

**INFLUENCE OF INCENTIVE SCHEMES ON EMPLOYEE RETENTION IN
COUNTY GOVERNMENT OF SAMBURU, KENYA**

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DECLARATION AND APPROVAL

Declaration by the student

This research project is my original work and has not been presented for a degree or other award in any university.

Signature 

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Approval by the University Supervisor

This project is submitted for examination with my approval as the University Supervisor.

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DEDICATION

In honor of my daughter, this piece is dedicated. Rita. and my family for standing with me in all aspects of life during this time of study .



ACKNOWLEDGEMENT

I want to thank the following individuals and organizations.

for standing with me throughout my study. Mount Kenya university for allowing me to study in your institution and continues guidance in each and every stage. Dr Jacqueline Omuya my supervisor for the guidance and encouragement me as I wrote my project. Examiners' panel for their support, wise remarks, and recommendations for the project's greatest success

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ABSTRACT

In organizational administration, employee retention is a crucial concern, particularly in the public sector. This study looked at how incentive programs affected Samburu County, Kenya, employees' retention. Keeping talented employees is a major problem for the public sector in this area, leading to high turnover that impairs service delivery and breaks organizational continuity. The study sought to determine how several incentive tactics, including monetary compensation, non-monetary advantages, professional growth chances, and recognition initiatives, affect staff retention in the county's public sector. The study used a descriptive research approach and focused on public servants working in several departments of the Samburu, Kenya, county government. Stratified random sampling was used to choose 150 workers in order to guarantee representation in a range of occupational categories. At Turkana County, pilot testing was carried out. Structured surveys were used to gather data, with an emphasis on how employees felt about the incentive programs in place and how they affected their choice to stay in their existing positions. Descriptive statistics were used to summarize the data, while inferential statistics like regression analysis and correlation were utilized to determine the relationship between incentive programs and staff retention. Both qualitative and quantitative data analysis techniques were employed. Financial incentives and employee retention showed a strong positive association, with a standardized beta of 0.496 and a coefficient of 0.614, indicating that for every unit increase in financial incentives, employee retention increases by 0.613 units. A modest beta of 0.304 indicated a positive association, and the coefficient for employee wellbeing was 0.562, indicating that higher employee welfare resulted in a 0.562-unit increase in employee retention. With a beta of 0.227, indicating a moderately favorable effect, Better working conditions are associated with a 0.585-unit improvement in employee retention, according to the working circumstances coefficient of 0.585. Better employee recognition results in a 0.412-unit improvement in employee retention, according to the fact that employee recognition contributed to 0.412 employee retention with a beta of 0.217, indicating a significant but modest effect. The results show that every predictor variable significantly improves staff retention, demonstrating their significance in boosting employee retention performance in the Samburu, Kenya, county government. The study comes to the conclusion that in order to increase job retention in the county government of Samburu, Kenya, the government should promote financial incentives, employee welfare, pleasant working conditions, and the recognition of high-performing staff. The paper suggests that future research look at the difficulties in implementing incentive programs for staff retention in Kenyan county governments.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides an overview of the influence of incentive schemes on employee retention, focusing on global, regional, and local perspectives. It introduces the research variables, problem statement, essential terminology utilized in the study, research aims, importance, extent, limits, delimitations, and assumptions

1.1 Background of Study

Maintaining employees in their roles is essential for all firms since they are the most valuable resource in a corporation. Human capital, which is a gauge of an employee's value and comprises their knowledge, abilities, and skills, is in fact, a paradigm shift from human resources (Armstrong, 2019). According to Johnson et al. (2020), employee retention is the capacity to retain desired personnel longer than your rivals. Contrarily, Chaminade (2019) characterizes retention as an organization's voluntarily chosen action to foster an atmosphere that engages workers over the long haul. However, managers now face more difficulties in keeping high-performing workers since they are sometimes lured to many organizations at once, which causes them to switch jobs often. According to Chew (2024), an organization's employees are considered to maintain a high rate of employment if they don't intend to depart if most or all of the established posts are filled, their job status has remained consistent, they have had career advancement, or they have remained at their current position for an extended period of time.

Globally, the issue of employee retention has been a growing concern, particularly in organizations that face high turnover rates despite implementing various incentive schemes. For instance, in the United States, studies show that employee turnover costs businesses approximately \$1 trillion annually, primarily because incentive schemes do not fully address the multifaceted needs of employees (Hinkin & Tracey, 2022). The development of the problem stems from the rapid evolution of workplace dynamics,

including increased competition for talent and changing employee expectations, especially post-COVID-19. Employee retention is a problem because companies invest heavily in training, recruitment, and onboarding processes, only to lose talent within a short period. Empirical studies have shown that despite performance-based bonuses, health benefits, and other incentives, many employees still leave their organizations for reasons such as poor work-life balance, insufficient career development chances, or lack of recognition (Smith & Neely, 2023).

In Germany, for instance, a study by Müller et al. (2023) found that firms with comprehensive incentive schemes, including non-monetary rewards, still struggled to retain skilled employees. The problem became more pronounced in the wake of digital transformation, which created new job opportunities and increased employee mobility. The situation was further exacerbated by generational shifts, as millennials and Generation Z employees have different motivations compared to their predecessors. The need for personalized rewards and clear career progression has become critical in addressing retention challenges, making it necessary to investigate incentive schemes' effectiveness more deeply.

Similarly, Japan faces high employee turnover, particularly in the tech sector. Despite offering competitive salaries, Japanese companies have seen a sharp decline in retention rates due to cultural shifts and the increasing demand for flexible work arrangements. According to Yamamoto and Sato (2021), while traditional incentive schemes such as bonuses and promotions have worked in the past, they no longer suffice for a younger workforce prioritizing personal fulfillment and work-life balance. This problem underscores the need to reassess how incentives are structured and tailored to meet diverse employee needs. In Brazil, employee retention has also become a pressing issue, especially in sectors like construction and manufacturing. A study by Pereira and Silva (2022) highlighted that despite the implementation of various financial incentive programs, high turnover rates persist, suggesting that monetary rewards alone are insufficient.

According to the study's findings, intrinsic elements like job happiness, career advancement, and workplace culture have a significant effect on staff retention, highlighting the necessity of incentives that adopt a holistic strategy. According to Saint (2019), Africa's stability in making progress in the fields of socioeconomic and political development is severely hampered by the continent's severe shortage of trained people resources. According to an assessment of higher education in Africa during the past 20 years, institutions are hindered by several issues that limit their capacity to function as the hubs of intellectual brilliance for which they were intended (Saint, 2019). African nations confront comparable difficulties in retaining employees at the regional level, especially in the public and commercial sectors.

In South Africa, high turnover rates have been linked to insufficiently structured incentive schemes that fail to address the aspirations of younger employees.

According to Mhlongo and Nkosi (2023), public institutions, in particular, struggle to retain top talent due to rigid incentive structures and a lack of clear career progression pathways. These retention issues have become more pronounced as skilled employees seek opportunities abroad, attracted by better incentives and career opportunities. In Nigeria, the banking sector has witnessed a significant rise in employee turnover despite the implementation of robust incentive schemes. Studies by Adeyemi and Afolabi (2022) revealed that while financial bonuses and promotions are commonly used to motivate employees, other factors like job satisfaction, leadership style, and organizational culture also play a critical role. Kenya's neighboring country, Uganda, has also reported similar challenges. A study by Nambatya (2022) showed that despite introducing various incentive schemes, including health insurance and performance bonuses, employee turnover in the public sector remains high. The problem is largely attributed to the misalignment between employee expectations and organizational incentives. The study emphasized the importance of non-monetary incentives, such as professional development and recognition, in improving employee retention. In Rwanda, the hospitality sector has experienced a high level of employee turnover, particularly among younger workers. According to a study by Nkurunziza (2023), despite offering

competitive salaries, retention remains a problem due to a lack of employee engagement and poor work-life balance. The study concluded that there is a need to integrate both financial and non-financial incentives to address the underlying factors contributing to employee dissatisfaction and high turnover rates.

In Kenya, the issue of employee retention is particularly pronounced in counties like Samburu, where the public sector experiences high turnover despite various incentive schemes. According to a report by the Kenya National Bureau of Statistics (2022), the turnover rate in Samburu County stands at 30%, significantly higher than the national average of 18%. The development of the problem is linked to several factors, including the remoteness of the area, poor work-life balance for employees and a dearth of prospects for job advancement working in public institutions. Retention is a critical issue because high turnover disrupts service delivery, particularly in key sectors like education and healthcare. In the education sector, for example, a study by Kariuki and Mbugua (2023) found that despite offering financial bonuses to teachers, Samburu County continues to face a high attrition rate.

The study attributed this to the harsh working conditions and limited opportunities for professional growth, highlighting the need for more comprehensive incentive schemes that address both extrinsic and intrinsic motivations. The study provides empirical evidence that merely increasing financial rewards is insufficient to retain employees in remote areas like Samburu. In Samburu's healthcare sector, employee retention is similarly a major concern. A study conducted by Kilonzo et al. (2023) revealed that despite receiving hardship allowances and housing benefits, many healthcare workers still leave their jobs due to poor working conditions and limited career advancement opportunities. This turnover has had a significant impact on healthcare service delivery, particularly in rural areas. These findings underscore the importance of reevaluating current incentive schemes to include intangible rewards like work-life balance and career advancement.

In the private sector, employee retention in Samburu County has also been a challenge. According to a report by the Samburu Chamber of Commerce (2023), many businesses in the region experience high employee turnover despite offering competitive salaries. The report suggests that other factors such as lack of employee recognition, limited opportunities for career progression, and poor working conditions contribute to the retention problem. This demonstrates the need for a broader approach to employee incentives, beyond financial rewards, to deal with the particular difficulties the area faces.

1.1.1 Financial Incentives

Offering cash incentives to staff members is one of the most widely used strategies for employee motivation. These consist of performance-based incentives, bonuses, and pay raises. These incentives are crucial because they provide tangible rewards that employees can directly benefit from. However, Research has indicated that monetary rewards alone might not be sufficient to keep workers, especially in industries where job satisfaction and work-life balance are important factors. (Hinkin & Tracey, 2022). In Samburu County, financial incentives such as hardship allowances have been used to attract and retain employees, especially in the public sector. Despite their widespread use, financial incentives have limitations. They tend to be short-term solutions that do not address deeper issues related to job satisfaction and career development. For instance, a study by Kariuki and Mbugua (2023) found that while financial bonuses temporarily boosted teacher retention in Samburu County, many teachers eventually left due to the lack of professional development opportunities.

This finding suggests that while financial incentives are important, they need to be complemented by other forms of motivation. Moreover, financial incentives can sometimes lead to unintended consequences, such as increased stress and burnout. According to Smith and Neely (2023), employees who are primarily motivated by

financial rewards may experience higher levels of job-related stress, which can negatively impact their overall well-being and job satisfaction. This highlights the need for a balanced approach to employee motivation, where financial incentives are combined with non-monetary rewards to create a more holistic incentive scheme.

1.1.2 Financial and Non-Financial Incentives

According to Hartman, Kurtz, and Moser (2021), an incentive is a method that employers often adopt to fulfill their half of the bargain and provide workers with recompense for their efforts. According to Collins, Tinkew, and Burkhauser (2018), incentives are material or immaterial benefits that are used to persuade an individual or group of individuals to act in a particular manner. The definition provided by Zurn, Dolea, and Stilwell (2020) is comparable.

Banjoko (2018), on the other hand, often views incentives as variable payments that are given to individuals or a group of employees based on the quantity of production or the outcome attained. Another definition of incentive is pay that is different from base pay or wages and typically varies according to an employee's excellent performance and achievement of a benchmark established by the company (Martocchio, 2019). Money's theoretical underpinnings as a powerful incentive motivator have been highlighted over time (Mitchell & Mickel, 2019). Generally speaking, it has been demonstrated that money may draw in, inspire, and keep workers as well as give them credit for their work (Stajkovic & Luthans, 2023). Withholding funds may have unintended consequences (Milkovich & Newman, 2019).

Since money may be traded for other desired outcomes like commodities, services, or privileges, it theoretically acts as an incentive (Komaki, 1996). Incentives can take many different forms, such as holidays or gift vouchers, but lump-sum bonuses are increasingly being employed as a compensation mechanism to encourage and retain staff (Sturges, 2024; Sturman & Short, 2020).

Cash payments to employees known as lump-sum bonuses are not included do not eventually lead to increased fixed labor expenses because they are paid in their base pay

(Dulebohn & Martocchio, 2019). Moreover, one-time bonuses, which are often given in honor of a certain degree of performance attainment or goal completion, are an element of remuneration that is not guaranteed (Milkovich & Newman, 2019).

Establishing a connection between desired behavior and the result that makes the employee feel valued is the fundamental purpose of incentives (Whetten & Cameron, 2019). Employee perceptions of the incentive atmosphere at work are significantly impacted by non-cash advantages (Khan, 2023). Employers who emphasize non-monetary tools, such as the potential expansion of holiday and family benefits, may be seen by their staff as kind and encouraging. Incentives are essential for elucidating areas of the job that significantly affect the business, such as job happiness.

Organizational non-monetary incentives are most strongly linked to performance reviews and recognition.

