

EMPLOYEE EMPOWERMENT PRACTICES AND STAFF RETENTION IN NAIROBI CITY COUNTY GOVERNMENT IN KENYA

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ABSTRACT

The general objective of the study is to examine the relationship between employee empowerment practices and Staff Retention in Nairobi City County Government in Kenya. The specific objectives was as follows; To establish the effect of digital empowerment on Staff Retention in Nairobi City County Government in Kenya and to find out the effect of work life balance on the Staff Retention in Nairobi county government in Kenya. The study was anchored on the following theories namely; Psychological Contract Theory and Social Learning Theory. The focus of this study was the staff members of Nairobi County government in Kenya. The study adopted stratified sampling technique in selecting participants which was used to sample 384 respondents This study used a structured questionnaire as data collection tool to collect both qualitative and quantitative data. The research utilized an adopted questionnaire as the data collection tool to ensure that the questions were appropriate for the study. A pilot test was done in order to examine the requisite requirements that are necessary for the study. Data analysis was undertaken in two methods by use of SPSS. First, descriptive statistics was undertaken which involved computation of means and standard deviations for observations about variables, and thereafter inferences was drawn on the outcome of this study. This chapter summarizes the main findings, conclusions, and recommendations of the study, addressing its objectives. The findings reveal that digital empowerment, employee well-being, diversity and inclusion, and work-life balance significantly influence staff retention in the Nairobi City County Government. Work-life balance initiatives were appreciated, but many employees still felt pressured to work outside regular hours, indicating stress and imbalance. Correlation and regression analyses confirmed strong positive relationships between these factors and staff retention, emphasizing their importance in fostering a supportive work environment. Recommendations include enhancing digital skills training, expanding well-being programs, strengthening diversity initiatives, and refining work-life balance policies. Suggestions for further research include exploring additional retention factors, assessing the long-term impact of proposed strategies, and examining the needs of different employee demographics to develop more targeted retention approaches.

Key Words: Employee Empowerment Practices, Staff Retention, Digital Empowerment, work life balance

Background of the Study

Employee empowerment practices refer to strategies that organizations implement to give employees the authority, autonomy, and resources they need to make decisions and take actions related to their work. In Nairobi City County Government in Kenya, employee empowerment has become an essential aspect of human resource management due to its potential benefits for both employees and employers. One study conducted by Njuguna and Mwangi (2019) found that employee empowerment is positively associated with job satisfaction, motivation, productivity, and organizational commitment among employees in Kenyan county governments. The researchers argue that when employees feel empowered, they are more likely to be engaged in their work, leading to better performance and higher retention rates.

Another study by Omondi and Onyango (2020) highlights the importance of training and development programs as a critical component of employee empowerment in Kenyan county governments. They note that these programs help equip employees with the necessary skills and knowledge required to perform their duties effectively, which enhances their confidence and ability to make informed decisions. Additionally, providing opportunities for career growth and advancement can also contribute to employee empowerment and retention.

Furthermore, research by Karanja et al. (2021) reveals that participatory decision-making processes are crucial in promoting employee empowerment in Nairobi County government in Kenya. When employees are involved in decision-making processes, they are more likely to feel valued and appreciated, leading to increased job satisfaction and reduced turnover intentions. However, it's worth noting that implementing employee empowerment practices requires careful consideration of various factors such as leadership style, culture, and communication channels within the organization. For instance, transformational leadership styles have been shown to promote employee empowerment by fostering trust, openness, and collaboration between leaders and followers (Muthoni & Kiriti, 2018). Similarly, creating a supportive Competency Training that values innovation, creativity, and risk-taking can encourage employees to take ownership of their work and contribute to the overall success of the organization.

Kenya has made significant strides in implementing employee empowerment practices in recent years, recognizing their contribution to increased motivation, productivity, and organizational performance (Muturi & Kiambati, 2014). Kenyan organizations are beginning to realize the importance of empowering employees by providing them with resources, information, and decision-making authority to manage their jobs efficiently (Karanja, 2016). This proactive approach allows businesses to tap into their workers' intellectual abilities, sparking creativity and innovation (Muchemi & Gitau, 2023).

Empowerment practices in Kenya often involve participatory management styles that enable employees to actively engage in organizational decision-making processes. Studies conducted in Kenyan settings report that worker involvement in determining company policies and work procedures results in decreased absenteeism rates and increased job satisfaction (Karanja, 2016; Muturi & Kiambati, 2023). Encouraged by this outcome, progressive Kenyan companies are gradually adopting flat organizational structures and delayering middle management positions to eliminate unnecessary hierarchical bottlenecks and expedite decision-making processes (Karanja, 2016).

Statement of the Problem

The Nairobi City County Government faces significant challenges in retaining skilled employees, leading to high turnover rates that disrupt service delivery, increase recruitment costs, and erode public confidence in local governance (Were et al., 2021). Despite the potential

benefits of employee empowerment practices such as delegating authority, enhancing decision-making, and fostering a supportive work environment their implementation is hindered by inadequate financial resources, limited access to technology, and resistance to change. These obstacles contribute to low job satisfaction, motivation, and high turnover rates, with the Salaries and Remuneration Commission (SRC) of Kenya (2020) reporting an average turnover rate of 13% in county governments, translating to approximately 33,000 employees leaving annually.

Employee retention is more cost-effective than recruitment, as the latter involves significant time and resources to train new hires to the level of departing employees (Halim et al., 2020; Khwae & Abdollah, 2021). When employees leave, organizations incur losses and must repeat the recruitment process, further straining resources (Rakhra, 2018). While studies have explored the relationship between transformational leadership and staff retention, the mediating role of psychological empowerment remains underexplored (Stanescu et al., 2020; Al Harbi et al., 2019). Additionally, contextual factors such as bureaucratic constraints, inadequate resources, and poor communication hinder the successful implementation of empowerment initiatives, exacerbating retention challenges (Kariuki et al., 2022).

A conceptual gap exists in the literature, with more focus on staff turnover as an outcome of transformational leadership rather than staff retention, which is the desired outcome (Gan & Yusof, 2019). This highlights the need for further research on how empowerment practices can enhance retention. The current study addresses this gap by investigating the mediating effect of psychological empowerment on the relationship between transformational leadership and staff retention, particularly within the Nairobi City County Government.

