



## Effect of Employee Retention Strategies on Employee Job Satisfaction in Kenya Forest

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### Abstract

The source of employee satisfaction is their perception that their performance is recognized as satisfactory. Therefore, an employee whose job is considered satisfactory after a performance evaluation will be very satisfied if it is accompanied by positive outcomes such as salary and advancement, job security, and praise. These favorable outcomes are part of the employee retention strategies organizations use to reduce turnover. However, many employees are not yet satisfied with their jobs. Most switch from one company or organization to another for a better job, which has led to a reduced performance of employing organizations. For this reason, the researcher sought to determine the effect of employee retention strategies on employee job satisfaction at the Kenya Forest Service. The specific focus was to determine the effects of training, the physical environment, supervisory support, and recognition on employee job satisfaction. This study employed a descriptive research design. The target population was 144 staff members. A sample of 94 respondents was calculated using Taro Yamane's method (1967) and selected using stratified random sampling. A questionnaire was used to collect data from the respondents. The model summary results indicate that training, physical environment, supervisory support, and recognition explain seventy-nine percent of employee job satisfaction at the Kenya Forest. The findings also indicated that training, physical environment, supervisory support, and recognition had a positive and significant effect on employee job satisfaction. Based on the findings, the study concluded that the physical environment, recognition, supervisory support, and training are the most important strategies that affect employee job satisfaction, in that order. The study therefore recommends that, to promote learning, tutoring should be conducted intensively. Off-job learning should also be adopted fully for all the departments by Kenya Forest. This study also recommends that the Kenya Forest Service should provide comfortable office furniture to all departments, improve the lighting in the working environments from the current state, and provide adequate working equipment to the employees. In addition, this study recommends that the Kenyan forest should provide adequate resources necessary at the workstations. The Kenya Forest should also listen to the various concerns of the employees and act appropriately and in a timely manner. Moreover, the study recommends that Kenya Forest should make it a practice to provide bonuses and any other recognition tokens as an effort to appreciate employee performance. Kenya Forest should also incorporate in its calendar an Employee Appreciation Day where the best performers are rewarded annually. This study recommends that the human resources department responsible for the employment of persons ensure that employees are provided with adequate working conditions, including social and physical conditions.

**Keywords:** *Employee retention strategies, training, physical environment, supervisory support, recognition and employee job satisfaction*



## 1.0 Introduction

Job satisfaction is defined by Bekal and Warriar (2016) as a feeling of fulfillment experienced by someone whose performance has been recognized by being assessed in accordance with what is expected of them. The individual develops a favorable attitude toward his work as a result of this sensation. Employee happiness stems from their belief that their work is acknowledged as satisfactory (Goddard & Melville, 2021). Job happiness is also influenced by how well the job provides the things that people desire. As a result, an employee whose job is rated satisfactory after a performance review will be overjoyed if it leads to positive outcomes, such as pay hikes, job security, and acclaim (Kenduiywa, 2017). Employee job satisfaction is a metric that assesses how satisfied an employee is with his or her work. It refers to the amount of joy or satisfaction obtained from one's work. Overall happiness is influenced by job satisfaction. This is a reaction to labor driven by emotion (Lee, 2017).

Employee satisfaction is strongly associated with working conditions, work safety, training, and further education, according to the survey results (Shonubi et al., 2017). Similarly, a study by Ratemo et al. (2021) examined the factors influencing job satisfaction among public- and private-sector workers in India. The study linked job satisfaction to several variables, including job incentives, management style, job prestige, job prospects, job content and interest, availability of other opportunities, and job difficulty. A study by Malik et al. (2017) in the pharmaceutical sector in Bangladesh identified salary, work efficiency, additional supervision, and relationships with coworkers as the most important factors contributing to job satisfaction. In Canada, a study by Lee (2017) found that training, feedback, promotions, and occupational health were important for retaining employees and also increased job satisfaction. Lee (2017) furthermore stressed the importance of providing employees with organizational support and monetary and non-monetary benefits to improve their performance, as these benefits enhance job satisfaction.

As a result of globalization, Africa has adopted human resource management approaches. This can be seen in many countries. In Kenya, Obiero (2021) examined the factors influencing employee satisfaction in higher education and found that economic factors did not affect it. However, employees were generally satisfied with their working conditions. According to Chepkemo et al. (2020), to boost employee happiness in Kenya's hospitality industry, hotel management should provide training and development opportunities to enhance employees' job skills. Periodic evaluation of working conditions and other terms of service, particularly the advertising system, in light of industry trends, in order to improve competitiveness.