Even though the non-monetary incentive of recognition lacks the theoretical foundations of money, it is argued that the conceptual distinction between recognition and social recognition is essential. In application literature, recognition often refers to official initiatives like top sales awards or employee of the month (Nelson, 2021). But social recognition is the more casual acknowledgement, attention, praise, approbation, or sincere appreciation that one person or group gives to another for a job well done (Haynes, Pine, & Fitch, 2019; Luthans & Stajkovic, 2020). Despite receiving relatively less attention in the practitioner literature than formal recognition, significant research has shown that social recognition can be a powerful incentive motivator for performance improvement if it is given contingently in managing employee behavior (Stajkovic & Luthans, 2019). Furthermore, it appears that practicing managers emphasize social recognition as an incentive, even though this finding has been ignored in the research.

According to a Nelson (2021) poll, 84% of managers thought that giving non-monetary rewards to staff members for their hard work improved their performance, while 90% of managers thought that informal acknowledgment improved employee motivation.

Regarding the non-monetary reward of performance feedback, despite being closely related to social recognition both philosophically and practically, it has a unique

significance in behavioral performance management. Performance feedback, as defined by Prue and Fairbank (1981), is the dissemination of quantitative or qualitative information regarding past performance.

with the aim of modifying or sustaining performance in certain ways.

Employees receive more task-relevant information from a genuine feedback intervention in behavioral management than from social recognition, for this reason. This is due to the fact that social acknowledgment often fails to guide future performance attempts and instead depends on the recipient's assumption that obtaining recognition or praise will lead to larger tangible rewards later on (Stajkovic & Luthans, 2021).

1.1.4 Employee Retention

Employers must look for ways to decrease both voluntary and involuntary separations in order to retain skilled workers. According to Holzer et al. (2021) and Perlmutter (2019), involuntary separations are caused by subpar performance or unreliability as a result of work-family problems or other personal concerns. As stated by Meyer and Tett (2023). The term "turnover intention," sometimes referred to as "quit," describes an employee's consciously made the decision to leave the company. Intention to resign is defined as an individual's subjectively assessed probability of leaving the organization permanently in the near future (Vandenberghe and Nelson, 2020). The employee's intention to stay reflects his or her dedication to the company and desire to continue on staff (Hewitt, 2024).

Conversely, Johnson and Corcoran (2023) claim that voluntary separations result from greater chances provided by other employers or from stress brought on by conflicting demands on the worker's time between job and family (Hölzer et al). Kemske (2018) and Ferris et al. (2019) agree that over the past ten years, Instead of micro focusing on certain HRM practices, the HR department now discusses how the function as a comprehensive management plan may help firms gain a competitive edge. Age, gender, race and ethnicity, family structure, and job expectations have all seen significant change in the workforce. The nature and operations of businesses have therefore been profoundly

impacted by such societal trends, particularly in the area of human resource management, including hiring and efforts for performance management, training, and development.

In line with Leonard (2018). Companies of all sizes and in all industries may gain a competitive edge by being able to draw in and keep top talent. Finding the underlying reason of employee turnover is a smart strategy because many businesses struggle to retain their workforce. Employers need to be proactive rather than waiting for workers to start quitting before responding by determining the most likely causes. Leaders and HR departments should invest a lot of time, energy, and resources in keeping great talent. Employers who continue to operate under the outdated paradigm in these areas have an almost insurmountable challenge in recruiting and retaining staff (Diamond, 2020).

Employees may feel deceived, as though a genuine contract has been breached in bad faith, when they discover that their employer is unable to fulfill a significant obligation in the agreement. According to Branham (2005), this might be a pivotal moment that starts the downhill spiral towards disengagement and exit. Effective performance controls are necessary to reduce forced separations, while employers must offer competitive pay and benefits, growth and development opportunities, and excellent incentives to minimize voluntary separations (Deckop et al., 2021).

1.2 Statement of the Problem

The performance and retention of real estate agency employees are significantly impacted by companies' understanding of what maintains their employees happy and loyal to stay with them over time without succumbing to the pressure to join a rival company. Based on a study on the elements that affect employee retention in South African universities, Netswera (2020) found that highly skilled employees are the key to the success of most competitive businesses worldwide, including higher education institutions, which invest millions to retain them.

A research by Omboi (2021) on the variables affecting agent retention in Nairobi's insurance sector claims, working conditions and commissions as a form of agent compensation have no detrimental effects on agent retention; however, social demographics, product knowledge, training and development, and resourcing strategies were identified as the main factors negatively affecting agent retention. Salary and benefits, workplace discrimination, staff development and promotions, and the external environment—which includes social, political, and economic elements that form the nation as a whole—are the variables that affect employee retention, according to Netswera (2020). Numerous topics that affect employee retention in different firms have been covered in all of the aforementioned research.

Despite the implementation of several incentive programs, such as monetary bonuses, hardship allowances, and other benefits, Samburu County's staff retention problem has become worse. As a result, research is required to determine how well the present incentive programs meet the demands of the Samburu County Government employees in Kenya. In order to lower turnover and improve service delivery in the county, the research sought to identify the critical elements that affect staff retention and offer suggestions for enhancing incentive programs.

1.3 Purpose of the Study

The purpose of this study was to analyze the influence of incentive schemes on employee retention in County government of Samburu, Kenya.

1.3.1 Research Objectives

- i. To examine the effect of financial incentives on employee retention in County government of Samburu, Kenya.
- ii. To ascertain how employee wellbeing affects employee retention in the Samburu County Government in Kenya.
- iii. To determine the influence of working conditions on employee retention County government of Samburu, Kenya.

- iv. To analyze the influence of recognition and employee engagement on employee retention in County government of Samburu, Kenya.

1.4 Research Questions

- i. How do financial incentives influence employee retention in County government of Samburu, Kenya?
- ii. How does employee welfare affect Samburu, Kenya's County Government's ability to retain staff?
- iii. How does working conditions influence employee retention in County government of Samburu, Kenya Samburu County?
- iv. What effect does recognition have on staff retention in Samburu, Kenya's County Government?

1.5 Significance of the Study

This study will benefit several stakeholders, including public sector employers, policymakers, and employees in County government of Samburu. Employers in the public sector will learn practical methods for increasing staff retention, and legislators may utilize the results to create policies that tackle workforce issues. Additionally, the study will help workers by promoting more extensive incentive programs that cater to their wider demands, such work-life balance and professional advancement. The study will also advance the broader understanding of staff retention tactics in remote places and give researchers useful information.

1.6 Scope of the Study

This study focused on employee retention in County government of Samburu, Kenya. It examined the influence of incentive schemes on retention in key sectors, including education and healthcare. The study covered a period of five years, from 2019 to 2024, to analyze trends in employee turnover and the effectiveness of incentive programs

during this time. The content of the study was primarily focus on four variables: financial incentives, employee welfare, circumstances of employment and acknowledgment. The research was carried out between the month of December 2024 to May 2025.

1.7 Limitations of the Study

The sampling process presented a number of difficulties for the investigation and sample size. Due to the remote location of Samburu County, accessing all target participants was challenging. Time constraints also limited the researcher's ability to collect data from all sectors comprehensively. The study's breadth was limited by resource constraints, especially when it came to conducting in-depth interviews with important parties. These elements had an impact on how broadly the study's conclusions might be applied.

1.8 Delimitations of the Study

The study solely looked at Samburu County, which mostly examined staff retention in the public sector, with an emphasis on healthcare and education. Other Kenyan counties and retention measures for the private sector were not covered. Furthermore, the study only examined the impact of incentive programs; it ignored other elements that also have an impact on staff retention, such as corporate culture or leadership philosophies.

1.9 Assumptions of the Study

- i. Employees in County government of Samburu provided accurate and honest responses regarding their experiences with incentive schemes.
- ii. It is also assumed that the incentive schemes currently in place are the primary factors influencing employee retention.
- iii. It is assumed that external factors such as economic conditions or changes in government policy did not significantly impact the study's outcomes.

1.10 Operational Definition of Terms

Incentive Schemes: Structured rewards offered by organizations to motivate and retain employees.

Employee Retention: The ability of an organization to keep its employees over a long period, minimizing turnover.

Financial Incentives: Monetary rewards provided to employees, such as bonuses, salary increments, and allowances.

Employee welfare: Worker efforts to make life worthwhile are based on state-created statutes, local customs, collective bargaining agreements, or employer-initiated initiatives.

Working conditions It alludes to the immediate environment in which a worker functions.

Recognition: Acknowledgment of an employee's contributions to the organization, which may be formal or informal.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

A thorough analysis of pertinent theories and empirical research on the impact of incentive programs on employee retention is given in this chapter. The study aimed to explore how incentive programs impact employee retention in County government of Samburu, Kenya, by examining various independent variables within the theoretical and empirical frameworks.

2.1 Empirical Review

2.1.1 Overview of Employee Retention

According to Tett and Meyer (1993), turnover intention—also known as quit—is the deliberate and conscious wish of an employee to leave the organization. Intention to quit is defined as an individual's subjectively assessed probability of leaving the company permanently in the near future (Vandenberghe and Nelson, 2019). The employee's intention to stay reflects his or her dedication to the company and desire to continue on staff (Hewitt, 2024).

Conversely, Johnson and Corcoran (2023) claim that voluntary separations result from greater chances provided by other employers or from stress brought on by conflicting demands on the worker's time between job and family (Hölzer et al.) Kemske (2018) and Ferris et al. (2019) agree that over the past ten years, Instead of microfocusing on certain HRM practices, the HR department now discusses how the function as a holistic management approach may give businesses a competitive edge. The workforce has seen substantial change in terms of age, gender, racial and ethnic composition, family structure, and employment expectations.

The nature and operations of businesses have therefore been profoundly impacted by such societal trends, particularly in the area of human resource management, including hiring and selection, training and development, and performance management initiatives. According to Leonard (2019), businesses of all sizes and in all sectors may gain a competitive edge by being able to draw in and keep top talent. Finding the underlying reason of employee turnover is a smart strategy because many businesses struggle to retain their workforce. Employers need to be proactive rather than waiting for workers to start quitting before responding by determining the most likely causes. Leaders and HR departments should invest a lot of time, energy, and resources in keeping great talent. Employers who continue to operate under the outdated paradigm in these areas have an almost insurmountable challenge in recruiting and retaining staff (Diamond, 2020).

Employees may feel deceived, as though a genuine contract has been breached in bad faith, when they discover that their employer is unable to fulfill a significant obligation in the agreement. According to Branham (2024), this might be a pivotal moment that starts the downhill spiral towards disengagement and exit. Effective performance controls are necessary to reduce forced separations, while employers must offer competitive pay and benefits, growth and development opportunities, and excellent incentives to minimize voluntary separations (Deckop et al., 2021).

To avoid giving in to the pressure to join a competitor's payroll, businesses must know what maintains their staff members satisfied and loyal throughout the years. According to a study conducted by Earle (2018), many businesses currently struggle with the issue of inadequate plans for employee retention. This is because all of the work that goes into hiring new employees will ultimately be in vain if retention strategies are not properly integrated into business operations. In order to effectively initiate employee retention, companies should ascertain whether workers are satisfied are given the credit they deserve, are suitably recognized or compensated for their efforts, and are satisfied with the work environment and job design.

As stated by Overman (2019). Employee loyalty to their particular companies seems to

be declining in the current business climate. Employers are no longer able to provide the security of an employee's employment or the stability and length of corporate career trajectories.

The long-standing agreement that promised job stability and fair labor in exchange for employee loyalty has collapsed. The fact that today's workers understand that they must take the effort to build job resilience and acquire the abilities and adaptability necessary to react swiftly to changing employer demands is also noteworthy, according to Beck (2021). Traditional organizational loyalty has been supplanted by devotion to one's professional development (Levine, 2018). The psychological contract between an employer and employee has been breached, as workers now realize (Hays & Kearney, 2021).

Makutsa (2018), on the other hand, found that the most significant motivating factor mentioned by the respondents was good working conditions. In addition to fundamental acknowledgment and gratitude, this was accomplished by implementing simple measures like preparing lunch in the office, offering comfortable furniture, enough lighting, and appropriate ventilation. The necessity of effectively retaining and inspiring highly skilled workers who can endure initiatives for organizational restructuring, downsizing, consolidation, reorganization, and re-engineering is a crucial component of business management practices, according to new paradigm companies (Clarke, 2021).

The greatest businesses of today realize that retaining top talent after hiring them is more important than just hiring them. Because they employ the same persistence, attention to detail, and sales techniques that attract top talent, these companies consistently retain a far higher percentage of important personnel than their competitors (Harris & Brannick, 2019). It is increasingly necessary for businesses to adapt to the trends of a service- and information-age society. while juggling deregulation, global competition, demographic shifts, and the rapid advancement of products and technologies (Kane, 2020). Retaining

important key personnel is one of the problems that many company organizations face as a result of this turbulent economic climate.

According to Porter (2021), society has transformed into a knowledge-based economy, where human capital is unquestionably viewed as a crucial resource and necessary for the company's survival, prompting businesses to compete more aggressively for the best employees. More motivated individuals may job shop or switch companies more frequently in an effort to advance, according to Goldsmith et al. (2020).which could result in a high rate of separation. However, if they are more satisfied with their current position, they have an incentive to stay with their current employer.

