



TRAINING AND DEVELOPMENT POLICY AND EMPLOYEE TURNOVER IN GITHUNGURI DAIRY FARMERS COOPERATIVE SOCIETY LIMITED, KIAMBU COUNTY, KENYA

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Abstract: Human resource is considered as the backbone of all organizations in the service industries and in the manufacturing/production industries. Therefore, training and development policy is an essential aspect in social organizations as they guide development, motivation and commitment. However, due to globalization, scarcity of skilled labor and economic development, most organizations including the corporative societies have been having challenges in retaining their employees. More specifically, Githunguri dairy farmers' cooperative society limited has generally experienced an increase in employees' turnover in the last five years. Therefore, this study sought to investigate the effect of training and development policy on employee turnover in Kenya dairy cooperative societies. The study used a descriptive research design. The target population was the total 380 staffs in finance/accounting, human resource, milk collection, sales and marketing, processing and distribution departments in Githunguri Dairy Farmers Cooperative Society Limited. Stratified random sampling was used to select 194 employees as sample size from the target population. Moreover, semi-structured questionnaires were utilized to obtain primary data. Both qualitative as well as quantitative data was generated by the research instrument. Thematic analysis was conducted to analyze qualitative data and the results were displayed in prose form. Inferential and descriptive statistics were used in the analysis of quantitative data with the help of SPSS version 22. Descriptive statistics comprised of percentages, frequency distribution, standard deviation and mean. In addition, the association between study variables was determined using both regression and also correlation analysis. Graphs and tables were employed to display the results. The findings indicated that training and development policy has an inverse and significant effect on employee turnover in dairy cooperative societies in Kenya. The study recommends that the management of dairy cooperative societies in Kenya should start offering scholarships to their employees so as to increase their skills and competence.

Key Words: Training and development policy, Employee turnover, Career Growth

Introduction

Recently, turnover of skillful employees has become a great concern to most managers and administrative business world, as a result of cost incurred during replacement of lost productivity (Yang, 2014). Even though the turnover may be beneficial when serving, renewing and revitalizing an exhausted organization and resulting to reduction in operation cost and more costly staffs are replaced with less costly staffs, there is a consensus that high turnover levels are expensive for most organizations (Wall & Stephenson, 2014; Redman & Wilkinson, 2009).

According to Cheng and Qi (2015), financial turnover cost comprises of direct financial cost (advertisement as well as training cost and replacement cost, which is temporary such as hiring of services) and indirect financial cost (cost of orientation and education, decrease in productivity of new staffs, and termination cost of staff or employees). Non-financial turnovers costs that are non-financial include: human loss, socialization and intellectual capital. Thus, reduction of employees' turnover by

ensuring effective retention through training and development policy of human resource is a very fundamental aspect of an organization with competent employees (Rahman & Nas, 2013).

In the United States, Mugeru (2014) indicate that training and development policy and integration of HRM practices with organizational culture and resource endowment lead to a decrease in staffs turnover and an improvement in staff retention. In addition, Nagaraju and Vali (2018) indicate that training and career advancement influences employee turnover. Mbanjwa (2017) indicate that HRM' efficiency and effectiveness in the organizations in Nigeria is reliant on the training and development policies. In Tanzania, Ldama and Bazza (2015) indicate that training and development policy influence employee turnover significantly. In Kenya, Kariuki and Ochiri (2017) indicate that human resource policies in dairy firms cover training as well as development policy, which influence employee retention positively.

An organization's workers skills need can be addressed through training and development. This is usually attained when the information is desirable, applicable and useful (Ying & Franz, 2013). According to the suggestion by Ldama and Bazza (2015), the main factors which lead to employees' retention are development of skills and career development. Organizations need to take into consideration the payment intention of their investment towards training and development so that they can successfully retain workers. Strategies of retention are composed of training and education (Koster, Grip & Fouarge, 2011). Training enhances employees' urge to continue working in the organization for a long time. The most significant part of organization policy should be professional training and the formation of career programs.

Statement of the Problem

HR is considered as the support of all organizations in service industries and in the manufacturing/production industries. According to Brewster and Hegewisch (2017), people are crucial assets that offer competitive benefits and ensure an organization attains its goals. Therefore, management of people and staff within an organization performs a major task in staffs' satisfaction, which in turn influences the performance of employees in terms of productivity. As such, HR policies such as training and development policy are an essential feature in all organizations as they guide employee satisfaction, development, motivation and commitment. However, due to globalization, lack of skilled labor and economic development, most organizations including the cooperative societies have been having challenges in retaining their employees (Yamamoto, 2011).

