

EMPLOYEE BENEFITS AND RETENTION OF LEGAL STAFF AT THE OFFICE OF DIRECTOR OF PUBLIC PROSECUTIONS, KENYA

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ABSTRACT

This study examined the impact of workers benefits on legal staff retention in the ODPP on the morale of employees, intentions to leave, engagement, and teamwork. This study espoused a descriptive research design to analyze the relationship between workers benefits and legal staff retention. The deprived people included 851 legal officers at ODPP: 398 Prosecution Counsels, 315 Senior Prosecutors, and 138 General Legal Officers. Stratified random sampling was employed to establish equal representation with regard to different experience levels, jobs, and workstations, leading to a sample of 272 respondents. Data was gathered using structured questionnaires and interviews, which shed both quantitative and qualitative light on the effect of workers benefits on legal staff retention. Quantitative data was analyzed using descriptive statistics, such as means, percentages, and frequencies, while SPSS evaluated the relationship between workers benefits and retention. The qualitative data from the interviews were analyzed thematically, coding the responses into themes that are in accordance with the study objectives. The study sought to generate insights on the role of workers benefits in enhancing legal staff retention at ODPP and make policy recommendations regarding the improvement of such benefits in Kenya's public legal sector. The study findings concluded that employee benefits comprising financial provisions, career growth opportunities, work-life balance initiatives, and job security coupled with recognition programs have a strong, positive, and statistically significant influence on the retention of legal staff. The collective effect of these non-monetary and monetary factors successfully explains the vast majority of the staff's intention to remain employed at the ODPP. The study recommended that the ODPP should adopt a targeted Total Rewards strategy, prioritizing Employee Work-Life Balance and Financial Benefits as the core levers for retention improvement. Specifically, this involves formalizing flexible work arrangements and reducing excessive workload demands to enhance staff well-being, coupled with a deliberate effort to increase allowances and review salary scales to ensure they adequately meet the rising cost of living for legal professionals.

Key Words: Employee Benefits, Career Growth, Work-Life Balance, Job Security Recognition, Recognition Programs

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INTRODUCTION

The organization must consistently maintain a high level of professionalism to foster an environment in which employees feel at ease and supported. (Zhou et al. 2025). according to Smith & Lee,(2023) states that employee benefits are particularly significant in periods of heightened inflation. When organizations provide measures such as cost-of-living allowances, comprehensive healthcare coverage, and initiatives that support work–life balance, they alleviate employees’ financial stress. Such practices not only enhance workforce well-being but also strengthen employee commitment and engagement within the organization.

There is a worldwide concern about retaining legal personnel in public sector organizations since governments try to maintain competent experienced legal talent. High attrition rates are seen in public sector legal institutions globally due to many factors, such as overloaded work pressure, lower pay in comparison to the private sector, and fewer promotional opportunities (Kurdi & Alshurideh, 2020). Many public legal professionals leave their positions for the private sector or for corporate firms simply on account of the pay these offers. Generation changes in work expectations make job satisfaction, work-life balance, and professional development the leading factors determining retention in these industries (Anwar & Abdullah, 2021). Governments and public legal institutions recognize the need to come up with retention strategies to maintain this workforce which includes but is not limited to competitive compensation, career growth opportunities, and good workplace conditions.

Staff retention within the public sector legal workforce in the UK is greatly affected by work-life balance considerations, pay disparities, and measly opportunities for advancement (Ilazi, 2023). The legal profession is notorious for being demanding, often leading to burnout, something many legal practitioners got used to going else seeking for better working conditions (MHA, 2024). The same challenges are made worse within the public sector because of low pay rates and increasing disparity from private sector lawyers, hence making retention harder. Furthermore, the public service is hampered by lack of continuity in service delivery caused by high turnover rates, such as those in the Government Legal Department (GLD) and the National Crime Agency, where vacancies and low morale compromise their operational capabilities (Rivera, 2021). Examples of possible remedies are changes to the pay structure, defined career pathways, and flexible work arrangements; these should be aimed at addressing such issues by the legal departments in the public sector (MHA, 2024).