Companies will probably try to keep more motivated employees. Therefore, it is evident if increased motivation increases or decreases an individual's propensity to leave their workplace, cited in the Solomon Worker Wellbeing editorial in 2020 by Goldsmith et al. According to the numerous publications by Lawler (2019) and Appelbaum et al. (2020), the HR division of any company is essential to retaining staff. Apart from focusing on the hiring and selection procedure or other essential HR duties, the HR department is also in charge of measuring labor turnover and figuring out why employees leave the company.

2.2 Influence of Financial Incentives on Employee Retention

Employee retention is greatly aided by financial incentives including pay, bonuses, and allowances. According to research by Yamoah (2023), when workers get competitive financial rewards, they are more inclined to remain with a company. Particularly in industries where pay disparity is significant. Financial incentives not only provide monetary satisfaction but also serve as a measure of appreciation for employee efforts. In Samburu County, organizations that offer competitive financial packages are more likely to retain their workforce. A study by Musyoka (2018) found that employees in rural areas are particularly motivated by financial stability, given the economic challenges in such regions. Offering bonuses, allowances, and other financial rewards can therefore be

an effective strategy for employee retention. However, financial incentives alone may not be sufficient. According to another study by Kiprop (2017), over-reliance on financial rewards without addressing other needs such as job satisfaction and career development may result in short-term retention. Thus, financial incentives must be integrated with other schemes to achieve long-term retention.

2.2.1 Types of Financial Incentives

Salaries and Wages

Surbhi (2019) defines compensation as the total amount of money a worker receives for doing tasks within a given time frame, whereas a salary is a fixed payment made to employees on a weekly, monthly, or yearly basis. Wages are calculated by multiplying the hourly rate by the number of pieces, excluding homes, premiums, and incidental points of interest. In this manner, a rate of compensation can be set based on time output or a definite hourly rate, even if an incentive is typically given for labor over the standard necessary.

According to Agburu (2022), low staff retention in many businesses is caused by poorly organized pay rates and compensation. Employees are paid without taking into account their higher-level necessities, such as clothing, housing, and sustenance.

According to Kanzunnudin (2020), the association's earnings and compensations are important to experts in three significant ways: financially, intellectually, and inspirationally. Wages and pay rates have financial significance since they serve as a means of obtaining the essentials and luxuries that people require. Other than their earnings and pay rates, many workers have no other sources of income.

Incentive Plans

According to Investopedia (2016), incentive programs are extra payments made to employees on top of their regular salaries and benefits. Merit pays, profit sharing, and reward advice are some examples of this motivation. Incentive designs can be used to reward members who meet certain goals specified by the organization or to instill a sense of obligation to the association. According to Heathfield (2016), incentive designs are

compensation that goes well beyond the basic salary or hourly rate of pay that was determined. According to Bardot (2024), incentive structures tend to be discretionary and backward-looking.

Reaching a certain goal or making some crucial advancements for the organization, or in a completely voluntary manner but described as a driving factor as a forward-looking course of action. A portion is linked to the achievement of specific goals that have been pre-selected and granted to the experts involved in the plan (Dunn and Jasinski, 2019).

Employees often receive some sort of motivation when their performance surpasses a goal (Appelbaum and Mackenzie, 2021). This payout may take the form of an erratic share, a prize, or an addition to basic pay that continues until the associated option time allotment. The base pay eventually becomes a recompense scene after it is accepted, while the motive subsequently becomes a determinant for future execution.

Bonuses

According to Investopedia (2019), a reward is extra money paid to an expert on top of their usual salary. According to Heathfield (2021), remunerate pay will be significantly more than the base pay or hourly rate of pay that is now in use. The delegate offer letter, the specialized workforce archive, or an assertion all address the basic wage measure. Organizations have the ability to distribute compensation in a subjective manner based on their knowledge. According to Bardot (2024), a bonus has a retrogressive appearance and is typically voluntary or, at the very least, not expected of the employee or employees. Reaching a certain goal or a few key benchmarks for the organization, or in a completely voluntary but described motivational factor as a forward-looking structure.

Bonuses appeared to be the strongest budgetary motivator, according to Sturman (2024). He used three distinct hypotheses—the financial hypothesis, the value hypothesis, and the hope hypothesis—to illustrate why employees were influenced by financial motivating factors. Sturman, in financial hypothesis (20205). To sum up, Sturman (2021) defines the hope hypothesis as the moment when workers realize that their performance reviews increase as they improve, which can lead to increased financial incentives.

Commissions

Commission is a type of incentive compensation that is calculated based on the volume of business completed, degree of offers, degree of gross or net advantages, and single amount installments per exchange are all included in some of the commissions (Barongo, 2023). Typically, a representative must meet a number of requirements before receiving commission. These terms might be established by prior training or industry standards, orally agreed to, or in a written company contract (Marwan, 2022).

These are not meant to be exhaustive, but the majority of the accompanying advances are typical of transactions in which employees receive commission: the worker asks customers to purchase goods or services, a representative or other approving person enters into a written or verbal agreement with the customers to purchase goods or services, the representative or other person delivers the goods or provides services, the customer pays the full amount owed or in installments, and the business allows a period of time to pass to ensure the customer does not return the goods or dispute the benefits before paying the businessperson for the commission (Adeniji and Osibanjo, 2021).

Employees receive their bonus at certain points during the process or throughout the entire process (Branham, 2022). The employment contract outlines the proper understanding of the employee's responsibilities in this process and determines whether a commission is received. The measure of commission earned is compared to what the worker would have received had the lowest pay allowed by law been paid in order to determine whether the lowest pay allowed by law has been provided to a representative who is paid entirely or primarily by commission. If the total commission is less than the lowest amount allowed by law, the representative must be paid the lowest amount allowed by law nonetheless. In the unlikely event that the commission exceeds the lowest amount allowed by law, the commission must be paid (Erbaşı and Arat, 2022).

2.3 Non-Financial Incentives

Non-monetary rewards including praise, flexible work hours, and chances for training, are increasingly being recognized for their role in retaining employees. A study by

Njoroge (2021) found that employees who receive non-financial incentives feel valued and appreciated, contributing to higher retention rates. Non-financial incentives offer employees a sense of personal and professional fulfillment. In Samburu County, where financial resources may be limited, non-financial incentives can be an effective alternative. These incentives, such as employee recognition programs, can significantly impact retention by fulfilling employees' esteem and self-actualization needs, as proposed by Maslow's theory. Flexible work arrangements and opportunities for professional development also contribute to retention by improving job satisfaction and work-life balance. However, non-financial incentives must be carefully aligned with employee expectations. Research by Otieno (2019) indicates that organizations that offer inconsistent or inadequate non-financial rewards may see a decrease in retention. In order to retain staff in Samburu County, a balance between monetary and non-monetary incentives is essential.

2.3.1 Influence of Employee Welfare on Employee Retention

“Efforts to make life worthwhile for workers, whether based on state-created statutes, local customs, collective agreements, or employer-initiated initiatives,” says S. Shiny Nair (cited in human resource articles on www.articlebase.com).

Derek & Laura H. (2019) state that the two primary welfare categories that benefit people are emotional (better mental health through counseling services, better communication, and general human interactions at the workplace) and physical (health, safety, paid holidays, shortened workdays, etc.).

Fox (2021) asserts that in order to achieve job satisfaction, welfare encompasses interpersonal relationships in addition to the aforementioned worries about the physical working conditions of employees (sanitation, canteens, working hours, rest times, etc.).

Employers are required by the Employment Act, part V of the Labour Laws of Kenya (2017), to give their employees medical care, a sufficient supply of water, maternity, sick, and paternity leaves, housing at their own expense or a house allowance for workers who request reasonable accommodations, and hours of work.

Generally speaking, labor welfare refers to any employer-led program that aims to provide workers with extra benefits and services beyond compensation in order to improve their material, cultural, and intellectual living conditions, reduce industrial fatigue, and improve their quality of life, health, and happiness. The core elements of labor welfare benefits include a variety of facilities, services, and amenities provided to workers with the goal of improving their economic well-being, productivity, social status, and health.

According to various authors and contributors on industrial relations, welfare measures can be implemented by employers, the government, employees, or any social or charitable organization to help workers develop their full personalities and create a better workforce (naukrihub.com/employee-welfare). Welfare programs' fundamental goal is to create loyal, contented, healthy, and productive workers for the business. Offering such amenities aims to enhance the working environment for employees while also increasing their quality of life. Source: naukrihub.com/employee-welfare, mentioned by multiple industrial relations authors

Welfare measures are crucial because they enhance mental and physical health, which creates a healthy work environment; they also help employers maintain industrial peace; they help lower social evils that are common among employees, like substance abuse; and they provide resources like housing schemes, medical benefits, and educational and recreational opportunities for workers and their families. These resources raise workers' standards of living, which encourages them to focus more on their work, which increases productivity.

2.3.2 Influence of Work Conditions on Employee Retention

Any circumstance that impacts working conditions, such as job hours, physical components, legal rights and obligations, organizational climate, and workload, is considered a working condition, according to Russell, O'Connell, and McGinnity (2019). If workers have a negative perception of their workplace, they are more likely to miss work, become sick from stress-related ailments, and perform and be devoted poorly. Any

circumstance that impacts working conditions, such as job hours, physical components, legal rights and obligations, organizational climate, and workload, is considered a working condition, according to Russell, O'Connell, and McGinnity (2019). If workers have a negative perception of their workplace, they are more likely to miss work, become sick from stress-related ailments, and perform and be devoted poorly.

Conversely, businesses with a welcoming, trustworthy, and safe atmosphere have better performance, communication, and innovation as well as sound financial standing (Kreisler, 2021). According to Gerber (2021), employees' interactions with their organizational Their working conditions are shaped by their surroundings, which include both physical and psychological elements.

In an effort to reduce staff turnover, companies that gain from firm-specific expertise could wish to enhance working conditions, and lowering the possibility that their competitive advantage would be eroded (Glass and Saggi, 2022). According to Gariety and Shaffer (2021), if non-monetary working circumstances are linked to enhanced performance, the firm ought to pay employees more in order to keep them on board. A key factor in determining employee retention is job satisfaction, which is improved by favorable working conditions.

According to a 2019 study by Karanja, workers who are happy in their positions are less likely to quit a company. Contentment at work is influenced by several factors, including working conditions, nature of the job, and relationships with supervisors and colleagues.

In Samburu County, ensuring job satisfaction through a conducive work environment is key to retaining employees. This is particularly true in public sector jobs, where working conditions may not be as competitive as in the private sector. Providing employees with opportunities for meaningful work, along with supportive management, can significantly

enhance retention rates. Research by Mwangi (2020) shows that organizations that fail to address job satisfaction are likely to experience high turnover rates. In order to promote long-term employee retention, both monetary and non-monetary incentives are necessary, but they must be combined with tactics that raise general job satisfaction.

2.3.3 Influence of Recognition on Employee Retention

Employees are a company's most valuable resource. Employees desire a competitive salary and benefits package, but they also want to feel that their job is valued and respected. Employees appreciate fairness and respect (Ali & Ahmed, 2021). They want to be associated with the firm and have the opportunity to progress. By drawing in and retaining top performers, a recognition program may help businesses reach their goals. Daniel and Metcalf (2020) cite the 2023 National Association for Employee Recognition, World at Work study. Businesses are closely coordinating their employee recognition initiatives with their organizational strategy. Continuous recognition has the effect of making someone's memory of you fresh when you identify them immediately (Daniel & Metcalf, 2021).

An organization's greatest asset is its workforce. In addition to a competitive pay and benefits package, workers want to feel that their efforts are respected and appreciated. Workers value respect and equitable treatment (Ali & Ahmed, 2021). They want the opportunity to develop and get involved with the business. A recognition program may help businesses accomplish their goals by drawing in and retaining top performers. The 2023 World at Work study by the National Association for Employee Recognition (Daniel & Metcalf, 2020) claims that, businesses are closely coordinating their employee recognition initiatives with their organizational strategy. Continuous recognition has the effect of making someone's memory of you fresh when you identify them immediately (Daniel & Metcalf, 2021).

According to Baron (2021), employees' working capacity and performance are really high when we identify and appreciate them based on their identity. The majority of

specialists concur that recognition is now the most crucial requirement, even if a reward that includes both monetary and compensating advantages cannot be the only motivation for employees' incentive programs (Latham, 2020). Employees are fully motivated when their demands are met. Employee motivation increases when they receive an unexpected increase in recognition, praise, or pay (La Motta, 2019).

The relationship between supervisors and employees is a key element of the organization's internal strength. Supervisors' ability to lead effectively affects how satisfied employees are with their jobs (Morris, 2024). The study looks at how initiatives for recognition, incentives, and awards affect workers' productivity. Acknowledgment has a positive correlation with the motivating process and is a crucial component in identifying exceptional work performance. Lawler (2023), a person's weight toward a particular reward and the quantity of the prize itself are the two aspects that define how desirable a reward is.

According to Dee Prose (2021), Good manager's express gratitude for their employees' accomplishments and provide them with tangible incentives. Promotions that are fair and based on an employee's abilities and talents encourage loyalty and serve as a source of relevant workability. According to Bull's (2021) perspective, workers who succeed in intellectually demanding jobs that enable them to use their talents and abilities report higher levels of job satisfaction.