The dairy sector has, over the years, been playing an important role in transforming lives of Kenya citizens, starting from small-scale farmers to milk hawkers. Currently, the dairy industry accounts for fourteen percent of agricultural Gross Domestic Production and a range of 6 to 8 percent of GDP country wide. Moreover, the industry creates an approximate one million employment opportunities (Kenya Dairy Board, 2016). Increase in demand of milk product countrywide has led to increase in labor requirements in dairy firms and their cooperative societies. However, the dairy sector has been experiencing high employee turnover in the recent past. Specifically, Githunguri dairy farmers' cooperative society limited has generally experienced an increase in employee turnover in the last five years. In the year 2013, the organization had an employee turnover of 12.90%, which increased to 18.01% in 2014, remained stagnant in 2015, decreased to 11.6% in 2016, but increased again to 18.35% in 2017 (Fresha, 2017). Basically, employee retention depends on their satisfaction with career development opportunities and training and development policy.

Several studies have been done on training and development policy and employee turnover. However, these studies have been restricted to particular institutions and therefore there is no need for generalization of their findings to other organizations. For instance, Mapelu and Jumah (2013) researched on impact of training and development on the turnover of employees in medium size hotels

within Kisumu City. However, this study was limited to the hotel industry and hence its findings cannot be generalized to the dairy sector in Kenya. In addition, Mbijjiwe and Venkataiah (2013) researched on the impact of training and development of employee performance in the ministry of education. However, the study was limited to the public sector and hence its findings cannot be generalized to the private sector in Kenya. Therefore, this study sought to examine effect of training and development policy on employee turnover in dairy cooperative societies in Kenya.

Literature Review

Theoretical Review

Theodore Schultz developed human capital theory in the 1960s. The theory indicates that human capital constitutes of skill and knowledge and the ultimate product of growth of an organization (Coff & Raffiee, 2015). This concept implies that in investment, people can be invested through training and enhancing their education. He further conducted a comparison between knowledge acquisition and production skills and concluded that training and education led to increase in productivity of employees, which consequently leads to positive return rate.

With regards to this theory, training as a form of investment leads to a rise in productivity. Becker (1975) who is a key proponent on the theory of human capital distinguishes between general and specific training. Specific training refers to competence attainment which is hardly transferable to another firm thus, increases the productivity of employees within the firm (Becker, 1992). Staffs are therefore capable of regaining the costs and receiving benefits, nevertheless quit the risk. Hence, the employee and the employer are supposed to make payment of training so as to create a mutual commitment that will minimize the intent of turnover (Coff & Raffiee, 2015). On the other hand, general training generates qualifications that have the same value to organizations unlike firm training. Consequently, the employees can be poached easily by other employees (Teodoro and Switzer, 2016).

This study used human capital theory to explain the effect of training and development policy on employee turnover. Concept of human capital involves investing on employees in an organization via training as well as development, which also facilitates development of an organization. The theory tends to give comparison between acquisition of skills and knowledge as means of production. Additionally, the theory indicates that organizations can reduce their employee turnover through provision of training and development activities to employees.

Empirical Review

In the United States, Nelissen, Forrier and Verbruggen (2017) conducted a research on employee training and development and voluntary turnover. The research examined impact of training and development activities in enhancing employability and increase of employees' risk turnover. The study used a two-wave longitudinal data from selected 588 employees and found that formal and informal training negatively affected the turnover of employees. Having been conducted in United States, the findings are not applicable to Kenya because of disparity in business environment, economic environment and also legal frameworks.

In Turkey, Rahman and Nas (2013) researched on the effect of employee training and development on the intension of turnover. A sample of selected 329 employees from sixteen public universities was used during the research analysis. The research findings revealed that the turnover of employees was determined by training and development. Nonetheless, this research focused on institutions in Turkey, an advanced country therefore, findings are not generalizable to firms in developing country like Kenya.