The Kenya Forest Service (KFS) is a government agency with a board of directors, established in 2007. This formation was created through the passage of the Forestry Law in 2005 and inherits the former Forestry Service. A director heads it, the Chief Executive Officer (C.E.O.), with 3 senior Deputy Directors as principal assistants. At the regional level, there are 10 conservancies, each with a Forest Conservancy Committee. Four members from that committee is from the community forest management of conservancies. Their mandate is to conserve, reclaim, and expand land coverage with vegetation, both indigenous and exotic. Their mandate covers a huge chunk of development in Kenya, with an estimated annual return of 7 billion to the Kenyan economy. Therewith, it is an industry that is verily needed in the country, from construction and sedentary works, to the provision of basic needs.



### **1.1 Statement of the Problem**

Dissatisfaction with jobs offered to employees has been revealed by increased employee turnover. According to Chepkemoi (2018), the Kenta Forest Service recorded 21% employee turnover in 2017, which was associated with employee dissatisfaction. Employee job satisfaction is achieved, according to Kamau and Omondi (2020), through stress management programs, assurances of job security, and opportunities for employee credit. According to Creswell and Garrett (2018), it is not self-evident that more committed employees will remain with an organization.

According to Locke (1976), Theory of Affect, job satisfaction is defined by the gap between what one desires in a job and what one has. This theory suggests that dissatisfaction arises when a person gets less than he wants, and vice versa. Ali and Ahmed (2017) concluded in a study in Pakistan that, due to changing employee needs, there will be corresponding changes in motivation and job satisfaction. Bekal and Warriar (2016) asserted that individuals have inexhaustible needs and that money provides the means to fulfill them and achieve job satisfaction. These two studies did not discuss recognition, supervision support, the physical working environment, and training, leaving a gap that this study addresses.

The researcher found no studies that focused solely on the relationship between staff retention tactics and job satisfaction, nor any that addressed concerns about training, supervision, recognition, and a pleasant physical work environment. The current study examined the relationship between staff retention methods and job satisfaction.

### **1.2 Research Objectives**

#### **1.2.1 General Objective**

To determine the effect of employee retention strategies on employee job satisfaction at Kenya Forest Service

#### **1.2.2 Specific Objectives**

- i. To determine the effect of training on employee job satisfaction at the Kenya Forest Services.
- ii. To find out the effect of physical environment on employee job satisfaction at Kenya Forest Service.
- iii. To establish the effect of supervisory support on employee job satisfaction at Kenya Forest Services.
- iv. To assess the effect of recognition on employee job satisfaction at Kenya Forest Services.

### **2.0 Literature Review**

#### **2.1 Theoretical Review**

##### **2.1.1 Herzberg's motivation-hygiene theory (1997)**

In his theory, Herzberg identified two groups of factors: hygiene factors and satisfaction factors or motivators, defining motivators as inherent to work and hygiene factors as external factors (Creswell & Garrett, 2018). The major distinction between motivators and hygiene factors, according to Herzberg, is that the former entail psychological growth while the latter require the avoidance of physical and psychological discomfort (Goddard & Melville, 2021). Hygiene factors include salary, workplace safety, working conditions (workplace, lighting, and any tools needed for job performance), and company policies and culture (Chepkemo et al., 2020). Herzberg asserts that while the hygiene factor does not motivate employees, their absence can



create dissatisfaction, but an increase in the hygiene factor does not necessarily increase satisfaction. (Kamau & Omondi, 2020) On the other hand, motivating people to achieve their best at work, increasing job satisfaction, and motivating employees are more a function of motivation and satisfaction. Increasing employee accountability and autonomy, acknowledging their accomplishments, and offering opportunities for advancement (Smith & Shields, 2019).

This theory is important for supporting supervision, an enabling physical work environment, recognition, and training because it helps employees feel valued and valued by the organization, leading to higher levels of job satisfaction and retention by increasing employee autonomy and responsibilities. recognizing their accomplishments and giving opportunities for advancement

### **2.1.2. Social learning theory (1940)**

The social learning hypothesis claims that new behaviors can be learned by watching and imitating others (Bekal & Warriar, 2016). Surrogate reinforcement is a method of learning that involves watching rewards and punishments in addition to observing behavior. BF Skinner created this hypothesis in the 1940s (Akers & Jennings, 2017). This philosophy emphasizes the necessity of monitoring others' actions, attitudes, and emotional responses. This suggests that humans gain knowledge by watching others. People can observe others' behavior and form ideas about what might happen if they act in certain ways (Chelagat, 2020).