According to Robbins (2021), promotions offer the chance for social advancement, more responsibility, and personal development. Likewise, acknowledgment, a crucial element of employee motivation, demonstrates an employee how much they are valued and bestows upon them a status beyond simply being an employee of the company. According to Barton (2022), the most crucial component of Fortune Best Companies' incentive systems is recognition, which sets them apart from the contest. Wilson (2024) asserts that conditional recognition is the type of recognition that requires earning.

on his own initiative and that is obtained by feeling as though an activity or outcome has been accomplished.

2.4 Theoretical Framework

The idea that well-designed incentive programs, both monetary and non-monetary, may greatly improve employee retention by meeting their motivating demands is the basis of the theoretical framework that directs this study. It is assumed that if workers' efforts are appropriately rewarded and meet their expectations, they are more likely to stay with a company. Maslow's hierarchy of needs, motivational theories, Herzberg's two-factor theory, equity theory, and expectancy theory are among the ideas that was used in this investigation.

2.4.1 Maslow's Hierarchy of Needs Theory

Maslow's Hierarchy of demands is a psychological theory that employs a tiered structure of demands, ranging from basic physiological needs to more complex needs related to self-actualization, to explain human motivation (Maslow, 1943). Given that offering incentives frequently aims to meet these hierarchical goals, this idea is relevant to understanding employee retention. If a company meets the fundamental and psychological requirements of its employees, they are more likely to stick around. With reference to Samburu County, organizations that offer incentive schemes, such as bonuses, housing allowances, or medical benefits, address employees' basic and safety needs.

Such provisions improve employee satisfaction and make them less likely to seek employment elsewhere, thus enhancing retention. When the employer focuses on higher-tier needs, such as recognition or opportunities for personal growth, the likelihood of retaining employees increases. Furthermore, Maslow's theory supports the study's objective to investigate how financial and non-financial incentives influence retention. Incentive schemes that cater to higher-level needs—esteem and self-actualization—are crucial in improving job satisfaction and loyalty. This correlation can be used as a basis to explore the depth of retention strategies in Samburu County.

2.4.2 Herzberg's Two-Factor Theory

The motivators that lead to job happiness and the hygienic factors that lead to job dissatisfaction are distinguished by Herzberg's Two-Factor Theory (Herzberg, 1968).

While hygienic concerns like pay and working conditions must be addressed to minimize unhappiness, motivators like recognition, responsibility, and career progression have a direct impact on employee retention. Incentive schemes in Samburu County could significantly impact retention by addressing both sets of factors. A well-rounded scheme that includes competitive salaries (a hygiene factor) and personal development opportunities (a motivator) can effectively minimize turnover. The theory supports the study objective of determining which types of incentives influence employee retention most significantly. Programs, which provide a sense of achievement and responsibility, contributing to employee retention. Organizations should focus on enhancing motivators through recognition programs and career development pathways to retain their workforce.

2.4.3 Equity Theory

According to Adams' (1963) Equity Theory, workers evaluate their input-output ratio to that of their counterparts and work toward equity. If they perceive inequity in their reward systems, they are likely to leave the organization. Incentive schemes must be perceived as fair and commensurate with employees' effort to ensure retention. This theory supports the study's objective of examining how perceptions of fairness in incentives influence retention in Samburu County. Employees who perceive that their compensation and rewards are aligned with their contributions are more likely to stay, while those who sense disparity will seek employment elsewhere. In Samburu County, if employees feel that their effort is not being rewarded equitably compared to their peers, the likelihood of them staying decreases. Therefore, incentive schemes need to be designed with transparency and fairness to foster a sense of equity and enhance employee retention.

2.4.4 Expectancy Theory

Vroom's Theory of Expectancy (1964) emphasizes that employees' motivation to stay or leave an organization is influenced by the expectancy of outcomes from their effort. The theory suggests that if employees They are more likely to stick with the company if they

think their efforts will yield desirable results. Incentive schemes that offer clear, attainable rewards for employee effort directly impact retention by enhancing employees' expectations of positive outcomes. In the case of Samburu County, when employees are certain that their performance will lead to meaningful incentives—such as bonuses or promotions—they are more likely to stay, thereby improving retention rates. Expectancy Theory supports the study's objective by highlighting how employees' perceptions of the link between effort and rewards can influence their decision to remain with an organization. A well-structured incentive program increases employees' belief that their hard work will lead to desirable outcomes, thus fostering retention.

2.5 Conceptual Framework

The conceptual framework that emerged from the empirical review shows how the independent variables relate to one another. (financial incentives, employee welfare working conditions recognition) and dependent variable (employee retention). These relationships are visualized in the diagram below:

Independent Variables

Dependent Variable

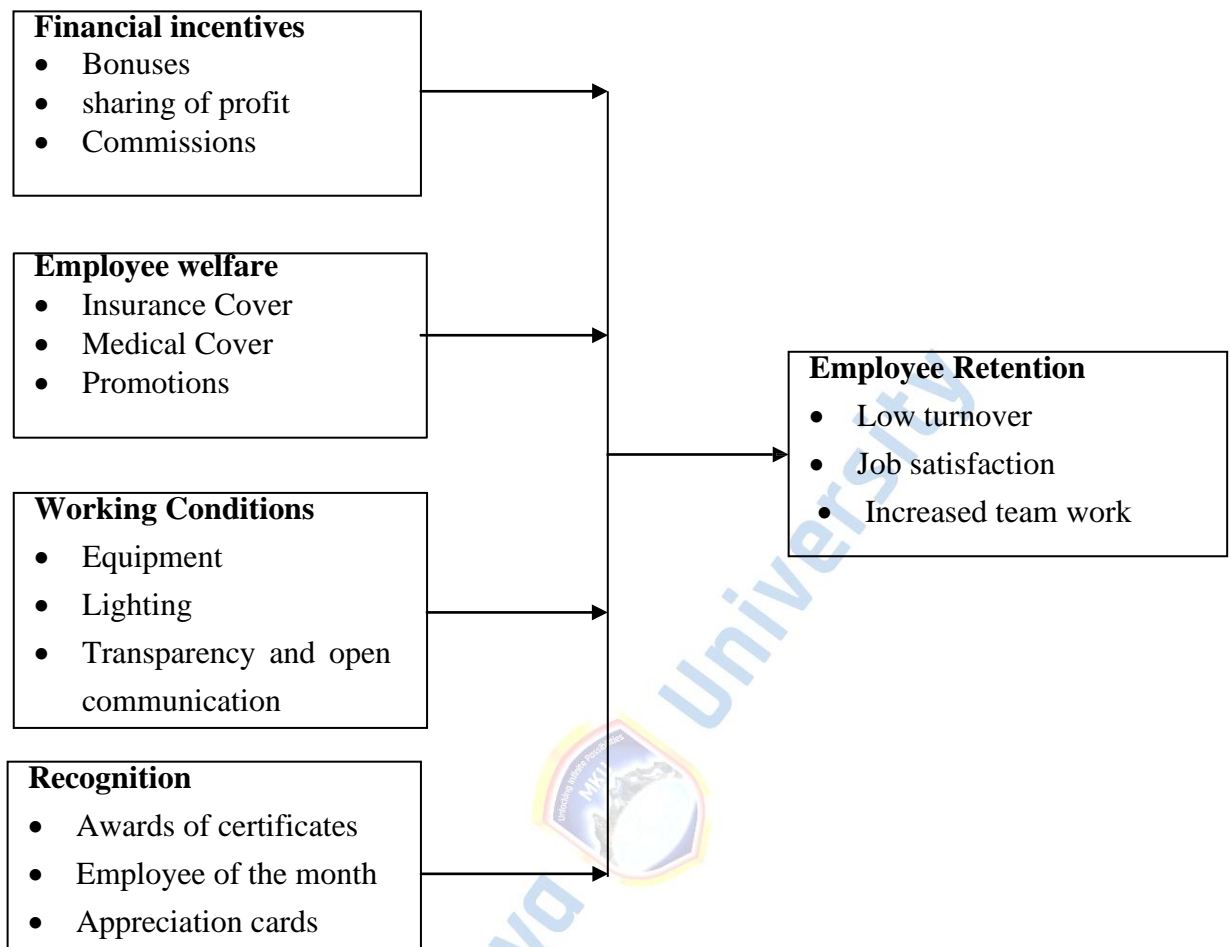


Figure 1: Conceptual Framework

Source: Own Source (2025)

2.6 Summary of Variables

While financial incentives are a significant factor in employee retention, they are not sufficient on their own to ensure long-term retention. Studies have shown that over-reliance on financial rewards without addressing job satisfaction and career development can result in high turnover rates. Thus, there is a gap in understanding the combined impact of non-monetary and monetary rewards in improving retention. Financial incentives in Samburu County must be designed in a way that not only provides competitive salaries but also addresses employees' need for recognition and career growth. Current literature does not adequately address how organizations in rural areas can balance these incentives to achieve better retention outcomes.

Non-Financial Incentives are becoming increasingly important in retaining employees, particularly in environments where financial resources are limited. Further study is necessary to determine how non-monetary incentives might be modified to satisfy the unique requirements of workers in rural regions such as Samburu County.

2.6 Recap of Literature Review and Research Gap

Many large companies may not have recognized the significance of offering competitive incentives to improve employee performance, even in the current highly competitive market. The problem, according to Kamoche (2022), is not a lack of abilities but rather a lack of compelling incentives to make the most use of them. Incentives are a vital part of the continuous process as well as a vital tool in the endeavor to develop and improve human capacities (Morgan & Baser 2020). Al-Jahni (2019) claims that by motivating people or groups to behave in a desirable and productive manner, incentives have a significant potential to enhance employee work performance and boost production efficiency.

In order to increase staff productivity, this necessitates a review and improvement of the management's incentives. It has been determined that a negative perception of the incentives offered is one of the main causes of poor performance. Unreliable incentive reviews, for instance, would lead to poor work, employee churn, less inventiveness, and demotivated employees, claims Bornstein (2020). Many companies and their management still disregard incentives as having an effect on employees' job performance, according to Ali and Ahmed (2019), who use a wealth of industry data to support their claim.

The possibility of offering financial or non-financial incentives to assist a company in reaching its aims and objectives and, most significantly to improve employee job performance, has, all things considered, received little attention or appreciation.

While existing studies highlight the importance of both financial and non-financial incentives in employee retention, there is a lack of research specifically focused on how these incentives work in rural contexts such as Samburu County. Additionally, there is a gap in understanding how job satisfaction and career development opportunities influence retention in environments with limited resources. Future research should address these gaps by focusing on the combined effect of these variables in enhancing employee retention in rural settings.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter gives a summary of the study approach used to look into how incentive programs affect staff retention in the Samburu County Government in Kenya. The demographic, sampling strategies, research design, study site, and data collecting and analysis methodologies are all covered in this section. It also covered ethical issues and the validity and dependability of research equipment.

3.1 Research Methodology

The methodical technique used in the research methodology describes this investigation, which guarantees that the goals of the study are successfully achieved. In order to address the research issues raised, this part deals with the selection of data collection and analysis techniques. To give a thorough grasp of the connection between incentive programs and employee retention, a mixed-methods strategy that incorporates both qualitative and quantitative research techniques was employed. The quantitative aspect focused on numerical data, primarily collected through surveys administered to employees in County government of Samburu, Kenya. The qualitative component involved interviews with key personnel responsible for employee retention strategies. By combining these methods, the study provided a robust analysis, capturing both the statistical significance of incentive schemes and the underlying factors influencing retention (Creswell & Creswell, 2017). The adoption of this approach enhances the triangulation of data, improving the validity of the study. Furthermore, it offers a multidimensional perspective, making the findings more reliable and relevant to the organizational context within Samburu County, where cultural and economic factors may uniquely influence incentive programs and retention rates.

3.2 Research Design

In order to investigate how incentive programs affect employee retention, this study used a descriptive research methodology. When the goal is to present a thorough depiction of

traits, descriptive research is appropriate. trends, and relationships among variables (Saunders, Lewis, & Thornhill, 2019). In this case, it allowed for an in-depth examination of how different incentive schemes affect retention in the targeted organizations. The descriptive design facilitated the collection of data through structured questionnaires. It enabled the researcher to describe the existing incentive practices and their alleged influence on workers' choices to remain or quit their positions.

This design was effective in providing insights into the patterns and trends associated with employee retention and helped identify critical variables that could be addressed to enhance retention rates. Furthermore, descriptive research allowed for a systematic exploration of employee perceptions regarding financial and non-financial incentives, including salary bonuses, recognition programs, and career development opportunities. By employing this design, the study captured both the prevalence of different incentive schemes and their perceived effectiveness in County government of Samburu unique organizational context.

3.3 Location of the Study

According to the Samburu County research located in the northern part of Kenya. Samburu County is predominantly rural, with most of the population engaged in pastoralism and limited access to formal employment opportunities. However, various organizations, including government offices, non-governmental organizations (NGOs), and private enterprises, are based in the county, providing a diverse workforce for the study. The decision to focus on Samburu County was influenced by the need to examine employee retention in a rural, economically challenged area where employment dynamics differ from urban centers. The geographical and cultural factors in Samburu present unique challenges for both employees and employers, which may impact the effectiveness of incentive schemes in retaining staff. Samburu County's distinct socio-economic environment makes it an ideal location to explore how incentives, such as hardship allowances, housing benefits, and professional development opportunities, contribute to employee retention. The study gathered data from employees working in

different sectors, thus provided insights into how these schemes are designed to satisfy the unique requirements of laborers in rural areas.