Given these challenges, there is a critical need to identify effective employee empowerment practices that can improve job satisfaction and retention rates in the Nairobi City County Government. This study aims to provide actionable insights for policymakers and managers, offering strategies to enhance staff retention and ensure the efficient delivery of public services. By addressing the barriers to empowerment and retention, the study seeks to contribute to the broader discourse on public sector management and employee well-being.

Objectives of the Study

The general objective of the study is to examine the relationship between employee empowerment practices and Staff Retention in Nairobi City County Government in Kenya.

Specific objectives

- i. To establish the effect of digital empowerment on Staff Retention in Nairobi City County Government in Kenya.
- ii. To determine the effect of diversity and Inclusion on Staff Retention in Nairobi City County Government in Kenya.

LITERATURE REVIEW

Theoretical Review

Equity Theory

Equity Theory posits that individuals strive to maintain a balance between their inputs, such as effort, dedication, and skill, and the outcomes they receive, like compensation, recognition, and career advancement opportunities. When employees perceive inequities, particularly in areas like pay or recognition compared to their colleagues performing similar roles, this imbalance often leads to feelings of dissatisfaction and demotivation. In the context of county governments, perceived inequities in compensation can result in reduced morale and decreased

commitment to the organization, making employees more likely to consider leaving their roles (Adams, 2023). Such perceived unfairness negatively impacts employee retention, especially in environments where transparency around rewards and promotions is limited.

Additionally, Expectancy Theory provides valuable insight into employee motivation and decision-making processes. The theory suggests that employees evaluate whether their efforts will lead to desired outcomes, such as promotions, salary increases, or professional development opportunities (Vroom, 1964). When employees believe that their hard work will result in favorable outcomes, they are more likely to exert extra effort and remain loyal to the organization. However, if the perceived link between effort and reward is weak or non-existent, employees may become disengaged and explore other employment options (Lloyd & Mertens, 2022). In the context of county governments, implementing clear career progression pathways and recognizing employee contributions can help reinforce the effort-reward relationship.

Therefore, attractive compensation packages, coupled with a transparent reward system, can serve as powerful incentives for employees to remain with county governments. Offering competitive salaries, benefits, and opportunities for career growth not only aligns with the principles of both Equity and Expectancy Theories but also addresses the concerns of employees seeking fairness and reward for their contributions. By ensuring that employees perceive both equity in pay and a clear connection between effort and outcomes, Nairobi City County can foster a more motivated and stable workforce (Greenberg, 2022). This, in turn, enhances organizational retention and reduces the turnover rates commonly experienced in public sector employment.

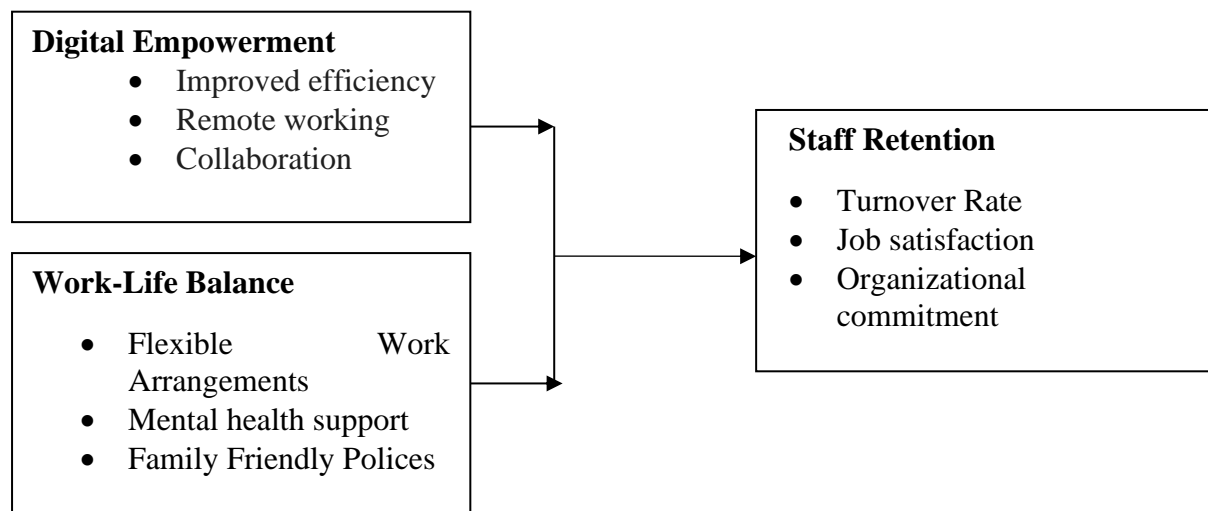
Psychological Contract Theory

The concept of the psychological contract highlights the implicit and mutual expectations between employers and employees regarding their reciprocal obligations (Robinson & Morrison, 1995). This unwritten agreement shapes the relationship by defining what each party expects from the other. Employees often expect fair treatment, career development opportunities, and recognition for their contributions, while employers expect loyalty, hard work, and commitment. When these expectations are met, the psychological contract fosters a positive work environment where employees feel valued, respected, and motivated to perform at their best. This mutual understanding is crucial for maintaining a strong employer-employee relationship, which directly impacts organizational success.

Investing in employees' career growth is a tangible way for organizations to demonstrate their commitment to fulfilling their part of the psychological contract. By providing opportunities for skill development, promotions, and personal growth, employers show that they are not only interested in the immediate output of their workforce but also in their long-term professional success. This investment helps build trust, as employees perceive that the organization is dedicated to nurturing their potential and honoring its obligations. As a result, employees are more likely to remain engaged and loyal, knowing that the organization is committed to their future, which reinforces the psychological contract and strengthens their desire to continue their tenure (Coyle-Shapiro & Shore, 2022).

Conversely, breaches in the psychological contract can have significant negative consequences. When employees feel that their employer has failed to meet expectations—such as by not providing promised career growth, fair compensation, or recognition—feelings of betrayal and distrust can arise. Such breaches often lead to negative emotions like dissatisfaction, frustration, and disillusionment, which can lower morale and reduce motivation. Over time, this can erode employees' commitment to the organization and increase turnover intentions (Robinson & Rousseau, 1994). Therefore, maintaining a healthy psychological contract by meeting mutual expectations is critical for retaining employees and fostering a positive organizational climate.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 2. 1: Conceptual Framework

Digital Empowerment

Digital empowerment refers to the use of digital tools and technologies to enhance individuals' abilities to make decisions, access information, and engage actively within organizations or society. In an organizational context, particularly concerning employee empowerment and retention, digital empowerment has gained attention as remote work and digital collaboration tools have become more significant. Below is an overview of empirically supported literature on digital empowerment:

This literature emphasizes the importance of digital skills necessary for employees to effectively use technology, contributing to their empowerment. Hargis, et al. (2018) explore how employees must acquire digital literacy to participate fully in increasingly technological workplaces.