This idea is significant for research because it encourages the use of learning methods that allow students or employees to apply what they have learned in class to their daily work tasks. As a result, this hypothesis helps determine the effect of training on employee satisfaction.

### **2.1.3. Expectancy Theory (1964)**

Vroom developed Vroom's Expectancy Theory, one of the incentive theories, in 1964. This theory presents three major concepts: first, valence, which explains how factors like innovation, remuneration, and low staff turnover affect employee performance. Second, incentives based on the potential to improve customer pleasure, job satisfaction, and productivity explain employees' expected tenure (Kegeza & Nzulwa, 2018). The third alternative is to pay employees based on production, creativity, and employee productivity, which result from job satisfaction. Most academics link employee retention to the use of Vroom's predicted duration theory's motivating variables. Although the idea is not directly related to employee retention, it does provide a theoretical framework for numerous variables such as job satisfaction and salary (Shonubi et al, 2017).

Vroom's expectation theory applies because it describes factors such as education, job satisfaction, career advancement, and salary as motivators that boost employee performance. This research looks at how this method affects staff retention and job satisfaction.

## **2.2 Empirical Review**

### **2.2.1 The effect of training on employee job satisfaction**

In Malaysia, Kanapathipillai and Azam (2020) investigated the impact of employee training programs on telecommunications firm performance and employee happiness. This research employs quantitative methodologies to arrive at empirical, rational conclusions that address the research questions. In the study, education was found to be statistically significant and positively associated with job satisfaction. According to the premise, telecommunications business training programs have a significant relationship with job satisfaction. This study was conducted in Malaysia, revealing a contextual gap.



The effect of training and development on employee satisfaction was the focus of Osewe and Gindicha (2021). An explanatory cross-sectional design was adopted in this investigation. Employee happiness was favorably connected with training and further education, according to the findings. Furthermore, employee satisfaction was positively associated with training need, training relevance, job-related training, and the number of training sessions. Studies show that further training and education can increase employee satisfaction. This study adopted a cross-sectional study design, which revealed methodological omissions. This study adopted a descriptive research design.

### **2.2.2. The effect of recognition on employee job satisfaction**

Akafo and Boateng (2017) investigated the influence of remuneration and recognition on job satisfaction and motivation. This is a descriptive study. The many components of motivation and job satisfaction are substantially associated, according to statistical analysis, and salary and recognition have a large impact on employee motivation. The study's implications for managers and politicians in the context of HR practice are discussed. This study only focuses on one factor that affects job satisfaction, namely remuneration and recognition, which reveals a conceptual gap. This study focuses on the impact of training, recognition, supervisory assistance, and the physical work environment on employee job satisfaction.

Muriuki (2018) studied the link between employee recognition and performance at Kenya's Kenya School of Management, Baringo campus. Ex post facto research is used in this work. The results showed that recognition was highly correlated with employee performance at the KSG Baringo campus. This study adopted an ex post facto study, which has methodological omissions. This study used a descriptive research design.

### **2.2.3. The effect of supervisory support on employee job satisfaction**

Qureshi and Hamid (2017) studied the impact of management support on job satisfaction in Malaysia and the moderating role of equality beliefs. A desktop research design was used in this study. Employee engagement, dedication, organizational civic behavior, and information sharing have been empirically shown to be major predictors of various organizational outcomes. This study adopted desktop research, thereby demonstrating methodological omissions. This study used a descriptive research design.

Alkhateri et al. (2018) examined the roles of job satisfaction and affective organizational involvement in the impact of perceived supportive supervision on employee turnover intentions. A descriptive research design was used in this study. PSS strongly predicts job satisfaction, which in turn considerably predicts AOC, and AOC significantly predicts employee turnover intention, according to the survey findings. JS and other AOC significantly predict employee turnover intention. The proposed model explains 40.6% of the variation in employee intentions. Job satisfaction is used as an intermediary variable, which indicates a conceptual gap. This study used job satisfaction as the dependent variable.

### **2.2.4. The effect of physical work environment on employee job satisfaction**

Taheri et al. (2020) studied the impact of the work environment on job satisfaction in Bangladesh. This research used a cross-sectional approach. According to the data, the work environment has a significant impact on job satisfaction. Without better facilities, the business would be unable to function properly, and the working environment would become a major concern for personnel. The research was carried out in Bangladesh, which presents a contextual gap. The current research was carried out in Kenya.