3.4 Target Population

Employees of the Samburu, Kenya, county administration made up the study's target demographic.

3.5 Sampling Procedures and Techniques

Respondents from senior, mid, and low level management across a range of industries were chosen for the study through the use of stratified random. This guaranteed the representation of every department inside the company. When the population is less than 10,000, Mugen¹⁸ and Mugenda (2018) suggested that 10% to 30% of the targeted demographic should be represented. As indicated in Table 1, A stratified sampling approach was applied to choose a representative sample of 10% of the population.

Table 1: Target Population and Sample Size

Management Strata	Target Population	Sample Size (20%)
Senior Level	34	6
Mid-level	207	42
Low level	602	120
Total	843	168

Source: County government of Samburu Human Resource Department (2025)

3.7 Data Collection Instrument

Weller et al. (1998) define data collection as the procedure for obtaining and analyzing information for documentation, decision-making about significant matters, and sharing with others. In this study, the survey method of data gathering was employed. A survey is a research method that collects information from a selected sample of people using standardized questionnaires or interviews, according to Scheuren (2024). To collect data from the participants, the study used a standardized questionnaire.

Kothari (2018) noted that because questionnaires collect replies in a consistent manner, they are more objective than interviews.

The first component of the questionnaires asked about the respondents' demographics, such as their gender, age, marital status, level of education, and work experience.

The distribution of the responses was displayed using the data in this section. In contrast, each respondent was asked to reply to the questions in the second section of the questionnaire using a score value of 1 (strongly disagree). 3 = unsure, 2 = disagree. 5 means highly agree, while 4 means agree. Each of the four factors described above has a question designed to sample respondents' opinions.

3.8 Pilot testing

To ensure the validity and reliability of the instruments, a pilot test was conducted before the actual data collection.

3.8.1 Validity Test

The study tools were reviewed by experts to guarantee their authenticity. By making sure that the questions addressed every important facet of incentive programs and staff retention, content validity was attained. The tools were examined by human resource management specialists to make sure they appropriately represented the constructs being measured (Golafshani, 2018). Reliability is defined by Doodley (2019) as a measure's constancy over time.

3.8.2 Reliability Test

Dependability is a measure of how well a research tool produces consistent outcomes after multiple trials, claim Mugenda & Mugenda (2018). The Spearman Brown Prophecy formula was used to calculate the correlation coefficient between the two equivalent parts of the surveys. The coefficient described the test's internal consistency by indicating the extent to which its two halves yield identical results. A correlation coefficient of at least 0.65 is advised as a sign of an instrument's reliability, according Kiess and Bloomquist (2019). By verifying that the processes and documentation are accurate, reliability was preserved. The instruments were adjusted based on the results of the pilot test to improve reliability and ensure that they would yield consistent results

during the main data collection. These steps ensured that the data collected was both valid and reliable, making the findings trustworthy and capable of informing effective retention strategies in the context of Samburu County.

3.9 Data Collection Methods and Procedures

Both primary and secondary approaches were used in the data collecting process. Through the use of structured questionnaires, primary data was gathered. Employees were given the surveys in person. To guarantee a seamless data collection procedure and rapid resolution of any problems with question interpretation, trained research assistants were assigned. Secondary data was obtained from organizational reports, human resource policy documents, and other relevant materials. These sources provided background information on existing incentive schemes, which complemented the primary data. After obtaining permissions from the county government and a research permit from the National Commission for Science, Technology, and Innovation (NACOSTI), The selected respondents were previously visited by the researcher gave them the questionnaires, and collected them two weeks later or as scheduled. The responders guaranteed that the identities were handled with the utmost secrecy.

3.10 Proposed Data Analysis Techniques

Both quantitative and qualitative methods were used in this study's data analysis. The Statistical Package for the Social Sciences (SPSS) software was used to code and analyze the quantitative data obtained from the surveys. The data was summarized using descriptive statistics including means, percentages, and frequencies. providing insights into the prevalence of different incentive schemes and employee retention rates. To ascertain the connection between incentive programs and staff retention, inferential statistics such as regression analysis and correlation were used. These tests assisted in determining if Samburu County's retention rates were statistically significantly impacted by the introduction of incentives. The correlations were evaluated at a significance threshold of $p < 0.05$ (Pallant, 2020). The relationship between pay and employee

retention was shown using inferential statistics and basic linear regression analysis. The following is the model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y = Employee Retention

X₁ = Financial incentives

X₂ = Employee welfare

X₃ = Working conditions

X₄ = Recognition

ε = Error Term

3.11 Ethical Considerations

The entire study procedure was conducted with meticulous attention to ethical issues. Prior to data collection, each subject gave their informed consent. The goal of the study, the methods for gathering data, and the participants' freedom to discontinue participation at any time without facing consequences were all thoroughly explained to them.

Confidentiality was assured, and no personal identifying information was collected or disclosed (Resnik, 2020). Approval to conduct the study was sought from relevant authorities, including the Ethics Review Committee. Additionally, permission was obtained from County government of Samburu management to administer questionnaires within the county government employees. All data collected was securely stored and only accessed by the research team. Respect for participants and sensitivity to cultural differences in Samburu County was paramount during the data collection process. To guarantee that each participant's rights, welfare, and dignity were upheld during the research, the study complied with ethical standards.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

The data gathered to investigate the impact of project institutional-based determinants is analysed and interpreted in Chapter four of this study.

4.2 Response Rate

As indicated in Table 2, the study targeted a total of 168 respondents from these groups. Out of the 168 questionnaires issued, 132 were returned, with 36 being incomplete. This resulted in 132 completed questionnaires, yielding a response rate of 78.6%. The results of the study are more credible and reliable because of the high response rate, which indicates that the intended respondents were highly engaged and participated. The presence of 36 incomplete questionnaires suggests that a few respondents may have faced challenges in fully completing the survey. However, the majority provided thorough and complete responses. An 78.6% response rate is commendable, providing a solid foundation for drawing meaningful conclusions, as Nulty (2021) asserts that a response rate exceeding 70% ensures representativeness and validity in survey-based research.

Table 2: Response Rate Summary

Total No of questionnaire issued out	Total No of returned questionnaires	Number of incomplete Questionnaires	Completed questionnaire received	Response Rate
168	132	36	130	78.6%

Source: Researcher (2025)

4.3 Reliability Results

The Cronbach Alpha Coefficients were calculated by the researcher using the completed questionnaire.

Table 3: Reliability Results

	No. of Items	Cronbach Alpha Coefficient
Employee retention	3	.842
Financial Incentives	6	.880
Employee welfare	6	.867
Working conditions	6	.912
Employee recognition	6	.888

The reliability results for the study's variables are displayed in Table 3, along with the Cronbach Alpha coefficients for each construct. The coefficients indicate the internal consistency of the items measuring each variable. The employee retention had a Cronbach Alpha of .842, suggesting good reliability. Financial incentives achieved a higher coefficient of .880, demonstrating excellent reliability. Employee welfare had a Cronbach Alpha of .867, also indicating strong reliability. Working conditions recorded the highest coefficient of .912, reflecting very high reliability. Finally, employee recognition showed a coefficient of .888, indicating good reliability as well. Overall, the Cronbach Alpha values for all variables are well above the commonly accepted threshold of .70, confirming that the measurement tools used in the study are reliable and produce consistent results. According to Taber (2018), Cronbach's Alpha values between 0.7 and 0.9 confirm good internal consistency, ensuring that the research instruments consistently measure the constructs.

4.4 Demographic Attributes of Respondents

This lists some characteristics of the individuals, including their age and gender, their highest educational attainment and period of service in the organization. These attributes are important in getting to know the type of respondents that took in the study. For instance, their education qualifications help understand whether the responses given are more reliable.

4.4.1 Percentage Response by Gender

A summary of the various genders that took part in the study is given in this section. It displays the proportion of male and female participants in the study. The percentage distribution of participants by gender is displayed in the table below.

Table 4: Distribution by Gender

Gender	Frequency	Percentage (%)
Female	84	65%
Male	46	35%
Total	130	100.0%

Source: Field Data (2025)

The gender distribution of research participants on the impact of incentive programs on staff retention in the Samburu, Kenya, county administration is shown in Table 4. The data indicates that 46 respondents, or 35%, were male, while 84 respondents, or 65%, were female. This shows a higher representation of female participants compared to male participants. The female dominance in this study can likely be attributed to the higher proportion of women in the population which could explain the gender imbalance in the respondents.

4.4.2 Age Distribution

The survey encompassed a wide age range, from those who are below 25 years to those between 56-65 years. This diverse age representation ensures a well-rounded view of perspectives across different life stages. Table 5 details how responses are distributed by age group.

Table 5: Respondents by Age

Age	Frequency	Percent %
Below 25	3	2%
26-35	40	31%
36-45	43	33%
46-55	33	25%
56- 65	11	9%
Total	130	100%

Source: Field Data (2025)

The age distribution of research participants on how incentive schemes affect employee retention in Samburu, Kenya, county administration is shown in Table 5. The largest group of respondents, 43 individuals (33%), fell within the 36-45 age range, followed closely by 40 respondents (31%) in the 26-35 age group. Additionally, 33 respondents (25%) were aged between 46-55, while 11 respondents (9%) were between 56-65 years old, and only 3 respondents (2%) were under 25 years.

The concentration of respondents in the 36-45 age range suggests that individuals within this age group are more actively involved in county government jobs, likely due to their career stage, experience, and professional involvement. The presence of fewer younger and older respondents may indicate limited participation from those who are either just starting off in their jobs or nearing retirement. This age distribution may provide insights into the workforce dynamics of county government of Samburu and the level of experience contributing to the employee retention in county government of Samburu, Kenya.

4.4.3 Education highest level

This section explores the educational backgrounds of survey respondents influence of incentive schemes on employee retention in county government of Samburu, Kenya reflecting the varying levels of formal education within the group. Understanding the

highest level of education achieved provides insight into the qualifications and expertise of participants.

Table 6: Respondent distribution based on academic qualifications

Category	Frequency	Percent %
Certificate	8	6%
Diploma	41	31.5%
Bachelor	69	53%
Masters	11	8.5%
PhD	1	1%
Total	130	100%

Source: Field Data (2025)

Table 6 presents the distribution of respondents based on their academic qualifications in the research on the Kenya. Many of the respondents, 69 individuals (53%), held a bachelor degree, reflecting a well- educated workforce. This is followed by 41 respondents (31.5%) who had completed a diploma, indicating a significant number of individuals were well educated. A smaller group, 11 respondents (8.5%), held a master's degree, while just 1 respondent (1%) had obtained a PhD. Additionally, 8 respondents (6%) held a certificate qualification.

The predominance of undergraduate and diploma qualifications suggests that county government of Samburu employees are professionals with expertise, with a smaller proportion having advanced degrees. This distribution implies a focus on skill-based knowledge and experience, which is essential for the successful employee retention in county government of Samburu, Kenya.

4.4.4 Years worked in County Government of Samburu

The findings of calculating the respondents' duration of service with the firm are shown in Table 7.

Table 7: Years worked in County Government of Samburu

Experience in the workplace	Frequency	Percentage
Less than five years	11	8
6 to 10 years	38	29
11 to 15 years	40	31
Over 15 years	41	32
Total	130	100

Source: Field Data (2024)

Eleven people (8%), 38 people (29%) and 40 people (31%), respectively, had worked for the company for less than five years, six to ten years, eleven to fifteen years, and the majority, 41 people (32%), more than fifteen years. The majority of those surveyed had been employed by the companies for more than 15 years. This showed that majority of the employees had worked for more than 10 years at the county government of Samburu indicating that they had a wide range of experience.

4.5 Descriptive Analysis

In this part, the researcher established the primary results and conclusions of the study using descriptive statistics. The analysis is provided in line with the study's goals, which include determining how financial incentives affect staff retention in the Samburu County Government in Kenya. Determine how working circumstances affect employee retention, how employee welfare affects employee retention, and how employee engagement and recognition affect employee retention in the County Government of Samburu, Kenya.

4.5.1 Influence of Financial Incentives and Job Retention in County Government of Samburu, Kenya

This section examines how financial incentives and job retention in county government of Samburu, Kenya. This was assessed through five constructs measured on a Likert

scale. 5 – Strongly agree; 4- Agree; 3 -Neutral; 2- Disagree; 1 -Strongly disagree. To give a thorough picture of respondents' opinions about staff retention in the Samburu, Kenya, county government, descriptive statistics such as means, percentages, and standard deviations (SDs) were computed.