Studies show that providing employees with access to digital resources and platforms empowers them to make informed decisions. For instance, Parahoo et al. (2019) assert that access to real-time data and information enhances employee confidence and engagement.

Empirical research indicates that digital tools can enhance employees' autonomy, facilitating remote work and decentralized decision-making. A study by Wang and Ahmad (2020) found that the implementation of digital collaboration tools positively affected employees' perception of autonomy and job satisfaction.

Digital empowerment tools, such as collaborative platforms and decision-support systems, allow employees to participate actively in decision-making processes. A study by Knoll and Jarvenpaa (2016) illustrates the positive relationships between digital tools that facilitate participation and employees' sense of ownership.

Research indicates that digitally empowered employees are more engaged with their work. For example, a study by Matzat (2019) found that employees who used digital communication tools experienced higher engagement levels, linked to increased empowerment and involvement in organizational activities.

Digital empowerment positively correlates with job satisfaction. A study by Alhawari et al. (2019) demonstrates that employees who perceive their organization as digitally empowering report enhanced job satisfaction and commitment.

Digital empowerment is associated with lower turnover intentions. Research conducted by Kahn et al. (2021) indicates that employees who feel digitally empowered are less likely to consider leaving their organization, as they feel more valued and competent.

Studies highlight that a supportive digital work environment enhances retention. Hock et al. (2020) emphasize that organizations that invest in digital empowerment create an environment that fosters loyalty and reduces turnover.

Effective digital empowerment initiatives often include training programs that enhance employees' skills. Research by Tumer et al. (2021) shows that targeted digital skills training leads to greater employee confidence and a willingness to leverage digital tools, enhancing their effectiveness.

Digital empowerment facilitates a culture of continuous learning, which is critical for employee retention. A study by Lee and Lee (2017) emphasizes the role of digital platforms in providing ongoing training opportunities, thus contributing to employees' professional growth and commitment.

Literature highlights the potential risks of digital empowerment. A study by van Dijk (2020) underscores the importance of addressing the digital divide to ensure that all employees can access and benefit from digital empowerment initiatives. While digital tools can enhance empowerment, research by Tarafdar et al. (2019) warns of the potential for digital overload, which may lead to burnout and dissatisfaction if not managed effectively.

The empirical literature on digital empowerment suggests that integrating digital tools into the workplace not only enhances employees' capabilities and engagement but also supports retention by fostering a more inclusive and participatory work environment. To maximize benefits, organizations must also address challenges such as digital divides and the risks of overload. As the digital landscape continues to evolve, ongoing research was crucial in understanding how digital empowerment can be effectively harnessed in various contexts.

Work-Life Balance

Work-life balance (WLB) is an important aspect of individuals' professional experiences and overall well-being. A growing body of empirical research highlights the significance of WLB in enhancing employee satisfaction, engagement, mental health, and productivity. Below are several key studies that illustrate the relationships and implications of work-life balance:

A study by Kirkcaldy et al. (2002) found a strong positive relationship between work-life balance and job satisfaction. Employees who reported better balance between their professional and personal lives expressed higher overall job satisfaction and organizational commitment.

Research conducted by Sirgy et al. (2001) indicates that high levels of work-life balance are associated with higher quality of life. The authors found that employees who effectively manage work and personal responsibilities report better physical and mental health.

A study by Fortier et al. (2014) demonstrated that improved work-life balance significantly reduces stress levels. Employees with flexible work arrangements reported feeling less stressed, leading to better mental health outcomes and job performance.

Research by Maslach & Leiter (2016) revealed that employees who maintain a healthy work-life balance are less likely to experience burnout. The study highlighted that organizations that support employee well-being through WLB initiatives see lower rates of burnout.

A study by Greenhaus and Beutell (1985) established that inter-role conflict between job and family responsibilities negatively impacts job performance. The authors suggested that organizations should implement policies that help reduce work-life conflict to enhance productivity.

Research by Rich et al. (2010) showed that work-life conflict can lead to resource depletion, where the demands of work interfere with family life and vice versa. This depletion negatively affects work engagement and job performance.

A meta-analysis by Gajendran and Harrison (2007) revealed that telecommuting and flexible work arrangements positively influence employee outcomes, including job satisfaction and engagement. Employees who have control over their work schedules report higher levels of work-life balance.

A study by Bloom et al. (2015) examined the impact of remote work on productivity. The findings indicated that employees allowed to work from home were 13% more productive, partly due to improved work-life balance and reduced commuting stress.

A study by Matz et al. (2021) found that work-life balance positively affects family life quality. Employees reporting higher work-life balance levels indicated greater family satisfaction and improved relationships with family members.

Research by Rhoades and Eisenberger (2002) highlights that perceived organizational support enhances work-life balance. Employees who feel supported are more likely to manage their work and personal lives effectively, leading to improved social connections.

A study by Kyndt et al. (2011) found that employees with better work-life balance are more likely to remain with their organizations. The research indicated that work-life balance initiatives lead to lower turnover intentions and higher organizational loyalty.

Research by Haar et al. (2014) demonstrated that work-life balance is a significant predictor of employees' decisions to stay or leave their jobs. Employees who perceive a good work-life balance are less likely to seek employment elsewhere.

A study by Kalliath and Brough (2008) investigated work-life balance across different cultures. The findings highlighted that cultural values significantly influence work-life balance perceptions, emphasizing the need for culturally-sensitive policies.

Research by Graham et al. (2013) compared work-life balance practices between public and private sectors. It found that public sector employees reported higher work-life balance satisfaction compared to their private sector counterparts, largely due to more structured policies. The empirical literature on work-life balance underscores its critical role in enhancing employee satisfaction, mental health, and productivity while reducing burnout and turnover. Organizations that prioritize work-life balance create an environment that fosters commitment, engagement, and overall well-being. Continued research and policy development in this area are essential to adapt to changing work environments and employee needs.