Agbozo et al. (2017) looked at the impact of the work environment on job satisfaction in Ghana's banking sector. This is a research endeavor that is both descriptive and investigative. As a research tool, the questionnaire was deployed. The majority of bank employees are content with their work environment, particularly their physical surroundings, according to the poll results. The report says the workplace environment influences employee happiness. The study was conducted in Ghana, demonstrating disparities in the setting. The current study was conducted in Kenya.

### 3.0 Methodology

This study employed a descriptive research design. The target population was 144 staff members. A sample of 94 respondents was selected using Taro Yamane's (1967) method and stratified random sampling. A questionnaire was used to collect data from the respondents. The study used a quantitative method and presented descriptions in analytical terms. Multiple regression and correlation were used to determine the significance of the relationship between independent factors and the dependent variable.

### 4.0 Results and Discussion

#### 4.1 Descriptive Analysis

The section presents the descriptive statistics of the study. It covers the analysis of the effects of training, physical environment, supervisory support, and recognition on employee job satisfaction at the Kenya Forest Service. The Likert scale ratings used were as follows: 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5=Strongly Agree. Findings are presented in the form of mean and standard deviation.

##### 4.1.1 Training

The results are presented in Table 1.

**Table 1: Training**

Statement	Mean	Standard Deviation
Employees are well-inducted	4.33	0.59
Employees are happy about the simulation in the organization	3.96	0.93
Instruction-based tutoring promotes learning in the organization	3.94	1.00
Staff members of the organization receive on-the-job training	4.33	0.59
Employees receive off-the-job training often	3.96	1.15
Employee satisfaction is greatly improved by training	4.30	0.67
<b>Overall mean</b>	<b>4.14</b>	

The results presented in Table 1 presented an overall mean of 4.14. This indicates that respondents agreed that training had a positive influence on employee job satisfaction at Kenya Forest. Regarding the statement that employees are well inducted, the mean response was 4.33 and the standard deviation was 0.59. The statements about employees' happiness with simulation in the organization had a mean of 3.96 and a standard deviation of 0.93. Instruction-based tutoring promotes learning in the organization, attracting a mean of 3.94 and a standard deviation of 1.00. Staff members of the organization who received on-the-job training scored a mean of 4.33 and a standard deviation of 0.59. Employees who received off-job training often



scored a mean of 3.96 and a standard deviation of 1.15. Employee satisfaction is greatly improved by training, attracting a mean of 4.30 and a standard deviation of 0.67. These findings agreed with Kanapathipillai and Azam's (2020) assertion that training was significant and substantially connected with job satisfaction in the study.

#### 4.1.2 Physical Work Environment

The results are presented in Table 2.

**Table 2: Physical work environment**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
Office furniture is comfortable enough to enable employees perform their tasks	3.62	0.92
There are minimal noise levels in the workplace	4.16	0.67
The Organization has good lighting	4.08	1.07
Office space, ventilation, and arrangement are good enough for employees	4.15	0.66
Heat control in the office is so good for employees	3.92	0.62
Working equipment is always available	3.54	1.08
<b>Overall Mean</b>	<b>3.91</b>	

From the results presented in Table 2, with a mean of 3.91, the majority of respondents agreed that the physical work environment positively influenced employee job satisfaction. The statement that Office furniture is comfortable enough to enable employees perform their tasks attracted a mean of 3.62 and a standard deviation of 0.92. The minimum noise levels in the workplace were scored at a mean of 4.16 and a standard deviation of 0.67. The Organization has good lighting, attracting a mean of 4.08 and a standard deviation of 1.07. Office space, ventilation, and arrangement are good enough for employees, attracting a mean of 4.15 and a standard deviation of 0.66, while heat control in the office is so good that employees scored a mean of 3.92 and a standard deviation of 0.62. Finally, working equipment is always available scored a mean of 3.54 and a standard deviation of 1.08. The findings corroborated Chandrasekar's (2019) results that the work environment plays an important role in increasing employee productivity

#### 4.1.3 Supervisory Support

The results are presented in Table 3.