Table 8: Financial incentives and job retention in county government of Samburu, Kenya

Remarks	1	2	3	4	5	Mean	SD
At the conclusion of the year, county employees get bonuses.	24%	40%	15%	11%	10%	2.32	0.983
The county understands the value of employee incentives.	24%	32%	15%	19%	10%	2.94	1.118
County employees are eligible for profit sharing at the end of the fiscal year.	8%	13%	10%	40%	29%	4.21	0.518
One of the elements that has enhanced workers' job performance at the county is profit sharing.	8%	4%	14%	35%	39%	4.08	0.408
Commission provision has resulted in subpar work performance among employees.	13%	8%	20%	30%	29%	4.56	0.528
Commissions are given by the county to employees who have performed successfully.	18%	13%	40%	29%	29%	4.26	0.532
Composite mean and composite SD						3.44	0.77
							4

N=130

Source: Field data (2024)

The results on financial incentives and employment retention are shown in Table 8. According to the mean score of 2.32 with a standard deviation of .983, respondents were satisfied with the county's employees receiving incentives at the end of the year. According to the findings, 56% of respondents felt that bonuses are necessary for employees, with a mean score of 2.94 and a standard deviation of 1.118.

With a high mean score of 4.21, standard deviation 0.518, the results revealed that 69% of employees disagreed that the county offered them profit sharing at the conclusion of the fiscal year.

Additionally, 74% of respondents strongly disagreed that profit sharing is one of the factors that has improved workers' job performance, as evidenced by the mean score of 4.08 and standard deviation of 0.408. at the county government, indicating that profit sharing does not boost employees' job performance.

According to the data, 59% of respondents disagreed that commissions had improved employee work performance (mean 4.56, standard deviation 0.528). This suggests that commission payments do result in improved worker performance. 58% of respondents disagreed with the county's decision to provide commissions to employees who had performed well, with a mean score of 4.26 and a standard deviation of 0.532. This suggests that the county does not give commissions to employees who accomplish the best.

With a standard deviation of 0.774 and a composite mean of 3.44 , the overall findings demonstrated that financial incentives have a fairly beneficial impact on employment retention in the Samburu, Kenya, county administration. The results support the assertion made by Yamoah (2023) that monetary rewards including pay, bonuses, and benefits are crucial for keeping workers on board. When workers obtain competitive financial rewards, They have a higher chance of sticking with a business. especially in sectors where wage disparities are substantial.

Similar results by Musyoka (2018) who found that employees in rural areas are particularly motivated by financial stability, given the economic challenges in such regions. Offering bonuses, allowances, and other financial rewards can therefore be an effective strategy for employee retention. Another similar study by Kiprop (2019), over-reliance on financial rewards without addressing other needs such as job satisfaction and career development may result in short-term retention. Thus, financial incentives must be integrated with other schemes to achieve long-term retention.

4.5.2 Influence of Employee Welfare and Job Retention in Ccounty Government of Samburu, Kenya

This section examines how employee welfare influence job retention in county government of Samburu, Kenya. Five Likert-scale-measured components were used to assess this. One denotes strong disagreement, five highly agreement, four agreement, three neutrality, and two disagreement. Descriptive statistics, including means, percentages, and standard deviations (SDs), were calculated to provide a comprehensive picture of respondents' views regarding staff welfare and retention in the Samburu, Kenya, county government.

Table 9: Employee welfare and job retention in Ccounty government of Samburu, Kenya

Remarks	1	2	3	4	5	Mean	SD
The county has proper insurance cover for its employees	6%	11%	10%	46%	27%	4.42	0.411
As an incentive, the county offers insurance coverage to its workers, which improves their performance on the job.	7%	14%	12%	41%	26%	4.18	0.486
Employees receive medical cover as an incentive	8%	10%	13%	32%	37%	3.39	0.987
The county's employees' job performance might be linked to the health insurance they get.	9%	16%	12%	37%	26%	3.88	0.836
The county often gives its workers promotions to improve their performance on the job.	6%	10%	13%	36%	31%	3.59	0.887
The county's employees have been inspired by their promotions.	10%	11%	11%	45%	28%	3.59	0.887
Composite mean and composite SD						3.71	0.723

N=130

The analysis of the responses regarding the county having proper insurance cover for its employees showed that 73% of respondents said they agreed. with a mean = 4.42, std deviation 0.411. This shows that the county government of Samburu has a proper cover for its employees. The results on the county offering insurance coverage as a reward to its staff in order to improve their performance on the job showed that majority agreed at 67% with a mean = 4.18, std deviation 0.486. This shows that providing insurance cover to the employees increases their job performance. The findings on employees receiving medical cover as an incentive revealed that majority agreed at 63% with a mean = 3.88, std deviation 0.836. This indicates that medical cover is an incentive to employees.

According to the results, the majority of respondents (67%) agreed that the county often promotes its employees to improve their job performance (mean = 3.59, standard deviation = 0.887). This suggests that giving its workers promotions will improve their performance on the job. According to the results, the majority of the county's employees (67%) agreed that the promotions they received had inspired them (mean = 3.59, standard deviation = 0.887). This suggests that giving its workers promotions will improve their performance on the job.

The findings indicated that, with a mean of 3.59 and a standard deviation of 0.887, 73% of the county's employees believed that their promotions had inspired them. This shows that the county's staff have been inspired by their promotions. With a composite mean of 3.71 and standard deviation of 0.723, the overall findings demonstrated that employee wellbeing affects job retention in the Samburu, Kenya, county government. This finding is consistent with the Employment Act part V of the Labour Laws of Kenya (2017), which stipulates that employers must provide workers All employees of Kenyan enterprises are entitled to medical treatment, a sufficient supply of water, maternity, sick, and paternity leaves, housing at their expense or a house allowance for workers who want acceptable accommodations, and hours of work.

Employers, the government, workers, or any social or charitable organization can all implement welfare measures to help workers develop their full personalities and create a better workforce, according to a number of industrial relations authors and contributors (naukrihub.com/employee-welfare). A healthy work environment results from improved mental and physical wellness which is why these facilities are provided. Housing programs, health insurance, and recreational and educational opportunities for employees and their families raise living standards, which encourages them to focus more on their jobs, which increases retention and productivity.

4.5.3 Impact of working conditions on employee retention in Samburu, Kenya's county government

This section examines how working conditions influence job retention in county government of Samburu, Kenya. Five Likert-scale-measured components were used to assess this. One denotes strong disagreement, five highly agreement, four agreements, three neutrality, and two disagreement. To give a thorough picture of respondents' opinions about working conditions and staff retention in the Samburu, Kenya, county government, Standard deviations (SDs), averages, and percentages were calculated as descriptive statistics.

Table 10: Descriptive Statistics for Influence of working conditions and Job Retention

Statements	1	2	3	4	5	Mean	SD
adequate working conditions are made possible by the county's adequate lighting.	10%	14%	10%	26%	40%	2.32	0.971
Good illumination improves the county's working environment, which is crucial for their productivity.	7%	12%	9%	43%	29%	4.32	0.586
County employees are equipped with the necessary tools for their jobs.	17%	10%	13%	16%	44%	2.79	0.987
The necessary working equipment is always replaced or supplied by the county to its employees.	9%	10%	17%	24%	30%	2.38	0.936
Within the county, openness and transparency are prevalent.	10%	39%	11%	21%	20%	2.81	0.916
Open communication and transparency are crucial for efficient work performance.	9%	9%	17%	24%	41%	2.98	0.875
Composite mean and composite SD						2.86	0.821

N=130

With a mean of 2.32 and a standard deviation of 0.971, Table 10's analysis of the responses revealed that 66% of the respondents felt that the county had excellent illumination, which facilitates good working conditions. This demonstrates that the county's illumination is adequate, allowing for comfortable working circumstances.

The majority of respondents (72%), with a mean of 4.32 and a standard deviation of 0.586, agreed that the county's working conditions are improved by adequate illumination. This suggests that improved illumination affects the county's working circumstances, which in turn helps the employees perform better. The majority of respondents (54%) agreed that county staff have the necessary equipment, according to

the data, which likewise showed a standard deviation of 0.987 and a mean of 2.79. This implies that the county government of Samburu provides employees with the resources they require to do their duties, hence increasing productivity. The majority of respondents (54%) agreed that the county always replaces or provides its employees with the essential working equipment, with a mean score of 2.38 and a standard deviation of 0.936. This shows that the county consistently supplies or updates the necessary tools for its employees to work. According to the county's results on open communication and transparency, 49% of respondents disagreed, with a mean of 2.81 and a standard deviation of 0.916. This suggests that the county lacks open communication and transparency, which may have an impact on staff retention.

The majority of respondents (65%) agreed that open communication and transparency are crucial for efficient work performance, with a mean score of 2.98 and a standard deviation of 0.875. This shows openness and transparency are crucial for efficient work performance in the county, which may have an impact on staff retention. With a composite mean of 2.86 and standard deviation of 0.821, the overall findings demonstrated that working conditions had an impact on job retention in the Samburu, Kenya, county government.

This finding supports the claims made by Russell, O'Connell, and McGinnity (2019) that workers have a poor opinion of their working environment, are prone to absenteeism, suffer from illnesses linked to stress, and generally perform poorly and show little dedication. Conversely, companies with a welcoming, trustworthy, and safe atmosphere have better performance, communication, and innovation as well as sound financial standing. According to Kreisler (2021), working circumstances, which encompass both psychological and physical aspects, are shaped by the way employees engage with their organizational climate.

This is comparable to research by Yesufu (2019), who found that temperature, humidity, air movement, noise, illumination, personal characteristics of employees, pollutants, and workplace hazards all have an impact on how well or poorly employees perform.

4.5.4 Impact of Employee Recognition and Retention on Samburu, Kenya's County Government

This section examines how employee recognition influence job retention in county government of Samburu, Kenya. Five Likert-scale-measured components were used to assess this. One denotes strong disagreement, five highly agreement, four agreement, three neutrality, and two disagreement. To give a thorough picture of respondents' opinions about staff retention and recognition in the Samburu, Kenya, county government, The following descriptive statistics were calculated: means, percentages, and standard deviations (SDs). Highlights of the results are shown.

Table 11: Descriptive Statistics on Employee Recognition Influence Job Retention in County Government of Samburu, Kenya

Remarks	1	2	3	4	5	Mean	SD
Employees who do well are recognized by the county with certificates.	4%	44%	14%	13%	25%	4.62	0.501
The county has established appropriate mechanisms, such certificate awards, to honor its staff.	9%	43%	18%	20%	10%	4.31	0.586
Receiving the employee of the month award inspires the workers in this county.	17%	50%	16%	13%	4%	4.41	0.516
Low employee work performance has resulted from a absence of recognition, like employee of the month.	8%	13%	16%	35%	28%	3.86	0.883
The county gives gratitude cards to its top workers as a way to recognize them.	17%	50%	16%	17%	0%	3.74	0.923
Employee motivation from appreciation cards improves their performance on the work.	8%	9%	10%	40%	29%	3.81	0.823
Composite mean and composite SD						4.17	0.679

N=130

With a mean of 4.62 and a standard deviation of 0.501, the majority of respondents (48%) disagreed with Table 11's findings on the county rewarding employees who do well with certificates. This suggests that the county does not award awards to employees who do well, which may have a detrimental effect on staff retention.

Most respondents (52 percent) disagreed with the county's implementation of appropriate procedures for rewarding its staff members with certificates, with a mean of 4.31 and a standard deviation of 0.586. This suggests that the county lacked appropriate mechanisms for rewarding its workers with certificates and other prizes, which may have a detrimental effect on staff retention at the Samburu county administration.

Most respondents (67%) disagreed with the assertion that county employees are motivated by employee of the month awards, with a mean of 4.41 and a standard deviation of 0.516. This suggests that county employees were not inspired by the county's employee of the month award, which may have a detrimental effect on staff retention at the Samburu county government.

The findings demonstrated that low employee work performance has resulted from a lack of acknowledgment, employee of the month, for instance. With a mean of 3.86 and a standard deviation of 0.883, the majority of respondents (63%) agreed with this statement. This implies that a lack of recognition, such as employee of the month, has led to poor job performance at the Samburu County Government.

The findings on the county rewarding its top employees with appreciation cards revealed that 67% of respondents disagreed with the statement, with a mean score of 3.74 and a standard deviation of 0.923. It is clear from this that the Samburu county administration does not provide gratitude cards to its top staff.

According to the findings, the majority of respondents (69%) agreed with the statement that appreciation cards motivate employees, which in turn improves their job performance (mean = 3.81, standard deviation = 0.823). This suggests that the Samburu County Government's employees are motivated by gratitude cards, which improves their job performance.

With a composite mean of 3.81 and standard deviation of 0.823, the overall findings demonstrated that employee recognition affects job retention in the Samburu, Kenya, county government.

This finding supports Daniel & Metcalf's contention that businesses are closely coordinating their employee appreciation initiatives with their organizational strategy. Continuous recognition has the effect of making someone's memory of you fresh when you identify them immediately (Daniel & Metcalf, 2021). This is also consistent with the claims made by Flynn (2021) that recognition programs maintain positive attitudes among staff members, raise their morale, and establish a connection between employee motivation and performance.

A recognition and reward program's primary objective is to set up a pay structure and educate employees about it so they may link their reward to their performance, which ultimately leads to higher levels of job satisfaction. Financial incentives, compensation and perks, promotions, and incentives are some of the rewards that somewhat satisfy workers; but, in order to maintain the motivation, appreciation, and commitment of dedicated workers, acknowledgment must be provided (Flynn, 2021).