Empirical Literature Review

The relationship between employee empowerment practices and staff retention has garnered increasing attention in both academic and practitioner circles, particularly in the context of Nairobi City County Government in Kenya. Employee empowerment is defined as the process of enabling employees to take initiative, make decisions, and contribute to organizational goals, fostering a sense of ownership and commitment (Gikunda & Karanja, 2023). In the public sector, where bureaucratic structures often dominate, empowering employees can lead to improved job satisfaction, engagement, and ultimately, higher retention rates (Mutuku et al.,

2024). Studies suggest that when employees feel empowered, they are more likely to remain committed to their organizations, thereby reducing turnover rates and associated costs.

Employee empowerment practices, such as participative decision-making and access to resources, are significantly associated with job satisfaction and retention (Ochieng & Akech, 2023). For instance, Nairobi City County that involve employees in decision-making processes tend to see higher levels of job satisfaction among their workforce (Awino et al., 2023). This participatory approach not only enhances employees' sense of belonging but also allows for a greater alignment between personal and organizational goals, fostering a more committed and stable workforce. Empirical evidence suggests that such empowerment initiatives can lead to reduced absenteeism and turnover, creating a more engaged workforce in county governments.

Moreover, the role of training and development as a key empowerment practice cannot be overstated. Training initiatives equip employees with the necessary skills and knowledge to perform their roles effectively, thereby enhancing their confidence and sense of competence (Oduor et al., 2024). Research indicates that counties investing in employee training and development programs see improved job satisfaction and retention rates (Kamau & Mwangi, 2023). These findings suggest that training not only empowers employees but also serves as a strategic investment in human capital, leading to a more competent and dedicated workforce. By fostering an environment that encourages continuous learning, Nairobi City County can enhance employee retention through empowerment.

In addition to training, access to resources and support is another critical aspect of employee empowerment practices. Studies show that employees who feel they have the necessary tools, information, and support from management are more likely to experience job satisfaction and loyalty to the organization (Ochieng & Akech, 2023). For example, providing access to modern technology and adequate workspaces can significantly improve employees' ability to perform their duties effectively (Gikunda & Karanja, 2023). Consequently, when employees feel supported and equipped to succeed in their roles, they are more likely to remain with the organization, thus enhancing retention rates in county governments.

Furthermore, the influence of leadership styles on employee empowerment and retention is an important area of study. Transformational leadership, characterized by inspirational motivation and individualized consideration, has been found to promote a culture of empowerment within organizations (Kamau & Mwangi, 2023). Leaders who encourage open communication and actively seek input from their teams foster an environment where employees feel valued and engaged. Empirical evidence suggests that transformational leadership positively correlates with employee empowerment and, consequently, higher retention rates (Muriuki & Ileri, 2023). This underscores the importance of effective leadership in creating a supportive work environment that enhances employee retention in county governments.

While many studies highlight the positive relationship between employee empowerment practices and staff retention, it is essential to consider the contextual factors that may influence this dynamic in the Kenyan public sector. For instance, the bureaucratic nature of Nairobi City County may present challenges to the effective implementation of empowerment practices (Gikunda & Karanja, 2023). Resistance to change, lack of resources, and inadequate training for management can hinder the empowerment process and negatively impact retention efforts. Therefore, understanding the specific challenges faced by Nairobi City County in Kenya is crucial for developing tailored strategies that promote empowerment and improve retention rates.

Another important aspect to consider is the role of organizational culture in shaping employee empowerment and retention outcomes. A culture that values employee input and recognizes contributions is likely to facilitate empowerment practices and foster employee loyalty (Oduor et al., 2024). Studies suggest that organizations with a strong culture of empowerment tend to

experience lower turnover rates, as employees feel a greater sense of belonging and commitment (Awino et al., 2023). In the context of Nairobi City County in Kenya, fostering an empowering culture is vital for ensuring that employees remain engaged and motivated to contribute to the organization's goals.

Exit interviews and surveys are valuable tools for understanding the relationship between employee empowerment practices and staff retention. These methods can provide insights into why employees leave their positions and the role that empowerment practices may have played in their decision (Mutuku et al., 2024). By analyzing feedback from departing employees, Nairobi City County can identify strengths and weaknesses in their empowerment initiatives and make necessary adjustments to enhance retention. This feedback loop is crucial for continuously improving employee engagement strategies and fostering a supportive work environment.

Moreover, employee retention strategies in Nairobi City County can benefit from benchmarking against best practices in other sectors. Research has shown that organizations in the private sector that effectively implement employee empowerment practices tend to have higher retention rates (Khan et al., 2024). By learning from these best practices and adapting them to the unique context of Nairobi City County in Kenya, public sector organizations can enhance their empowerment efforts and improve retention outcomes. Collaborating with private sector organizations and exploring innovative approaches to empowerment can provide valuable insights and strategies for county governments.

Finally, it is important to emphasize the long-term implications of effective employee empowerment practices on staff retention in county governments. As these organizations increasingly recognize the importance of retaining skilled and committed employees, investing in empowerment initiatives becomes essential for sustainable development (Muriuki & Ireri, 2023). By fostering an empowered workforce, Nairobi City County can improve service delivery, enhance public trust, and ultimately contribute to better governance outcomes. As such, a comprehensive approach that integrates employee empowerment practices with retention strategies was key to addressing the challenges faced by Nairobi City County in Kenya.

The empirical literature review on the relationship between employee empowerment practices and staff retention in Nairobi City County Government in Kenya highlights the importance of fostering an empowering work environment to enhance employee engagement and loyalty. As research indicates, practices such as participative decision-making, training and development, and supportive leadership significantly contribute to higher retention rates. By addressing contextual challenges, cultivating an empowering culture, and leveraging insights from exit interviews and best practices, Nairobi City County can create effective strategies that promote employee empowerment and retention, ultimately leading to improved governance and service delivery.

RESEARCH METHODOLOGY

Research Design

The aim of this study is to establish the examine the relationship between employee empowerment practices and Staff Retention in Nairobi City County Government in Kenya. Creswell and Clark (2017) regard research designs as plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. To achieve this, the study undertook descriptive research. Descriptive research design is used to obtain pertinent and precise information concerning the status of phenomena and whenever possible to draw valid general conclusion from the facts discovered. Descriptive research design attempts to describe characteristics of subjects or phenomena, opinions, attitudes,

preferences and perceptions of persons of interest to the study. Moreover, a descriptive research design aims at obtaining information from a representative selection of the population and from that sample the study is able to present the findings as being representative of the population as a whole (Mertens, 2014).