Among other issues, limited financial resources, political instability, and labor policies that keep changing threaten the retention of public sector legal staff in Africa. Many legal departments of the government operate with a seriously constrained budget that translates into low salary and poor benefits (African Development Bank, 2023). Furthermore, incompetencies in human resource management, the absence of continuing professional development programs, and political interference in legal institutions contribute to the general dissatisfaction of many legal professionals. Some countries in Africa have started reforms to address these hurdles by improving working conditions for legitimate professionals and presenting better incentives to keep them in the legal profession. Public sector retention of legal staff in South Africa is subject to a myriad of economic, institutional, and social factors. With strong legal traditions in the country, public sector lawyers endure excessive caseloads, bureaucratic inefficiencies, and sometimes unfairly low salaries, in comparison to their counterparts in the private sector (Makhubela et.al., 2024). The state has, of late, been involved in measures to enhance retention through raising the salaries of public prosecutors and state attorneys, alongside training programs aimed at providing career progression. Unfortunately, factors such as corruption, political pressures, and lack of resources in legal departments continue to push many legal professionals into private practice where they earn more and enjoy better conditions (Ogony & Majola, 2018).

In Nigeria, retention of legal officers in public service is adversarial, considering the poor remuneration, delayed payment of salaries, and inadequate working infrastructure available in government legal departments (Musa, Ahmed & Hamza, 2016). Public prosecutors, legal advisers, and judges carry out their work in

conditions that are most often unfavorable, with negligible modern legal research tools or administrative support to help them ease their workload (Chukwuemeka, Irem & Edeh, 2022). Additionally, issues such as nepotism and favoritism in the Nigerian public service also affect the prospects for promotion of legal professionals (Okonkwo & Eze, 2022). In an attempt to address these problems and learn from the experiences of other countries in the developing world, Nigeria has introduced reforms in the judiciary, salary reviews, and welfare programs, aimed at improving legal staff retention. Unfortunately, such measures have operated intermittently due to inconsistencies in their implementation.

Legal professionals working for Kenya's Office of the Director of Public Prosecutions (ODPP) face several challenges that make it hard to keep staff. Heavy workloads and large case backlogs lead to stress and lower job satisfaction. Many experienced employees leave for better career opportunities in private law firms or international organizations. Low pay and benefits, especially as living costs rise, also make the ODPP less attractive as an employer. Prosecutors struggle to maintain a work-life balance and sometimes face security risks when handling sensitive cases. Other issues, like slow administrative processes, not enough resources, and few chances for professional growth, add to these problems. Together, these factors make it difficult for the ODPP to keep qualified legal staff (Office of the Director of Public Prosecutions [ODPP], 2022). Evidence in the study done by Ng'ethe, J. M., Namusonge, G. S., & Iravo, M. A. (2019) on public service retention in Kenya shows that limited promotion opportunities and better compensation in private practice push legal staff to exit public service.

The ODPP is central to the administration of justice in Kenya as it undertakes public prosecutions and works to see the rule of law is upheld. However, staff retention within the office of the DPP has remained a major challenge owing to several reasons such as inadequate salaries, high workloads and fear for the security of prosecutors in cases that involve a greater deal of sensitivity. The high number of state prosecutors binds them with tremendous levels of stress due to extended working hours and a promising yet limited scope of career advancement, causing some to opt for jobs in private law firms, the judiciary or international legal organizations. In response, the government has made efforts to implement salary adjustments and enhance security for public prosecutors and professional growth training. Yet, it is still a challenge to retain qualified legal professionals because the private sector continuously lures them to quit public service with promises of higher remuneration and improved work-life balance.

Statement of the Problem

The legal sector within the Office of the Director of Public Prosecutions (ODPP), Kenya, faces significant challenges related to the retention and benefits of its legal staff (Kimir, 2024). Despite efforts to strengthen criminal justice processes, high turnover rates among legal professionals hinder institutional stability and effectiveness (Mutua & Wainaina, 2023). The lack of adequate benefit packages, including competitive salaries and professional development opportunities, has contributed to job dissatisfaction and increased attrition among prosecutors and legal officers (Karanja, 2022). This situation compromises the ODPP's capacity to deliver timely and quality legal services to the public.

Furthermore, Armstrong and Taylor (2020) pointed out that employee benefits are essential for raising employee morale and decreasing turnover in highly pressured professions like law. This implies that public sector legal professionals in Kenya seem to enjoy fewer benefits than their counterparts in the private sector and hence, the high attrition (Muthoni & Were, 2021). However, the current benefits framework for legal staff in the ODPP appears inadequate in addressing the needs of a highly skilled workforce operating in complex legal environments. Studies indicate that limited incentives and poor working conditions are primary factors driving legal professionals to seek employment elsewhere or migrate to private practice (Mwangi & Otieno, 2024). As a result, the ODPP struggles to retain experienced staff, which affects case management efficiency and overall organizational performance.