4.5.5 Job Retention Level in County Government of Samburu, Kenya

This section examines job retention level in county government of Samburu, Kenya. Five Likert-scale-measured components were used to assess this. One denotes strong disagreement, five highly agreement, four agreements, three neutralities, and two disagreements. To give a thorough picture of respondents' opinions about the degree of job retention in the Samburu, Kenya, county government, descriptive statistics such as means, percentages, and standard deviations (SDs) were computed.

Table 12: Descriptive Statistics on Job Retention Level in County Government of Samburu, Kenya

Remarks	1	2	3	4	5	Mean	SD
Low turnover	13%	21%	10%	35%	21%	3.99	0.701
Job satisfaction	11%	17%	18%	34%	20%	3.79	0.816
Increased team work	15%	24%	16%	30%	15%	3.41	0.976
Composite mean and composite SD						3.76	0.819

The findings from Table 12 reveal that the respondents generally agreed with the statements. The results showed that there was low turnover with majority agreed at 56 % with a mean = 3.99, std deviation of 0.701. This suggests that there was little personnel turnover at the Samburu county government. The results on job satisfaction showed that majority supported the statement at 54 % with a mean = 3.79, std deviation of 0.816. This indicates that there was job satisfaction of employees at the county government of Samburu.

The results on increased team work showed that majority supported the statement at 45 % with a mean = 3.41, std deviation of 0.976. This suggests that staff members of the Samburu County Government worked together. The overall results showed that job retention in county government of Samburu, Kenya was satisfactory with a composite mean of 3.76 and std deviation of 0.819. This could be contributed by financial incentives, employee's welfare and good working conditions.

4.6 Diagnostic Tests

4.6.1 Autocorrelation test

A test for autocorrelation examines whether residuals in a regression model are correlated over time, violating the assumption of independence. Detecting autocorrelation is crucial as it can affect the accuracy of statistical inferences.

Table 13: Test for Autocorrelation

lags (<i>p</i>)	chi2	Df	Prob > chi2
1	3.453	1	0.421

Source: Author (2025)

The autocorrelation test results for the current study on the impact of incentive programs on staff retention in the Samburu, Kenya, county administration are shown in Table 13. With one degree of freedom and a probability value (p-value) of 0.421, the chi-squared value for the first lag ($p=1$) is 3.453. It is possible to infer that there is no substantial autocorrelation in the data due to the fact that the p-value exceeds the typically recognized significance criterion of 0.05. This suggests that the residuals or errors from the model are not correlated over time, and the assumption of no autocorrelation holds for this study, ensuring the reliability of the regression results used in analyzing the incentive programs impact on staff retention in Samburu, Kenya's county administration.

4.6.2 Heteroscedasticity

Heteroscedasticity was found using the Breusch-Pagan test. Assessing whether the variance of the residuals remained constant across the model. Identifying heteroscedasticity is essential, as it can affect the accuracy of regression estimates and statistical inferences.

Table 14: Heteroscedasticity

Breusch-Pagan / Cook-Weisberg test for heteroscedasticity	
chi2(1)	= 0.521
Prob > chi2	= 0.4713

The results presented in Table 14 show the outcome of the The Breusch-Pagan/Cook-Weisberg test for heteroscedasticity was employed in this investigation on influence of incentive schemes on employee retention in county government of Samburu, Kenya. The chi-squared value is 0.521, with a corresponding p-value of 0.4713. Since the p-value exceeds the common significance threshold of 0.05, there is no evidence of data

heteroscedasticity. The regression model's premise of homoscedasticity is supported by this, which indicates that the mistakes' variance is consistent across all data.

As a result, the study's findings are considered reliable, as heteroscedasticity does not pose a threat to the validity of the statistical tests used in this analysis.

4.6.3 Multicollinearity

The Variance Inflation Factor (VIF) was used to verify the multicollinearity and tolerance tests. These tests establish the extent to which a predictor set and the criteria have a linear relationship. This can have an impact on the reliability of coefficient estimates and accuracy of the model.

Table 15: Multicollinearity

Collinearity Statistics		
Variables	Tolerance	VIF
Job retention	0.891	1.443
Financial incentives	0.878	1.326
Employee welfare	0.922	1.702
Working conditions	0.887	1.365
Employee Recognition	0.871	1.247

Source: Author (2025)

The results presented in Table 15 show the collinearity statistics for the variables in this study discusses how incentive programs affect Samburu, Kenya's county government's ability to retain employees. The tolerance values range from 0.871 to 0.922, while the Variance Inflation Factor (VIF) values range from 1.247 to 1.702. Since tolerance values are above the threshold of 0.1 and the VIF values are well below the critical value of 10, These findings imply that the predictor variables do not significantly exhibit multicollinearity. Therefore, the variables in the model are not highly correlated, and the study's regression analysis remains valid, allowing for reliable interpretation of the relationships between incentive schemes and retention of staff in Samburu, Kenya's county government

4.7 Correlation Results

Table 16 presents the correlation matrix for the study, which examines the relationships between key variables, including job retention, financial incentives, employee welfare working conditions and employee recognition. The direction and intensity of the linear associations are ascertained with the use of correlation analysis between these variables. By examining the correlation coefficients, we can assess whether there are positive, negative, or no associations between the variables, providing insights into how each incentive scheme interacts with the others in influencing the retention of staff in Samburu, Kenya's county administration.

Table 16: Correlation Results

		Employee retention	Financial incentive	Employee welfare	Working conditions	Employee recognition
Employee retention	Pearson Correlation Sig. (2-tailed)	1				
Financial incentive	Pearson Correlation Sig. (2-tailed)	.733**	1			
Employee welfare	Pearson Correlation Sig. (2-tailed)	.664*	.133	1		
Working conditions	Pearson Correlation Sig. (2-tailed)	.679**	.445	.316	1	
Employee recognition	Pearson Correlation Sig. (2-tailed)	.422	.356	.232	.489	1

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

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

c. Listwise N=130

Source: Author (2025)

Table 16 presents the correlation results for the various incentive schemes influencing the Samburu, Kenya, county government's personnel retention rate. Significant positive correlations between a number of variables are found by the study. Financial incentives ($r = 0.733$, $p < 0.01$), employee wellbeing ($r = 0.664$, $p < 0.01$), working circumstances ($r = 0.679$, $p < 0.01$), and employee recognition ($r = 0.422$, $p < 0.01$), for example, all have a substantial positive link with employee retention.

These findings suggest that as all the independent variables improve, the overall employee retention. Notably, the correlation between financial incentive and employee retention is the strongest, indicating that high financial incentive is crucial to the successful retention of staff in the Samburu County Government in Kenya. Additionally, there is a modest association between employee recognition and retention, as seen by the lesser correlation between the two variables ($r = 0.422$, $p > 0.05$), which is nevertheless significant at the 0.05 level.

4.8 Regression Results

Table 17 displays the Regression Model's summary statistics.

Table 17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683 ^a	.515	.389	.23453

a. Predictors: (Constant), financial incentives, employee welfare working conditions and employee recognition

Source: Author (2024)

Table 17 displays the regression analysis model summary., which indicates that the predictor variables (financial incentives, The R-square value of 0.515 indicates that the factors of employee welfare, working circumstances, and employee recognition together account for 51.5% of the variance in the dependent variable. The model has an excellent fit, explaining around 38.9% of the variation in the dependent variable after controlling for the number of predictors, according to the modified R-square value of 0.389. The average separation between the data points and the regression line is indicated by the

standard error of the estimate, which is 0.23453. The significance of these incentives in explaining employee retention in the Samburu, Kenya, county government is highlighted by this model, which shows a moderate to strong association between the predictors and the dependent variable.

Table 18: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	123.940	1	113.93	127.133	.000 ^b
	Residual	98.320	129	.542		
	Total	222.260	130			

- a. Dependent Variable: Employee retention
- b. Predictors: (Constant), financial incentives, employee welfare working conditions and employee recognition

Analysis of Variance (ANOVA) results for the regression model used to predict employee retention at the Samburu, Kenya, county administration are shown in Table 18. With a mean square of 113.93 and a regression sum of squares of 123.94, the F-value is 127.133. With a p-value of 0.000, this F-value is extremely significant, suggesting that the predictor variables strongly explain changes in employee retention and that the regression model as a whole is statistically significant. The unexplained variance is represented by the residual sum of squares, which is 98.320 with a mean square of 0.542. The whole variance in employee retention is reflected in the sum of squares, which comes to 222.260. This significant F-test supports the model's capacity to explain the dependent variable.

Table 19: Regression Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.646	0.419		1.219	0.000
Financial incentive	.614	0.472	.496	1.323	0.000
Employee welfare	.562	0.465	.304	1.129	0.001
Working conditions	.585	0.521	.227	1.234	0.000
Employee recognition	.412	0.413	.217	1.342	0.000

a. Dependent variable: employee retention

Source: Research Findings (2025)

Table 19 presents the regression coefficients for the predictors influencing the employee retention. The constant value is 0.646, representing the baseline level of employee retention when all the predictor variables are zero. A high positive correlation is demonstrated by the predictor financial incentive, which has a coefficient of 0.614, meaning that for every unit increase in financial incentive, employee retention improves by 0.613 units. The standardized beta value is 0.496.

. Employee welfare has a coefficient of 0.562, meaning that increased employee welfare leads to a 0.562 unit increase in employee retention, with a moderate Beta of 0.304. Working conditions shows a coefficient of 0.585, suggesting that better working conditions contribute to a 0.585 unit increase in employee retention, with a Beta of 0.227, reflecting a moderate influence. The lowest coefficient is for employee recognition, at 0.412, indicating that improved employee recognition result in a 0.412-unit increase in employee retention, with a Beta of 0.217, which suggests a significant, though moderate, effect. Every predictor variable significantly improves employee retention, demonstrating their significance in boosting staff retention performance in the Samburu, Kenya, county government.

The regression equation can be expressed as follows:

$$\text{Employee retention} = 0.646 + 0.614X_1 + 0.562X_2 + 0.585X_3 + 0.412X_4 + \epsilon$$

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND STUDY RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the study's findings, conclusions made and the research recommendations.

5.2 Summary of Findings

The study looked at how incentive programs affected Samburu, Kenya's county government's ability to retain employees. It specifically aimed to investigate the effects of monetary rewards, worker welfare, working environment, and employee appreciation on staff retention in the Samburu County Government in Kenya. The study's objectives included examining how financial incentives affects employee retention, determining how employee welfare influence employee retention, evaluating the working conditions contribution on employee retention, and understanding the impact that employee appreciation and retention have on Kenya's Samburu County Government.

5.2.1 Influence of Financial Incentives and Job Retention in County Government of Samburu, Kenya

The results demonstrated that respondents were happy to get incentives at the end of the year, reflected by a mean score of (2.32, std deviation .983). The county recognizes the important of bonuses for its employees mean score of (2.94, std deviation 1.118). With a high mean score of 4.21, standard deviation 0.518, Most workers were unhappy that the county did not provide them with profit sharing at the end of the fiscal year. The respondents did not believe that profit sharing is one of the factors that determine employees' job performance, as indicated by the mean score of 4.08 with a standard deviation of 0.408. at the county government better. The findings showed that

commission payments result in better work performance from employees (mean 4.56, std deviation 0.528). The county does not give commissions to the employees who have done well. (mean 4.26, std deviation 0.532). Financial incentives showed a coefficient of 0.614, indicating that for every one-unit expansion of financial incentives and retention of employees improves by 0.613 units, with a standardized Beta of 0.496, showing a strong positive relationship. In summary the findings showed that financial incentives influences job retention in county government of Samburu, Kenya.

5.2.2 Influence of Employee Welfare and Job Retention in Ccounty Government of Samburu, Kenya

This finding showed that the county government of Samburu has a proper cover for its employees (mean 4.42, std deviation 0.411). The employees are provided with insurance cover thus increases their job performance (mean = 4.18, std deviation 0.486). The employees receive medical cover as an incentive (mean = 3.88, std deviation 0.836). This indicates that medical cover is an incentive to employees. The county often gives its workers promotions to improve their performance on the job. (mean = 3.59, std deviation 0.887). The employees in the county are motivated through promotions (mean = 3.59, std deviation 0.887). Employee welfare had a coefficient of 0.562, meaning that increased employee welfare lead to a 0.562-unit increase in employee retention, with a moderate Beta of 0.304 showing a positive relationship. In summary the findings showed that employee welfare influences job retention in county government of Samburu, Kenya with a composite mean of 3.71 and std deviation of 0.723.

5.2.3 Influence of Working Conditions and Job Retention in County Government of Samburu, Kenya

The county has good lighting enabling good working conditions (mean = 2.32, std deviation 0.971). It's crucial to have adequate illumination for the employees to work better (mean = 4.32, std deviation of 0.586). The county government of Samburu provide employees with the required equipment for working thus improving productivity (mean = 2.79, std deviation of 0.987). That county consistently supplies or updates the

necessary tools for its employees. (mean 2.38, std deviation of 0.936). There is a weakness on transparency and open communication within the county which can affect retention of employees (mean = 2.81, std deviation of 0.916). Openness and transparency are crucial for efficient work performance in the county, which has an impact on staff retention.