Similarly, Ying and Franz (2013) researched on effect of employees training on their turnover intention in the county of China. Correlation analysis was used during the research and it revealed the

existing correlation between fulfilling the employees' satisfaction and their turnover intention was mediated through satisfaction of job, effective commitment and perceivable movement of capital. Fulfilling the expectation of employees in terms of specific skills and factors of operation reduces the intention of employees' turnover. On the other hand, fulfilling the employees' expectation in terms of improving the general skills resulted to increase in turnover intention. Nonetheless, this study was performed in China and therefore the results cannot be used in Kenya because China has different labor policies compared to Kenya.

In Nigeria, Ldama and Bazza (2015) researched on effect of training and development on employees' retention in commercial banks which were selected and located in the state of Adamawa. The research used data collected from selected one hundred and ninety seven employees who were working in Yola South, Yola North, Mubi North and Numan. The research findings established that training and development resulted to employees' retention at commercial banks with a significant level of 5 percent. Hence, training as well as development motivates employees working at commercial banks in Nigeria. Nonetheless, this study was carried out in Nigerian commercial banks therefore results are not usable in Kenyan dairy sector firms.

Mapelu and Jumah (2013) researched on impact of training and development on the turnover of employees in medium size hotels within Kisumu City. The researcher utilized survey research approach and study population of selected 350 employees working in 24 medium size hotels within Kisumu city. The finding revealed that training and development of employee significantly influenced the turnover of employees. Training was found to enhance the employees' commitment and productivity in the selected medium size hotels in the City of Kisumu. Despite the fact that training plays an important role in this process, more strategies and practices need to be developed so as to enhance commitment of staffs in medium size hotels in Kisumu city. Nonetheless, the study was limited to medium sized hotels within the City of Kisumu and hence its findings are not applicable in the dairy sector due to varied organizational structures as well as organizational culture.

In the ministry of education in Kenya, Mbijjiwe and Venkataiah (2013) researched on the impact of training on employee performance within the public Service. Using a descriptive research design, the study found that department in manual training was found to be different from what was actually implemented and these factors were advantageous to some employees.. However, this research was performed in public sector hence the results cannot be utilized in private sector.

Conceptual Framework

Creswell (2014) indicates that a conceptual framework is a diagrammatic representation of interlinked ideas, concepts and principles that collectively give a broad understanding of certain phenomenon. The independent variable in this study was training and development policy and the dependent variable was employee turnover in dairy cooperative societies in Kenya.

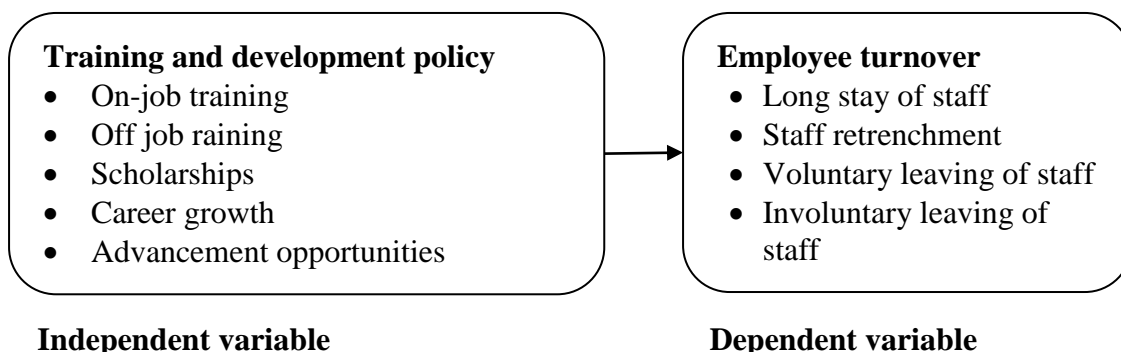


Figure 1: Conceptual Framework

Research Methodology

Descriptive research approach was used in this study. The target population was all the 380 staff working in finance/accounting, human resource, milk collection, sales and marketing, processing and distribution departments in Githunguri Dairy Farmers Cooperative Society Limited. This study utilized Slovin's Formula to establish sample size. This formula was chosen since it considers the population size. According to Becker (1992), the key requirement in determining study's sample size is that it must consider the population size.

$$n = \frac{N}{1 + NE^2}$$

Whereby: n= no of samples; N= study population; E=error margin (0.05)

$$n = \frac{380}{1 + (380 * 0.05^2)}$$

$$n = 194$$

Table 1: Sample Size

Departments	Study population	Sample Size	Percent
Finance/Accounting	12	6	3.16
Human resource	14	7	3.68
Milk Collection	80	41	21.05
Sales and marketing	76	39	20.00
Processing	101	52	26.58
Distribution	97	50	25.53
Total	380	194	100.00

