C. (2014). Human resource management challenges facing local NGOs. *Humanities and Social Sciences*, 2(4), 87.
- Bryman, A. (2017). Quantitative and qualitative research: further reflections on their integration. In *Mixing methods: Qualitative and quantitative research* (pp. 57-78). Routledge.
- Caesens, G., Stinglhamber, F., & Marmier, V. (2016). The curvilinear effect of work engagement on employees' turnover intentions. *International Journal of Psychology*, 51(2), 150-155.
- Crawshaw, J. R., & Game, A. (2015). The role of line managers in employee career management: An attachment theory perspective. *The International Journal of Human Resource Management*, 26(9), 1182- 1203.
- Derchi, G. B. (2015). *Management Control for Corporate Sustainability Execution: The Role of Employee Compensation* (Doctoral dissertation).
- Ge, Y. (2014). Do Chinese unions have "real" effects on employee compensation?. *Contemporary Economic Policy*, 32(1), 187-202.
- Guchait, P., Cho, S., & Meurs, J. A. (2015). Psychological contracts perceived organizational and supervisor support: Investigating the impact on intent to leave among hospitality employees in India. *Journal of Human Resources in Hospitality & Tourism*, 14(3), 290-315.
- Flink, C. M. (2017). Rethinking punctuated equilibrium theory: a public administration approach to budgetary changes. *Policy Studies Journal*, 45(1), 101-120.
- Haider, M., Rasli, A., Akhtar, S., Yusoff, R. B. M., Malik, O. M., Aamir, A., & Tariq, F. (2015). The impact of human resource practices on employee retention in the telecom sector. *International Journal of Economics and Financial Issues*, 5.
- Janse van Rensburg, Y., Boonzaier, B., & Boonzaier, M. (2013). The job demands-resources model of work engagement in South African call centers. *SA Journal of Human Resource Management*, 11(1).
- Kaufman, B. E., Beaumont, R. A., & Helfgott, R. B. (2016). *Industrial Relations to Human Resources and Beyond: The Evolving Process of Employee Relations Management: The Evolving Process of Employee Relations Management*. Routledge.
- Kiazad, K., Holtom, B. C., Hom, P. W., & Newman, A. (2015). Job embeddedness: A multi foci theoretical extension. *Journal of Applied Psychology*, 100(3), 641.
- Krotel, S. M., & Villadsen, A. R. (2016). Employee turnover in hybrid organizations: the role of public sector socialization and organizational privateness. *Public Administration*, 94(1), 167-184.

- Lu, L., Lu, A. C. C., Gursoy, D., & Neale, N. R. (2016). Work engagement, job satisfaction, and turnover intentions: A comparison between supervisors and line-level employees. *International Journal of Contemporary Hospitality Management*, 28(4), 737-761.
- Manyura, A.K. (2012). Perceived Factors Affecting Employee Retention at Kenya Commercial Bank Limited Head Quarters. Unpublished MBA Project, University of Nairobi, Nairobi, Kenya.
- Mone, E. M., & London, M. (2018). *Employee engagement through effective performance management: A practical guide for managers*. Routledge.
- Osibanjo, A. O., Adeniji, A. A., Falola, H. O., & Heirsmac, P. T. (2014). Compensation packages: a strategic tool for employees' performance and retention. *Leonardo Journal of Sciences*, (25), 65-84.
- Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P., & Plimmer, G. (2015). *Managing Employee Performance & Reward: Concepts, Practices, Strategies*. Cambridge University Press.
- Thiriku, M., & Ware, S. (2016). Effect of talent management strategies on employee retention among private firms in Kenya: A case of Data Centre Ltd–Kenya. *International Academic Journal of Human Resource and Business Administration*, 2(2), 145-157.
- Ullah, I., & Yasmin, R. (2018). The influence of human resource practices on internal customer satisfaction and organizational effectiveness. *Journal of Internet Banking and Commerce*, 18(2), 1–28.
- Yang, Y., Liu, Y. H., Liu, J. Y., & Zhang, H. F. (2015). The impact of work support and organizational career growth on nurse turnover intention in China. *International Journal of Nursing Sciences*, 2(2), 134-139.