(mean = 2.98, std deviation of 0.875). Working conditions had a coefficient of 0.585, suggesting that better working conditions contribute to a 0.585 unit increase in employee retention, with a Beta of 0.227, reflecting a moderate positive influence. In summary the findings showed that working conditions influences job retention in county government of Samburu, Kenya with a standard deviation of 0.821 and a composite mean of 2.86.

5.2.4 Influence of Employee Recognition and Job Retention in County Government of Samburu, Kenya

The county does not recognize Workers that do well are awarded certificates.

which can have an influence retention of employees negatively (mean = 4.62, std deviation of 0.501). The county did not have appropriate systems for rewarding its staff members with certificates and other prizes which can negatively influence retention of employees at the county government of Samburu (mean = 4.31, std deviation of 0.586). This indicates that county employees were not motivated by employee of the month award county which can negatively influence retention of Samburu County Government workers

. (4.41, std deviation of 0.516). Low employee job performance at the Samburu county government (mean = 3.86, standard deviation of 0.883) has resulted from a lack of reward programs like employee of the month. Samburu's county administration does not give gratitude cards to its top staff (mean = 3.74, standard deviation of 0.923). Employees are motivated by appreciation cards, which improve their job performance.

at the county government of Samburu (mean = 3.81, std deviation of 0.823). Employee recognition contributed to 0.412 employee retention indicating that improved employee recognition result in a 0.412-unit increase in employee retention, with a Beta of 0.217, which suggests a significant, though moderate, effect. In summary employee recognition influences job retention in county government of Samburu, Kenya with a composite mean of 3.81 and std deviation of 0.823. The results show that employee retention is significantly improved by all of the predictor variables confirming their importance in enhancing the effectiveness of staff retention in the Samburu County Government in Kenya.

5.3 Conclusion

The research concludes that the employees should be given bonuses as well as profit-sharing at year-end. Employees should also be given commission. These financial incentives will influence employment retention in Samburu, Kenya's county government.

The county government of Samburu should have proper cover for Insurance coverage should be made available to its employees as an incentive. The county should frequently promote its employees and employees should be motivated through promotions thus employee welfare will influence job retention in county government of Samburu, Kenya.

The county should have good lighting to enable good working conditions. The county government of Samburu should provide employees with the required equipment. The county should be transparent having open lines of communication, which is crucial for successful job retention.

Good working conditions influences job retention in county government of Samburu, Kenya. The county should recognize employees that performs well and should have proper structures of recognizing. Lack of employee recognition and appreciation leads to

low employee. Employee recognition influences employment retention in Samburu, Kenya's county government.

5.4 Recommendations

The study's recommendations are as follows;

- i. The County Government should improve on financial incentives like bonuses and profit sharing to enhance employees job retention.
- ii. The county government should provide insurance and promote employees as part of enhancing employee welfare thus improving job retention in county government of Samburu, Kenya.
- iii. The county should provide good working conditions better employee performance thus ensuring job retention in county government of Samburu, Kenya.
- iv. The county should recognize employees that performs well and should have proper structures of recognizing retention of employee in county government of Samburu, Kenya.

5.5 Recommendations for Further Studies

More research on the following topics is suggested by the researcher;

Future studies could explore the challenges facing implementation of incentives schemes on employee retention in county governments in Kenya.

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APPENDICES

Appendix I: Consent Form

Research Project title: INFLUENCE OF INCENTIVE SCHEMES ON EMPLOYEE RETENTION IN COUNTY GOVERNMENT OF SAMBURU , KENYA.

I am enrolled at Mount Kenya University, where I am studying human resource management for my master's degree in business administration. I am undertaking research within the Samburu county administration in Kenya as part of my coursework requirements.

I would like to invite you to take part in the study, which aims to examine how incentive programs affect staff retention. Data will be gathered via a questionnaire, handled with the highest secrecy, and used exclusively for the study. All of your answers will be kept private, and the researcher will only utilize the results for their project; no personal information will be connected to you.

.

You are free to answer or not answer any questions. To further maintain secrecy, pseudonyms will be used when the results are presented in journals and at conferences. You may withdraw from this study at any moment for any reason; just notify the researcher. Participation in this study is entirely optional. For inquiries concerning the study or its conclusions, reach out to the researcher at lenangetaisarah@gmail.com or 0726816472 on mobile. If you would want to file a complaint, get in touch with

Office of the Secretary

MKU Ethics Review Committee

P.O. Box 342 – 1000

Thika.

Consent

I've read the content above, understood it, and had an opportunity to ask questions. I understand that participation is completely optional and that I may discontinue at any time for any reason. My involvement in this research is entirely optional.

Participant's signature _____ Date _____

Researcher's signature _____ Date _____

Appendix 1I: Questionnaire

The purpose of this survey is to collect data on the **INFLUENCE OF INCENTIVE SCHEMES ON EMPLOYEE RETENTION IN COUNTY GOVERNMENT OF SAMBURU, KENYA.**

We ask that you either react as stated or check (✓) the proper response. Don't include your name or any other identifying information. Your information will only be utilized for this study, and your identity will remain private. Please answer every question.

Section A: Demographic Information

Put a checkmark (P) in the corresponding box to indicate the right choice.

1. Gender: Female Male
2. Age:
- | | | | |
|-----------------|--------------------------|--------------|--------------------------|
| 24yrs and below | <input type="checkbox"/> | 26 to 30 yrs | <input type="checkbox"/> |
| 31 to 35 yrs | <input type="checkbox"/> | 36 to 40 yrs | <input type="checkbox"/> |
| 41 to 45 yrs | <input type="checkbox"/> | 46 to 50 yrs | <input type="checkbox"/> |
| Above 51 yrs | <input type="checkbox"/> | | |

3. Please list the greatest level of education you have.

- Bachelor Diploma
- Masters Postgraduate
- Others, (specify) ___

4. How long have you worked for Samburu's county government?

Below one year	<input type="checkbox"/>	1 to 10 years	<input type="checkbox"/>	11 to 15 years	<input type="checkbox"/>
15 years and above	<input type="checkbox"/>				

Section B: Financial incentives and job retention

Please rate your agreement or disagreement with the following statements on financial incentives and job retention on a scale of 1 to 5, where 5 represents strong agreement and 1 represents significant disagreement.

Key 5: In agreement; 4: in agreement; 3: neutral; 2: disagreement; 1: strongly disagreement

	Remarks	1	2	3	4	5
1	At the conclusion of the year, county employees get bonuses.					
2	The county understands the value of employee incentives.					
3	At the conclusion of the fiscal year, profit sharing is offered to county employees.					
4	One of the elements that has enhanced workers' job performance at the county is profit sharing.					
5	Commission provision has resulted in poor worker performance.					
6	Commissions are given by the county to employees who have performed successfully.					

Section C: Employee welfare and job retention

Please rate your agreement or disagreement with the following assertions about employee welfare and job retention on a scale of 1 to 5, where 5 represents strong agreement and 1 represents extreme disagreement.

Key 5: Completely concur; 3 Neutral; 4 Agree 1 strongly disagrees; 2 disagrees

	Remarks	1	2	3	4	5
1	The county provides its employees with adequate insurance coverage.					
2	The county offers insurance coverage to its workers as a perk, which improves their performance on the job.					
3	Employees are rewarded with health insurance.					
4	The county's employees' job performance might be linked to the health insurance they get.					
5	The county often gives its workers promotions to improve their performance on the job.					

6	The county's employees have been inspired by their promotions.					
---	--	--	--	--	--	--

Section D: Conditions of employment and retention

Please rate your agreement or disagreement with the following statements on conditions of working and job retention on a scale of 1 to 5, where 5 represents strong agreement and 1 represents extreme disagreement.

Key 5: Completely concur; 3 Neutral; 4 Agree 1 strongly disagrees; 2 disagrees

	Remarks	1	2	3	4	5
1	Adequate working conditions are made possible by the county's adequate lighting.					
2	Good illumination improves the county's working environment, which is crucial for their productivity.					
3	County employees are equipped with the necessary tools for their jobs.					
4	The county consistently supplies or updates the necessary work equipment for its employees.					
5	Transparency and open communication are prevalent in the county.					
6	Open communication and transparency are crucial for efficient work performance.					

Section E: Recognition of employees and Job Retention

Please rate your agreement or disagreement with the following statements on recognition of employee and job retention on a scale of 1 to 5, where 5 represents strong agreement and 1 represents extreme disagreement. Key 5: Completely concur; 3 Neutral; 4 Agree 1 strongly disagrees; 2 disagrees

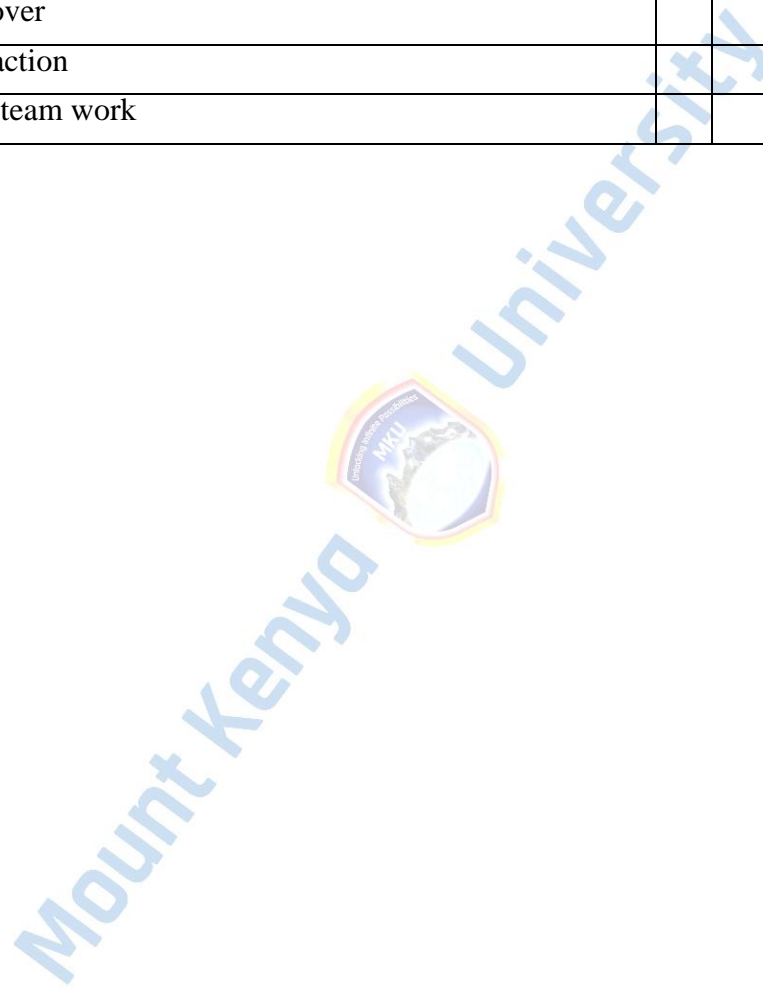
	Remarks	1	2	3	4	5
1	Employees who do well are recognized by the county with certificates.					
2	The county has established appropriate mechanisms, such certificate awards, to honor its staff.					
3	Receiving the employee of the month honor inspires workers in this county.					
4	Lack of recognition such as employee of the month has led to low employee job performance					

5	The county gives appreciation cards to its top workers as a way to recognize them.					
6	Employees are motivated by appreciation cards, which improves their performance on the job.					

Section F: Retention of Job

Show the degree of work performance that the county's workers are achieving.

	Statement	1	2	3	4	5
1	Low turnover					
2	Job satisfaction					
3	Increased team work					



Appendix III: MKU Authorization Letter



DIRECTORATE OF GRADUATE STUDIES

MBA/2023/66086

4th April, 2025

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,


RE: SARAH MEKA LENANGETAI - REGISTRATION NO. MBA/2023/66086

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Influence of Incentive Schemes on Employee Retention in Country Government of Samburu, Kenya."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2025 and June, 2025**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.

Mount Kenya University
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Office of the Director,
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: +254 20 287 8000, Cell: +254 709 153 000
Email: info@mku.ac.ke Web: www.mku.ac.ke

Appendix IV: ERC Authorization Letter



REF: MKU/ISERC/4919

Date: 04 April 2025

TO: SARAH MEKA LENANGETAI

REG: MBA/2023/66086

Dear Sir/Madam,

RE: INFLUENCE OF INCENTIVE SCHEMES ON EMPLOYEE RETENTION IN COUNTY GOVERNMENT OF SAMBURU, KENYA

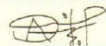
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3641**. The approval period is **04/04/2025 - 03/04/2026**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,



Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Appendix V: NACOSTI Authorization


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **960617** Date of Issue: **14/April/2025**

RESEARCH LICENSE



This is to Certify that Ms.. SARAH MEKA LENANGETAI of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Samburu on the topic: **INFLUENCE OF INCENTIVE SCHEMES ON EMPLOYEE RETENTION IN COUNTY GOVERNMENT OF SAMBURU KENYA for the period ending : 14/April/2026.**

License No: **NACOSTI/P/25/418233**

Applicant Identification Number: **960617**


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Plagiarism Report

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by SARAH LENANGETAI

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INFLUENCE OF INCENTIVE SCHEMES ON EMPLOYEE
RETENTION IN COUNTY GOVERNMENT OF SAMBURU, KENYA

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