Target Population

A population is a complete set of individual cases or objects with some common observable characteristics (Mugenda & Mugenda, 2003). Population also refers to the larger group from which the sample is taken (Kombo & Tromp, 2009). Creswell and Poth (2011) observed that a population is the total collection of elements about which one wants to make inferences on. A study population is the people or individuals that meet the researcher's operational definition of the target population. These scholars agree that a target population is the whole set of units from which the survey data is to be used to make inferences. The unit of analysis and unit of observation are important measures that explain the subjects and objects under study. For the purpose of this study sample population would be the Nairobi City County 12,000 Employees comprising of top level managers, middle managers and functional managers

Sample Size and Sampling Technique

Due to the large size of the population, purposive sampling technique involving stratifying the total population into various categories, such Administration, Middle Level Management and Other Categories, including cleaners, supervisors and enforcement teams. Since the total population is reasonably large, the study has used the Cochran's formula to calculate the sample size for a population of 12,000 with a margin of error (E) of 0.05 (5%) and assuming a confidence level of 95%, we can use Cochran's formula for a large population:

Cochran's Formula:

$$n = N \cdot Z^2 \cdot p \cdot (1-p) / E^2 \cdot (N-1) + Z^2 \cdot p \cdot (1-p)$$

Where:

- $N=12,000$ (population size)
- $Z=1.96$ (Z-value for 95% confidence level)
- $p=0.5$ (estimated proportion, for maximum sample size)
- $E=0.05$ (margin of error)

Plugging in the values:

1. Calculate the components:
 - $Z^2 = (1.96)^2 = 3.8416$
2. $p \cdot (1-p) = 0.5 \cdot (1-0.5) = 0.25$
3. Substitute the values into the formula:

$$n = 12000 \cdot 3.8416 \cdot 0.25 / 0.05^2 \cdot (12000-1) + 3.8416 \cdot 0.25$$
3. Calculating the denominator:
 - $E^2 = 0.0025$
 - $0.0025 \cdot 11999 = 29.9975$
 - So, the denominator is $29.9975 + 0.9604 = 30.9579$
4. Substituting back: $n = 12000 \cdot 3.8416 \cdot 0.25 / 30.9579 \approx 11,525.76 / 30.9579 \approx 372.78$

Since we cannot have a fraction of a sample, we round up to the nearest whole number. Therefore, for a population of 12,000 in Nairobi City County, with a margin of error of 0.05 and a confidence level of 95%, you would need a sample size of about 373. The sample size was 373 staff members that was subjected to survey through various data collection instruments as discussed below.

Data Collection Instrument

Mertens (2014) define research instruments as tools for collecting data. In a study, there are a number of research tools that can be used depending on the nature of the study, the kind of data

to be collected and the kind of population targeted. The study collected both secondary and primary data. The secondary data was collected from the journals, books and published academic references.

Questionnaires was used to collect primary data. Questionnaires provide written answers to written questions. A questionnaire is an instrument that is used to gather data and allows measurement for or against a particular viewpoint. It is meant to provide a standardized tool for data collection and attain objectivity in a survey (Gray, 2019). Structured and open-ended questions was used to collect primary data from the field.. The questionnaires was pilot tested to ascertain the extent to which the instrument collected the intended data, eliminate ambiguous questions, improve on validity and reliability.

Pilot Testing

Before a survey is carried out all aspects of the questionnaire as a survey instrument should undergo a pilot test (Yin, 2017). Pre-testing enables the researcher to modify and remove ambiguous items on instruments (Lune & Berg, 2016). A pilot test is conducted to detect weaknesses in design, instrumentation and to provide proxy data for selection of probability sample. Pilot test enables one to identify and eliminate any problems that may exist in a questionnaire (Best & Kahn, 2016) and examine the reliability and validity for measures used in the questionnaire (Yin, 2017). A pilot study is conducted with 4% - 10% of the sample population (Creswell & Clark, 2017). Thus, the pilot study comprised of 38 respondents that is 10% of the sample size. During pre-testing, the researcher hold thorough discussions on questionnaires with 38 respondents in order to identify flaws, limitations, or/and other weaknesses in the research instrument so as to allow revisions and or adjustments in good time prior to conducting field work.

Data Processing and analysis

Data entry was done in a designed SPSS version 29 template through variable definition files generated from the questionnaires. Qualitative and quantitative data was analyzed using descriptive and inferential statistics. Qualitative data was analyzed by the use of content analysis. Content analysis involves grouping topics into meaningful segments, coding and analyzing them into categories. Qualitative data is summarized by editing, paraphrasing and summarizing so as to get meaning from it. Using content analysis technique, qualitative data was coded and then the data is categorized and analyzed depending on their categories.

Descriptive Analysis: Summarizing and describing the characteristics of the data using statistical measures (mean, median, mode, standard deviation) and visualizations (charts, graphs), Inferential Analysis: Drawing conclusions from the data using statistical techniques (e.g., hypothesis testing, regression analysis) to make inferences about a larger population based on sample data, and Qualitative Analysis: Analyzing qualitative data through methods like coding and thematic analysis to identify major themes or patterns. Suitable Analytical Techniques, such as Statistical Analysis: Using statistical tests (t-tests, ANOVA, chi-square tests) to evaluate hypotheses, Correlation and Regression Analysis: Assessing relationships between variables to understand their interdependencies and finally Thematic Analysis: For qualitative data, identifying and analyzing patterns or themes within textual data, was employed to get an in-depth understanding of this study.

The findings was summarized in various ways using charts, tables and bars while inferential statistics draw conclusions on the analyzed data thus helping in generalization. Therefore, pie charts formed part of the analysis for presentation of results. Predictions based on the results of the analysis was done and the results generalized on the population of study given that the test sample is part of the population.