Sample size was selected by the use of stratified random sampling from target population. In this study, strata consisted of six departments in Githunguri Dairy Farmers Cooperative Society Limited, which include finance/accounting, human resource, milk collection, sales and marketing, processing and distribution. The benefits of stratified random sampling include: it results to minimization of selected sample bias and prevents overrepresentation or underrepresentation. The researcher utilized primary data, which was collected by use of semi structured questionnaires. A pilot study was conducted in Brookside Dairy limited with 19 individuals (10 percent of the sample size) to assess the validity and reliability of research tool. Face validity was enhanced through pre testing. This study improved its content validity by seeking guidance from the supervisor who is a professional in the field of study. The pilot test results implied that all the variables (dependent variable and independent variables) had Cronbach's reliability alpha of more than 0.7, which means that they were within the acceptable range.

The research instrument was adopted generated quantitative as well as qualitative data. Moreover, content analysis was conducted on qualitative data obtained from open ended questions and the findings were displayed in a prose form. Inferential and descriptive statistics were utilized to analyse quantitative data obtained from closed ended questionnaires with the help of SPSS version 22. Descriptive statistics include frequency distribution, percentage, mean as well as standard deviation. Additionally, correlation and regression analysis were used to examine existing association between variables. The results were presented using graphs and tables.

This study focused on one independent variable and hence the regression model was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby; Y =Employee turnover; B_0 = Constant; β_1 = Coefficients of determination; and X_2 = Training and development policy

Research Findings and Discussions

The study's sample size was 194, comprising of employees in finance/accounting, human resource, milk collection, sales and marketing, processing and distribution departments in Githunguri Dairy Farmers Cooperative Society Limited. The researcher disseminated 194 questionnaires. A total of 174 individuals successfully completed and returned their questionnaires out of 194 that were distributed. This resulted in an 89.69 percent response rate. According to Fincham (2010), 60% response rate or higher is appropriate for purposes of analysis which means 89.69% response rate was sufficient for analysis, conclusion, and also reporting. As a result, the study's response rate 89.69 percent was within acceptable limits for making recommendations and drawing conclusions.

Training and Development Policy

The objective of the study was to assess how training and development policy affects employee turnover in Githunguri Dairy Farmers Cooperative Society Limited, Kiambu County, Kenya. Training and development policy was measured in terms of on-job training, off job training, scholarships, career growth and advancement opportunities.

Training and Development Policy in the Organization

The respondents were required to point out whether there was training and development policy in their organization. According to the results, 70.7% of the participants indicated that there was training and development policy in their organization while 29.3% indicated that there was no training and development policy. This implies that most of the staffs working in Githunguri Dairy Farmers Cooperative Society Limited were aware of training and development policy in the organization.