**Table 3: Supervisory Support**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
Management offers a demonstration to employees on what is required	3.73	1.05
The management implements employees' welfare programs	3.91	1.06
Supervisors offer resources necessary for workstations	3.91	1.12
Supervisors listen to employees' concerns	3.87	1.24
The organization offers assistance to employees	3.82	1.08
Supervisor advises and assist in overwhelming duties	3.94	1.00
<b>Overall Mean</b>	<b>3.89</b>	



The results in Table 3 indicate that the majority of respondents (mean = 3.89) agreed that supervisory support positively influences employee job satisfaction. Regarding the statement that management offers employees a demonstration of what is required, the mean was 3.73, and the standard deviation was 1.05. The statement that management implements employee welfare programs received a mean of 3.91 and a standard deviation of 1.06. Supervisors' resources necessary for workstations scored 3.91, with a standard deviation of 1.12. A statement that supervisors listen to employees' concerns, 3.87, and a standard deviation of 1.24. The organization offers assistance to employees who have a score of 3.82 and a standard deviation of 1.08. Regarding a statement that the supervisor advises and assists with overwhelming duties, the mean response was 3.94, and the standard deviation was 1.00. The findings were consistent with the work of Chelagat (2020), who noted that support from the organization or company will certainly affect them psychologically at work, because psychological conditions are usually positive, employees will be better able to provide the best skills to support company performance

#### 4.1.4 Recognition

The results are presented in Table 4.

**Table 4: Recognition**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
Workers receive both verbal and written praise for good performance	3.80	0.99
Management recognizes employee work anniversary	3.89	1.12
Employees receive bonuses for good performance	3.96	1.10
The management recognizes the employees' appreciation day	4.00	1.11
Management appreciates employees on their birthdays	3.92	1.07
<b>Overall Mean</b>	<b>3.91</b>	

From the results presented in Table 4, the respondents agreed with a mean of 3.91 that recognition has a positive influence on employee job satisfaction. Regarding the statement that workers receive both verbal and written praise for good performance, the mean was 3.80, and the standard deviation was 0.99. Management recognizes employee work anniversary scores a mean of 3.89 and a standard deviation of 1.12. The statement that employees receive bonuses for good performance attracted a mean of 3.96 and a standard deviation of 1.10. The management recognizes employees' appreciation day scored a mean of 4.00 and a standard deviation of 1.11, and the statement that management appreciates employees on their birthdays scored a mean of 3.92 and a standard deviation of 1.07. The findings supported Lewis's (2018) assertion that praise and recognition are powerful motivators of employee behavior in organizations, as they are considered the most important rewards.

#### 4.1.5 Employee Job Satisfaction

The results are presented in Table 5.

**Table 5: Employee job satisfaction**

Statement	Mean	Standard Deviation
Employees enjoy their job	3.77	1.18
Employees feel contented with their job	3.57	0.81
Employees reach a point of achievement in their careers	3.53	1.07
Employees own their work	3.85	0.99
There is a low rate of employee turnover in the organization	3.72	1.07
Employees are loyal to the organization	4.20	0.85
<b>Overall Mean</b>	<b>3.77</b>	

According to Table 5, employees were generally satisfied with Kenya Forest (mean = 3.77). Regarding the statement that employees enjoy their jobs, the mean response was 3.77, and the standard deviation was 1.18. Employees feel contented with their job attracted a mean of 3.57 and a standard deviation of 0.81. For the statement 'employees reach a point of achievement in their career,' the mean response was 3.53 and the standard deviation was 1.07. Employees' own work attracted a mean of 3.85 and a standard deviation of 0.99. Regarding the statement, the organization has a low employee turnover rate. The mean score was 3.72, with a standard deviation of 1.07, while loyal employees had a mean score of 4.20 and a standard deviation of 0.85. Chepkemo et al. (2020) observed that job satisfaction is an employee's level of contentment with their job.

#### 4.2 Correlation Analysis

In this research, Pearson's correlation (r) was used to examine the association between the study variables; Table 6 presents the correlation results.

**Table 6: Pearson correlation results**

		Employment job satisfaction	Training	Physical work environment	Supervisory support	Recognition
Employment job satisfaction	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Training	Pearson Correlation	.643**	1.000			
	Sig. (2-tailed)	0.000				
Physical environment	Pearson Correlation	.727**	.513**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Supervisory support	Pearson Correlation	.748**	.540**	.528**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Recognition	Pearson Correlation	.719**	.425**	.529**	.614**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

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



Table 6 reveals a significant positive association between training and employment job satisfaction among Kenya Forest staff ( $r = .643, p = 0.000 < 0.05$ ). The computed p-value of  $0.000 < 0.05$  indicates that the association between training and employment job satisfaction is statistically significant and moves in one direction. As Kenya Forest personnel's training improves, their job satisfaction increases.