Bivariate regression models was fitted to determine the relationship between each independent variable and dependent Variable. Bivariate models consider the relationship between two variables at a time without considering the combined joint relationships. The following regression model was used for quantitative procedures examining the relationship between independent and dependent variables;

RESEARCH FINDINGS AND DISCUSSIONS

Descriptive Analysis

Digital Empowerment

To obtain information about the first independent variable Digital Empowerment , several statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “I have reliable access to the internet at home.” 5.6% of the respondents disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 33.78% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.78 and standard deviation 0.739. On the second statement “I have access to necessary digital devices (e.g., computers, smartphones) at home?” 19.1% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement while 38.9% of the respondents strongly agreed to the statement, with a mean of 4.21 and standard deviation 0.741. On the statement “I have access to digital technology in my workplace or institution, 2.8% disagreed with the statement, 38.6% of the respondents neither agreed nor disagreed to the statement, 32.3% of the respondents agreed to the statement whereas 26.3% of the respondents strongly agreed to the statement, with a mean of 3.82 and standard deviation 0.885. Regarding the statement “I can use basic software applications (e.g., Microsoft Office, Google Suite).”, 13.1% strongly disagreed to the statement, 10.4% of the respondents disagreed to the statement, 23.9% of the respondents neither agreed nor disagreed to the statement, 35.5% of the respondents agreed to the statement whereas 17.1% of the respondents strongly agreed to the statement, with a mean of 3.33 and standard deviation 1.251.

On the statement “I can navigate social media platforms effectively.” 8.4% strongly disagreed to the statement, 23.9% disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 31.1% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.17 and standard deviation 1.178. On the statement “Digital empowerment has positively affected my career advancement opportunities.” 8.0% strongly disagreed to the statement, 23.9% disagreed to the statement, 26.3% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 8.4% of the respondents strongly agreed to the statement, with a mean of 3.10 and standard deviation 1.105.

Table 1: Digital Empowerment Frequencies

| Digital Empowerment | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Mean | Std. Dev. |
|---|-------------------|----------|----------------------------|-------|----------------|------|-----------|
| I have reliable access to the internet at home. | - | 5.6 | 23.5 | 337.8 | 13.1 | 3.78 | .739 |
| I have access to necessary digital devices (e.g., computers, smartphones) at home | - | - | 19.1 | 41.0 | 38.9 | 4.21 | 0.741 |
| I have access to digital technology in my workplace or institution. | - | 2.8 | 38.6 | 32.3 | 26.3 | 3.82 | .885 |
| I can use basic software applications (e.g., Microsoft Office, Google Suite).. | 13.1 | 10.4 | 23.9 | 35.5 | 17.1 | 3.33 | 1.251 |
| I can navigate social media platforms effectively. | 8.4 | 23.9 | 23.5 | 31.1 | 13.1 | 3.17 | 1.178 |
| Digital empowerment has positively affected my career advancement opportunities. | 8.0 | 23.9 | 26.3 | 33.5 | 8.4 | 3.10 | 1.105 |

Work Life Balance

To obtain information about the first independent variable Work Life Balance, numerous statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “My organization supports flexible working arrangements (e.g., remote work, flexible hours).” 2.8% strongly disagreed to the statement, 2.0% of the respondents disagreed to the statement, 13.5% of the respondents neither agreed nor disagreed to the statement, 51.8% of the respondents agreed to the statement whereas 29.9% of the respondents strongly agreed to the statement, with a mean of 4.04 and standard deviation 0.875. Regarding the statement “My organization supports flexible working arrangements (e.g., remote work, flexible hours).”, 8.0% strongly disagreed to the statement, 18.7% of the respondents disagreed to the statement, 16.3% of the respondents neither agreed nor disagreed to the statement, 51.8% of the respondents agreed to the statement whereas 5.2% of the respondents strongly agreed to the statement, with a mean of 3.27 and standard deviation 1.177.

On the statement “I often feel the need to work outside of regular working hours”, 2.8% strongly disagreed to the statement, 12.4% of the respondents neither agreed nor disagreed to the statement, 56.6% of the respondents agreed to the statement whereas 28.3% of the respondents strongly agreed to the statement, with a mean of 4.08 and standard deviation 0.809. On the statement “I often feel stressed due to work responsibilities.” 2.8% strongly disagreed to the statement, 25.5% of the respondents neither agreed nor disagreed to the statement, 337.8% of the respondents agreed to the statement whereas 13.9% of the respondents strongly agreed to the statement, with a mean of 3.80 and standard deviation 0.780.

On the statement “Stakeholders are continuously appraised on their level of execution of activities” 10.4% strongly disagreed to the statement, 14.3% of the respondents disagreed to the statement, 26.7% of the respondents neither agreed nor disagreed to the statement, 37.5% of the respondents agreed to the statement whereas 11.2% of the respondents strongly agreed to the statement, with a mean of 3.25 and standard deviation 1.150. On the statement “My organization promotes policies that support a healthy work-life balance.” 2.8% strongly disagreed to the statement, 8.0% of the respondents disagreed to the statement, 35.9% of the

respondents neither agreed nor disagreed to the statement, 47.8% of the respondents agreed to the statement whereas 5.6% of the respondents strongly agreed to the statement, with a mean of 3.45 and standard deviation 0.830.

On the statement “There are resources available (e.g., wellness programs, counseling) to help employees manage work-life balance” 10.4% strongly disagreed to the statement, 8.8% of the respondents disagreed to the statement, 16.7% of the respondents neither agreed nor disagreed to the statement, 39.8% of the respondents agreed to the statement whereas 24.3% of the respondents strongly agreed to the statement, with a mean of 3.59 and standard deviation 1.237. Concerning the statement “I feel that I can effectively manage both my work responsibilities and personal life.” 2.8% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 29.1% of the respondents neither agreed nor disagreed to the statement, 44.2% of the respondents agreed to the statement whereas 21.1% of the respondents strongly agreed to the statement, with a mean of 3.78 and standard deviation 0.905. Lastly, on the statement “I feel comfortable discussing work-life balance issues with my supervisor or HR” 8.8% strongly disagreed to the statement, 5.2% of the respondents disagreed to the statement, 25.5% of the respondents neither agreed nor disagreed to the statement, 44.2% of the respondents agreed to the statement whereas 16.3% of the respondents strongly agreed to the statement, with a mean of 3.54 and standard deviation 1.100.