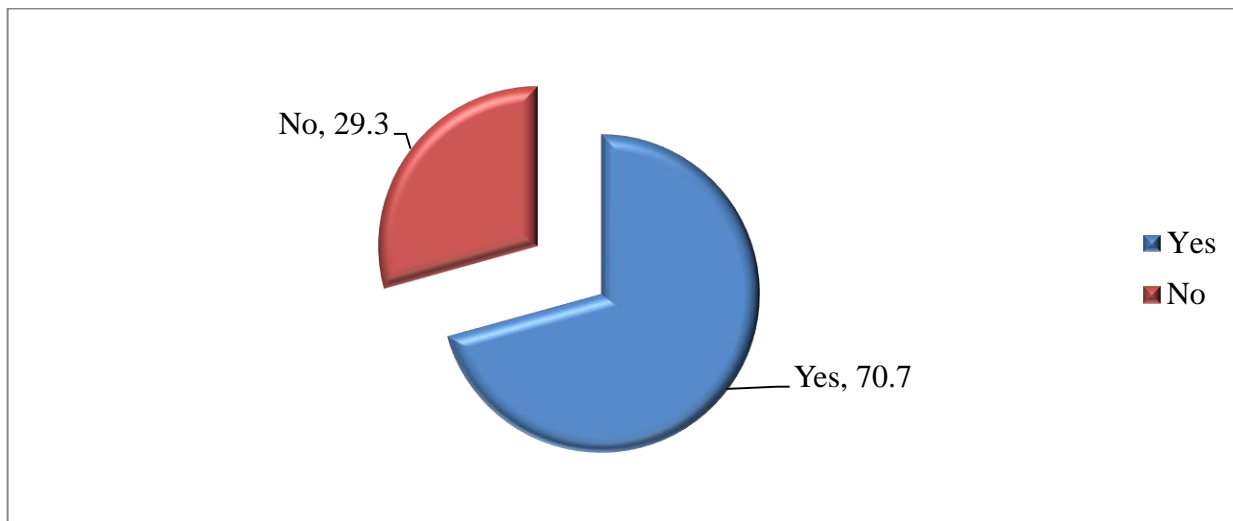


Figure 2: Training and Development Policy in the Organization

Training and Development Policy impact on Employee Turnover

The respondents were asked to specify the degree to which training and development policy influence employee turnover in their organization. From the results, 55.2% of the respondents indicated that training and development policy influences employee turnover in their organization to great extent,

17.2% pointed out to moderate extent, 12.1% specified to a little extent, 10.3% pointed out to very large extent and 5.2% pointed out to no extent at all. Results imply that training and development policy influences employee turnover in their organization to great extent. These results conform to Nelissen, Forrier and Verbruggen (2017) discoveries that formal and informal training affect the turnover of employees greatly.

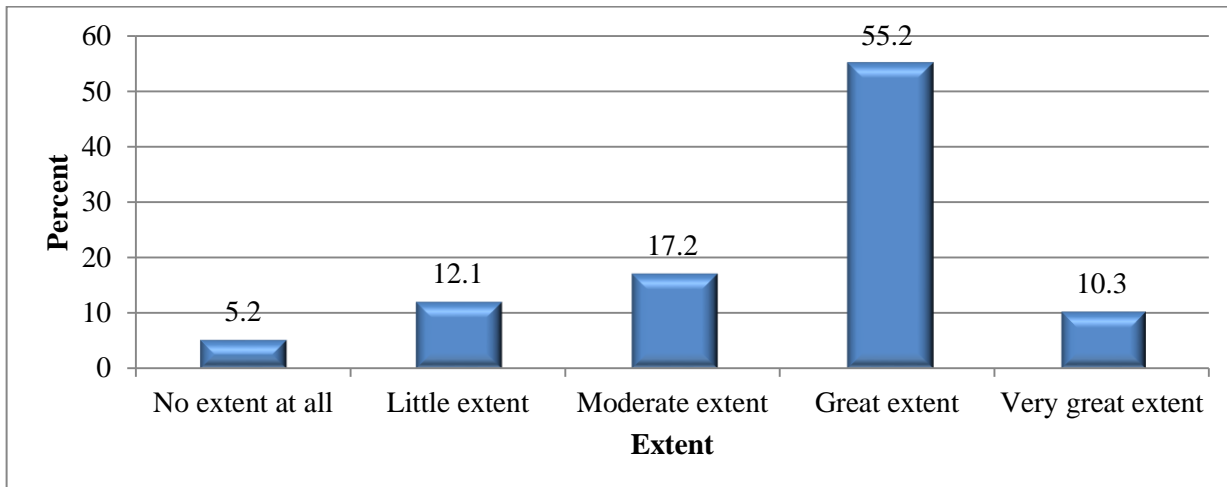


Figure 3: Training and Development Policy Influence on Employee Turnover

Aspects of Training and Development Policy

The respondents were requested to point out the degree in which they agreed with diverse statements on training and development policy. The respondents agreed that training policy shows the frequency of training in the organization (mean=3.862, SD=1.044). Further, they agreed that their organization adheres to the training policy (mean= 3.810, SD=0.957). Additionally, the respondents agreed that there is a policy on employee training in their organization (mean=3.689, SD=1.006). The respondents moderately agreed that their organization gives on-job training (mean=3.465, SD=1.120). However, the respondents disagreed that their organization offers fully paid scholarships to employees who are willing to further their education (mean=2.448, SD=1.237). Moreover, participants agreed that the organization offers off-job training (mean=3.826, SD=0.720). In addition, the respondents agreed that the organization provides job rotation, mentoring programs and career strategy groups (mean=3.957, SD=0.553). Further, respondents agreed that employees are promoted to higher job positions as a result of training (mean=3.891, SD=0.564). These findings are inline to Koster, Grip and Fouarge (2011) findings that training and education are essential strategies of successful employees' retention.