Correlation results also revealed a significant positive association between the physical environment and employee job satisfaction ( $r = .727, p = 0.000 < 0.05$ ). The computed p-value of  $0.000 < 0.05$ , which means that the association between physical environment and employee job satisfaction is statistically significant. The results imply that the physical environment and employee job satisfaction move in the same direction. As the physical working environment improves, so does the employee's job satisfaction.

The results indicated a significant positive association between supervisory support and employee job satisfaction ( $r = .748, p = 0.000 < 0.05$ ). The computed p-value of  $0.000 < 0.05$  indicates that the association between supervisory support and employee job satisfaction is statistically significant. The results imply that supervisory support and employee job satisfaction move in the same direction. As supervisory support improves, employee job satisfaction also improves.

Person Correlation results also showed that recognition has a significant positive relationship with employee job satisfaction ( $r = .719, p = 0.000 < 0.05$ ). The computed p-value of  $0.000 < 0.05$  indicates that the association between recognition and employee job satisfaction is statistically significant. As staff recognition increases, employee job satisfaction also increases.

### 4.3 Regression Analysis

This study conducted a regression analysis to determine the relationship between the dependent and independent variables. Table 7 shows the model summary results.

**Table 7: Model Summary**

R	R Square	Adjusted R-Square	Std. Error of the Estimate
.886a	0.785	0.774	0.24948

a Predictors: (Constant), Recognition, Training, Physical environment, Supervisory support

The results presented in Table 7 show that the four independent variables, such as training, physical environment, supervisory support, and recognition, have a strong relationship with the dependent variable, which is the employee's job satisfaction. Combined, the four independent variables explain 78.5% of the total variation in the dependent variable. 78.5% of the total variation in employee job satisfaction at Kenya Forest is explained by the four independent variables of the study.

**Table 8: ANOVA**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	16.841	4	4.21	67.644	.000b
Residual	4.606	74	0.062		
Total	21.447	78			

a Dependent Variable: Employment job satisfaction

b Predictors: (Constant), Recognition, Training, Physical environment, Supervisory support

From Table 8 above, the F statistic is 67.644 and the P-value is 0.000. Since the calculated P value (0.000) is less than the critical P value (0.05), the model is significant and can be used to predict the dependent variable in the study.

**Table 9: Regression coefficients**

	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
(Constant)	0.14	0.225	Beta	0.624	0.535
Training	0.166	0.057	0.198	2.934	0.004
Physical work environment	0.269	0.059	0.317	4.549	0.000
Supervisory support	0.262	0.066	0.300	3.975	0.000
Recognition	0.264	0.067	0.283	3.936	0.000

From the regression coefficient results presented in Table 9, all four independent variables have a positive and significant relationship with the dependent variable. Training had ( $\beta_1=0.166$ ,  $P=0.004$ ), Physical work environment had ( $\beta_1=0.269$ ,  $P=0.000$ ), Supervisory support had ( $\beta_1=0.262$ ,  $P=0.000$ ) and Recognition had ( $\beta_1=0.264$ ,  $P=0.000$ ).

According to these findings, an increase in training is associated with a 166-unit increase in employee job satisfaction. Employee job satisfaction will increase by 269 units for every unit improvement in the physical environment. Employee job satisfaction rises by 262 units for each additional unit of supervisory assistance. Employee job satisfaction rises by 264 units for each additional unit of recognition.

### 5.0 Conclusion

After conducting the correlation and regression analyses, the training, physical environment, supervisory support, and recognition were found to have positive, significant relationships with employee job satisfaction. Therefore, these strategies are the most important factors affecting employee job satisfaction. Based on the study's results, the four retention strategies identified have a positive impact on employee job satisfaction; Kenya Forest should invest in them. Employee job satisfaction positively affects employee performance and, in general, the performance of the Kenya Forest.

### 6.0 Recommendations

The study recommended that, to promote learning, tutoring should be conducted intensively. Off-job learning should also be fully adopted across all departments at Kenya Forest. This study also recommended that Kenya Forest should provide comfortable office furniture to all departments, improve lighting in working environments to the current state, and provide adequate working equipment to employees. In addition, this study recommended that the Kenyan forest should provide the necessary resources at the workstations. The Kenya Forest should also listen to employees' various concerns and act on them appropriately and promptly. Moreover, the study recommended that Kenya Forest should make it a practice to provide bonuses and other recognition tokens to appreciate employee performance. Kenya Forest should also include an Employee Appreciation Day in its calendar to reward the best performers annually. This study recommended that the human resources department, which is responsible



for the employment of persons, ensure that employees are provided with adequate working conditions, including social and physical conditions.

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