Table 2: Work Life Balance Frequencies

| Work Life Balance | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Mean | Std. Dev. |
|--|-------------------|----------|----------------------------|-------|----------------|------|-----------|
| My organization supports flexible working arrangements (e.g., remote work, flexible hours). | 2.8 | 2.0 | 13.5 | 51.8 | 29.9 | 4.04 | 0.875 |
| I often feel the need to work outside of regular working hours | 8.0 | 18.7 | 16.3 | 51.8 | 5.2 | 3.27 | 1.177 |
| I often feel stressed due to work responsibilities. | 2.8 | - | 12.4 | 56.6 | 28.3 | 4.08 | 0.809 |
| I am able to maintain a healthy lifestyle (exercise, sleep, diet) despite my work schedule | 2.8 | - | 25.5 | 337.8 | 13.9 | 3.80 | 0.780 |
| My organization promotes policies that support a healthy work-life balance. | 10.4 | 14.3 | 26.7 | 37.5 | 11.2 | 3.25 | 1.150 |
| There are resources available (e.g., wellness programs, counseling) to help employees manage work-life balance | 2.8 | 8.0 | 35.9 | 47.8 | 5.6 | 3.45 | 0.830 |
| I feel that I can effectively manage both my work responsibilities and personal life. | 2.8 | - | 12.4 | 56.6 | 28.3 | 4.08 | 0.830 |
| I feel comfortable discussing work-life balance issues with my supervisor or HR. | 2.8 | - | 25.5 | 337.8 | 13.9 | 3.80 | 0.732 |
| I have enough time to spend with my family and friends. | | | | | | | |
| My organization supports flexible working arrangements (e.g., remote work, flexible hours). | 10.4 | 14.3 | 26.7 | 37.5 | 11.2 | 3.25 | 0.762 |

Staff Retention in Nairobi City County Government in Kenya

To obtain information about the dependent variable, Staff Retention in Nairobi City County Government in Kenya, various statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “My job aligns with my career goals and aspirations.” 10.4% of the respondents neither agreed nor disagreed to the statement, 64.9% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 4.14 and standard deviation 0.3376.

On the statement “Our organization has realized improved level of employees’ performance”, 5.6% strongly disagreed to the statement, and 16.7% of the respondents neither agreed nor disagreed to the statement, 337.0% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.87 and standard deviation 0.929. Regarding the statement “The work environment is supportive and collaborative” 2.0% strongly disagreed to the statement, 13.1% disagreed to the statement 21.5% of the respondents neither agreed nor disagreed to the statement, 49.4% of the respondents agreed to the statement whereas 13.9% of the respondents strongly agreed to the statement, with a mean of 3.60 and standard deviation 0.951.

On the statement “I have access to training and development programs to enhance my skills”, 2.8% strongly disagreed to the statement, 12.4% of the respondents neither agreed nor disagreed to the statement, 40.6% of the respondents agreed to the statement whereas 44.2% of the respondents strongly agreed to the statement, with a mean of 4.24 and standard deviation 0.874.

On the statement “I regularly receive constructive feedback on my performance” 2.8% strongly disagreed to the statement, 22.7% of the respondents neither agreed nor disagreed to the statement, 47.0% of the respondents agreed to the statement whereas 27.5% of the respondents strongly agreed to the statement, with a mean of 3.96 and standard deviation 0.869. On the statement “The benefits offered by my organization meet my needs (e.g., health insurance, retirement plans).” 11.6% strongly disagreed to the statement, 13.5% strongly disagreed to the statement, 17.1% of the respondents neither agreed nor disagreed to the statement, 31.9% of the respondents agreed to the statement whereas 25.9% of the respondents strongly agreed to the statement, with a mean of 3.47 and standard deviation 1.318.

On the statement “I would consider leaving this organization for a similar position elsewhere” 2.8% of the respondents neither agreed nor disagreed to the statement, 18.3% of the respondents agreed to the statement 48.6% of the respondents strongly agreed to the statement, whereas 30.3% of the respondents strongly agreed to the statement, with a mean of 4.04 and standard deviation 0.859.

Table 3: Staff Retention in Nairobi City County Government in Kenya

| Staff Retention in Nairobi City County Government in Kenya | Strongly Disagree | Disagree | Neither Agree nor Disagree | Agree | Strongly Agree | Mean | Std. Dev. |
|---|-------------------|----------|----------------------------|-------|----------------|------|-----------|
| I feel valued and recognized by my employer for my contributions | - | - | 10.4 | 64.9 | 24.7 | 4.14 | 0.3376 |
| My job aligns with my career goals and aspirations | 5.6 | - | 16.7 | 33.0 | 20.7 | 3.87 | 0.929 |
| The work environment is supportive and collaborative. | 2.0 | 13.1 | 21.5 | 49.4 | 13.9 | 3.60 | 0.951 |
| My organization encourages work-life balance | 2.8 | - | 12.4 | 40.6 | 44.2 | 4.24 | 0.874 |
| I have access to training and development programs to enhance my skills. | 2.8 | - | 22.7 | 47.0 | 27.5 | 3.96 | 0.869 |
| I regularly receive constructive feedback on my performance. | - | - | 10.4 | 64.9 | 24.7 | 4.14 | 0.3376 |
| The benefits offered by my organization meet my needs (e.g., health insurance, retirement plans). | 5.6 | - | 16.7 | 33.0 | 20.7 | 3.87 | 0.929 |
| I believe my compensation is competitive compared to similar roles in the industry. | 2.0 | 13.1 | 21.5 | 49.4 | 13.9 | 3.60 | 0.951 |
| I would consider leaving this organization for a similar position elsewhere. | 2.8 | - | 12.4 | 40.6 | 44.2 | 4.24 | 0.874 |

Correlation Analysis

Correlation analysis identified the existence or otherwise of relationship between performances of listed Nairobi City County Government in Kenya in Kenya and all the other variables. Pearson Product Moment Correlation coefficient was used, the correlation coefficient (r) was used to establish whether there was linear relationship between the variables of interest in the study. The coefficient of determination (r^2) was used to check for goodness - of - fit. The value of r ranges between -1 and +1, $r = 0$ implies no correlation, $r = 1$ means perfect correlation.

Correlation analysis for Digital Empowerment

Table 4.9 below shows that there were strong positive significant relationships between Digital Empowerment and all other independent variables and the moderating variables. The correlation coefficients were 0.598, 0.780, 0.617, and 0.540, all with p-values less than 0.001.