Table 2: Aspects of Training and Development Policy

	Mean	Std. Deviation
There is policy on employee training in our organization	3.689	1.006
Our organization adheres to the training policy	3.810	0.957
The training policy shows the frequency of training in the organization	3.862	1.044
Our organization offers fully paid scholarships to employees who are willing to further their education	2.448	1.237
Our organization gives on-job training	3.465	1.120
Our organization offers off-job training	3.826	0.720
Our organization provides job rotation, mentoring programs and career strategy groups.	3.957	0.553
The employees are promoted to higher job positions as a result of training	3.891	0.564
Aggregate score	3.455	1.073

Effect of Training and Development Policy on Employee Turnover

The respondents were asked to indicate the effect of training and development policy on employee turnover in their organization. The respondents pointed that training enhances employees' urge to carry on working for a long time. In addition, Employees can expand their knowledge base and improve their job abilities through training to become more effective in the workplace and hence leads to employees' retention. The respondents indicated that on-job training allows employees to familiarize with working environment thus reducing employee turnover. Moreover, the findings conform to Koster, Grip and Fouarge (2011) argument that involvement in general training participation does not result to quitting of employees as predicted by the theory of human capital. In addition, they indicated that training through coaching and mentoring result to improvement in employees' performance and reduces employee turnover. Mapelu and Jumah (2013) argued that training enhances the employees' commitment and productivity.

Further, the respondents revealed that mentoring programs as well as on job training enable organizational staff to acquire knowledge and skills, familiarize with their area of work thus resulting to improvement in their productivity and efficiency. Mentoring programs create culture that values learning and development among staff and it improves relationships between staff thus reducing employee turnover.

Employee Turnover

The dependent variable was employee turnover. The measures of employee turnover were long stay of staff, voluntary leaving of staff and involuntary leaving of staff and staff retrenchment. The respondents agreed that staff redundancy occurs every year in the organization (mean =3.706, SD=1.020). In addition, participants agreed that most of the staff leave the organization involuntarily (mean=3.586, SD=1.148). The participants were neutral that staff retrenchment occurs every year (mean=3.448, SD=1.194). The participants were also neutral that the employers motivate staff to continue working longer in the organization (mean=2.793, SD=0.945). Nonetheless, respondents disagreed that some employees leave the organization voluntarily (mean=2.482, SD=1.252).

Table 3: Aspects of Employee Turnover

	Mean	Std. Deviation
My employer motivates staff to work longer in the organization	2.793	.945
Staff retrenchment occurs every year	3.448	1.1949
Some employee leave the organization voluntarily	2.482	1.252
Most of the staff leave the organization involuntarily	3.586	1.148
Staff redundancy occurs every year in the organization	3.706	1.020
Aggregate score	3.203	1.112

The respondents revealed that in the past five years, the number of workers in the organization has been increasing. The total number of staff increased from 525 employees in 2015 to 571 in 2017, 647 in 2017, 733 in 2018 and 818 in 2019. This implies that the number of staffs at the beginning of each year was lower than at the end of every year. Moreover, the findings revealed that in the year 2015, 99 staff left voluntarily or involuntarily, 64 staff left voluntarily or involuntarily in 2016, 103 staff left voluntarily or involuntarily in 2017, 10 staff left voluntarily or involuntarily in 2018, and 55 staff left voluntarily or involuntarily in 2019. This implies that for the last five years, employees have been leaving Githunguri Dairy Farmers Cooperative Society Limited.

Table 4: Measures of Employee Turnover

	2015	2016	2017	2018	2019
No. Staff Beginning of the year	525	571	647	733	818
No. staff end of the year	569	640	722	813	869
No. staff who left the organization involuntarily	49	37	68	19	24
No. staff who left the organization voluntarily	50	27	35	21	31
No. staff who left voluntarily or involuntarily	99	64	103	40	55

Inferential Statistics

Regression and correlation analysis were utilized to examine the effect of training and development policy on employee turnover in Githunguri Dairy Farmers Cooperative Society Limited, Kiambu County, Kenya.