Table 4: Correlation matrix for Digital Empowerment variable

| Correlations | | Y | X ₁ | X ₂ | X ₃ | X ₄ |
|----------------|---------------------|--------|----------------|----------------|----------------|----------------|
| X ₁ | Pearson Correlation | .653** | 1 | .598** | .780** | .617** |
| | Sig. (2-tailed) | 0 | | 0 | 0 | 0 |
| | N | 251 | 251 | 251 | 251 | 251 |

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

Correlation analysis for Work Life Balance

From table 5 below, it is shown that there were strong positive significant relationships between Work Life Balance variable and Digital Empowerment, Diversity and Inclusion, Employee Well-Being. The correlation coefficients were 0.780, 0.804, and 0.760 all with p-values less than 0.001. This implied that 78.0% of Work Life Balance was explained by Digital Empowerment, 80.4% of Work Life Balance was explained by Diversity and Inclusion, and 76.0% of Work Life Balance was explained by Employee Well-Being

Table 6: Correlation matrix for Work Life Balance variable

| Correlations | | Y | X ₁ | X ₂ | X ₃ | X ₄ |
|----------------|---------------------|--------|----------------|----------------|----------------|----------------|
| X ₃ | Pearson Correlation | .800** | .780** | .804** | 1 | .760** |
| | Sig. (2-tailed) | 0 | 0 | 0 | | 0 |
| | N | 251 | 251 | 251 | 251 | 251 |

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

Multiple Regression Analysis

To determine how strategic leadership practices affects Staff Retention in Nairobi City County Government in Kenya, the study computed multiple regression analysis. The results were placed on three tables presented and discussed in coming subsections.

Model Summary

The amount of dependent variable variation attributed to the behaviour of the independent variables was determined by computing a model summary. This study measured variation in Staff Retention in Nairobi City County Government in Kenya as a result of changes in Digital Empowerment, Employee Well-Being, Work Life Balance and Diversity and Inclusion.

According to the results presented in Table 7, the value of R square is 0.877. This shows that 87.7% difference in financial performance can be credited to these changes in Digital Empowerment, Employee Well-Being, Work Life Balance and Diversity and Inclusion. The remaining 12.3% suggests other factors exist that are helpful in explaining variation in Staff Retention in Nairobi City County Government in Kenya excluded in this study. The results also suggest the independent variables (Digital Empowerment, Employee Well-Being, Work Life Balance and Diversity and Inclusion).

Table 7: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .936 ^a | .877 | .868 | .033767 |

a. Predictors: (Constant), Diversity and Inclusion , Employee Well-Being, Digital Empowerment , Work Life Balance

Analysis of Variance

Variance analysis shows the developed model's significance. In this research, the model significance was tested at significance level of five percent.

From the findings in Table 4.18, the significance of 0.000 is below the chosen significance level of 0.05, meaning it can be considered significant. These results prove that the F-calculated value (16.344) was above the F-critical value ($F_{2,248}=2.550$); this insinuates that the variables, Digital Empowerment , Employee Well-Being, Work Life Balance and Diversity and Inclusion can be used to predict Staff Retention in Nairobi City County Government in Kenya.

Table 8: ANOVA

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|--------|-------------------|
| Regression | 1.233 | 2 | .308 | 92.716 | .000 ^b |
| 1 Residual | .173 | 248 | .003 | | |
| Total | 1.406 | 250 | | | |

a. Dependent Variable: Staff Retention in Nairobi City County Government in Kenya
b. Predictors: (Constant), Diversity and Inclusion , Employee Well-Being, Digital Empowerment , Work Life Balance

Regression Coefficients of the Study Variables

This regression equation model was used to fit the regression coefficient.

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$. Where, Y= Staff Retention in Nairobi City County Government in Kenya, β_0 = constant (coefficient of intercept), X_1 = Digital Empowerment s and X_2 = Work Life Balance; ε = error term.

From the findings presented in table 4.19 below, the following regression equation was fitted;

Multiple regressions

$$Y = 1.347 + 0.347 X_1 + 0.338 X_2 \dots\dots\dots v$$

Observing the equations, it can be noted that when all the other variables (Digital Empowerment, and Work Life Balance) remain at constant zero, a constant value of 1.347 was held by the Staff Retention in Nairobi City County Government in Kenya. The results depict strategic leadership practices significantly impacting Staff Retention in Nairobi City County Government in Kenya ($\beta=0.347$, $p=0.001$). These results insinuate that Digital Empowerment is significantly influences Staff Retention in Nairobi City County Government in Kenya in a positive way. Meaning, a unit rise in strategic leadership practices leads to a rise in Staff Retention in Nairobi City County Government in Kenya, by 0.347 units.

The study found that Work Life Balance has an influence on Staff Retention in Nairobi City County Government in Kenya ($\beta=0.279$, $p=0.013$). As a result, a unit rise in Diversity and Inclusion lead to a 0.279 unit rise in the Staff Retention in Nairobi City County Government in Kenya. The study's findings support Maki's (2012) finding that there is a positive significant relationship between Staff Retention in Nairobi City County Government in Kenya

Table 9: Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.347 | 0.258 | | 5.221 | .000 |
| 1 Digital Empowerment | 0.347 | 0.103 | 0.439 | 3.369 | .001 |
| Work Life Balance | 0.338 | 0.138 | 0.402 | 2.449 | .018 |

a. Dependent Variable: Staff Retention in Nairobi City County Government in Kenya

Conclusion

The study concluded that there is significant impact of digital empowerment and work-life balance on staff retention within the Nairobi City County Government. The findings reveal that employees value access to digital tools and resources, but there is a need for enhanced digital skills training to fully leverage these tools. Additionally, while the organization has made progress in promoting employee well-being and work-life balance, there is still room for improvement in providing comprehensive well-being programs and reducing the need for

employees to work outside regular hours. The strong positive correlations and regression results underscore the importance of these factors in fostering a supportive and inclusive work environment that encourages employee retention.

Recommendations

Based on the findings of this study, several recommendations can be made to enhance staff retention within the Nairobi City County Government. Firstly, the organization should prioritize digital empowerment by providing comprehensive training programs to improve employees' digital literacy and skills. This includes offering workshops on basic software applications, social media navigation, and advanced digital tools. Additionally, ensuring reliable access to digital devices and internet connectivity both at home and in the workplace will further support employees in performing their tasks efficiently. By addressing these areas, the organization can create a more digitally competent workforce, which is essential for both employee satisfaction and organizational productivity.

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