Correlation Analysis

Pearson product-moment correlation coefficient was deployed to evaluate strength of correlation between independent variable (training and development policy) and dependent variable (employee turnover in dairy cooperative societies). The results show significant inverse link between training and development policy and employee turnover in Githunguri Dairy Farmers Cooperative Society Limited ($r=0.895$, $p\text{-value}=0.000$). Moreover, the results agree with Rahman and Nas (2013) discoveries that employee career development has inverse effect on employee turnover. Additionally, Ying and Franz (2013) indicate that fulfilling the expectation of employees in terms of specific skills and factors of operation reduces the intention of employees' turnover.

Table 5: Correlation Coefficients

		Employee Turnover	Training and Development Policy
Employee Turnover	Pearson Correlation	1	
	Sig.(2-tailed)		
	N	174	
Training and Development Policy	Pearson Correlation	-.895**	1
	Sig.(2-tailed)	.000	
	N	174	174

Regression Analysis

R-Squared refers to the variance proportion in dependent study variable that can be accounted for by independent study variable: the larger the R-squared the greater the effect. The findings revealed that the R-squared for the association training and development policy and employee turnover in Githunguri Dairy Farmers Cooperative Society Limited was 0.288. This means that 28.8% of the variation in dependent variable (employee turnover) could be accounted for by independent variable (training and development policy).

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.537 ^a	0.288	0.276	0.1692

a. Predictors:(Constant), Training and Development Policy

As depicted in Table 7, the F-calculated (89.141) was greater than the F-critical, which was 2.3719. The p-value 0.000 was less than the significant level (0.05), which implied that the model was a good

fit for the data and hence it can be used to predict the effect of independent variable (training and development policy) on dependent variable (employee turnover in Githunguri Dairy Farmers Cooperative Society Limited).

Table 7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.69	1	7.690	89.141	.000 ^b
	Residual	14.838	172	0.086		
	Total	22.528	173			

a. Dependent Variable: Employee Turnover

b. Predictors:(Constant), Training and Development Policy

The regression model was;

$$Y = 0.300 - 0.635X_2 + \varepsilon$$

The results also show that training and development policy has an inverse and significant effect on employee turnover in Githunguri Dairy Farmers Cooperative Society Limited ($r=0.635$, p -value=0.000). This denotes that enhancement in training and development policy would decrease employee turnover in dairy cooperative societies in Kenya. The results agree with Ldama (2015) discoveries that training and development resulted to employees' retention at commercial banks, which means it reduced employee turnover. Also, Mapelu and Jumah (2013) observed that development of employee significantly influenced the turnover of employees.

Table 8: Regression Coefficients

Model		Unstandardized Coefficients.		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.300	.058		5.203	.000
	Training and Development Policy	-.635	.110	-.598	-5.785	.000

a. Dependent Variable: Employee Turnover

Conclusions and Recommendations

The study concludes that training and development policy has significant inverse impact on employee turnover in Githunguri Dairy Farmers Cooperative Society Limited. This shows that enhancement in training and development policy would decrease employee turnover. The findings indicated that on-job training, off job training, scholarships, career growth and advancement opportunities have an effect on employee turnover in dairy cooperative societies in Kenya.

The study found that Githunguri Dairy Farmers Cooperative Society Limited was not offering fully paid scholarships to employees who were willing to further their education. Skilled employees are one of the most significant resources in an organization. The study hence recommends that the management of Githunguri Dairy Farmers Cooperative Society Limited should start offering scholarships to their employees so as to increase their skills and competence. The study found that safety training was carried out to all employees in the organizations. Safety training is one of the most important steps in ensuring a safe working environment for employees. This study hence recommends that management of Githunguri Dairy Farmers Cooperative Society Limited should invest more in making sure that staff trainings are carried regularly and frequently.

Suggestions for Future Research

The research was limited to Githunguri Dairy Farmers Cooperative Society Limited. The study therefore suggests further studies on training and development policy and employee turnover in other dairy cooperative societies in Kenya. In addition, different sectors of the economy use varying training and development policies and hence further studies on training and development policies and employee turnover in other sectors of in both the service sector and manufacturing sector should be conducted. The study found that training and development policy explain 28.8% of employee turnover in Githunguri Dairy Farmers Cooperative Society Limited. The study thus suggests further researches on other factors that affect employee turnover in dairy cooperative societies in Kenya.

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