Previous studies have dealt with retention of employees in the public sector in general and have not specifically looked at legal professionals in prosecutorial roles. Kim and Kang (2020) carried out research on public sector employees in South Korea; in their study, they found that holistic worker benefits enhanced job satisfaction and decreased turnover rates. But this study did not look at legal professionals who have unique demands and security concerns. Another study by Opoku and Arthur (2021) looked at legal staff retention in law firms in Ghana; it highlighted the lack of benefits as a core factor behind attorney turnover, but it did not investigate the public sector, where compared to private practice, legal professionals encounter altogether different employment conditions. Research also highlights that retention strategies in Kenyan government agencies, including the ODPP, often lack targeted approaches tailored to legal professionals' career progression and motivational needs (Wanjiru, 2023). The absence of clear career pathways, combined with limited recognition and reward systems, diminishes staff morale and commitment. This gap underscores the need for comprehensive policies that enhance benefits and foster a conducive working environment for legal staff.

Addressing these issues requires a systematic review of the benefits and retention policies within the ODPP. Implementing competitive remuneration, professional development programs, and effective recognition mechanisms could improve staff retention and motivation (Kiboi, 2025). Such reforms are crucial for strengthening the ODPP's capacity to uphold justice and serve the Kenyan public efficiently.

Objectives of the Study

- To examine the influence of employee benefits and retention of legal staff in the office of ODPP in Kenya.
- To assess the influence of employee financial benefits and retention of legal staff in the Office of the Director of Public Prosecutions.
- To examine the influence of employee career growth and retention of legal staff in the Office of the Director of Public Prosecutions.
- To investigate the influence of employee work-life balance and retention of legal staff in the Office of the Director of Public Prosecutions.
- To assess the relationship between employee Job security recognition and retention of legal staff in the Office of the Director of Public Prosecutions.
- Analyze the effects of recognition programs on retention of legal at ODDP

LITERATURE REVIEW

Empirical Review

Siyal and Garavan (2022) define employee benefits as supplementary compensation provided beyond regular wages or salaries. These benefits aim to improve employee well-being, increase job satisfaction, attract and retain skilled employees, and support organizational performance. Examples include healthcare coverage, retirement plans, paid leave, performance bonuses, and wellness initiatives. According to Bateman and Mhatre (2025), the significance of employee benefits in influencing job choice has grown notably in the Asia-Pacific region, with the proportion of employees citing benefits as a key factor in selecting an employer increasing from approximately 40% in 2017 to around 65% by 2024. Organizations are increasingly using benefits to enhance employee health and well-being and to communicate their core values. Alignment between employee values and organizational benefits has been associated with greater employee retention.

Matt Tenny (2025) argues that insufficiently competitive salaries and inadequate employee benefits are primary contributors to employee turnover. Although various factors influence workers to seek new employment opportunities, compensation remains the predominant cause. Tenny reports that 12% of workers globally resigned in 2021, and an additional 20% are projected to change jobs in 2022, largely due to expectations of improved pay and benefits. Regionally, several studies have been carried out; for instance,

Cheptoo and Kilika (2021) studied how discretionary benefits affect employee retention in regulatory state agencies under Kenya's National Treasury. They found that health insurance, wellness programs, and work-life balance all had a positive and significant link to employees staying with their organizations. This suggests that employees value benefits that support their immediate needs. On the other hand, the pension plan did not have a significant effect on retention, which may mean that employees care more about benefits they can use now rather than long-term financial plans. The study shows that focusing on short-term, quality-of-life benefits can help public institutions keep their staff.

Employee financial benefits refer to various forms of compensation provided in addition to regular salaries, aimed at improving employees' financial well-being. These may include health insurance, retirement contributions, bonuses, and other forms of direct or indirect financial support. Research has consistently shown that these benefits play a crucial role in enhancing employee loyalty, job satisfaction, productivity, and overall organizational performance (Adong & Akello, 2023; Galanaki, 2020; Gitau, Chepkilot, & Kipchumba, 2024). However, research indicates that comprehensive benefit packages, including competitive salaries, health care, and professional development opportunities, are critical in fostering employee engagement and reducing turnover (Smith & Johnson, 2023). For instance, in developed economies, organizations that prioritize employee benefits tend to report higher levels of morale and organizational commitment, which directly enhances productivity (Brown, 2022). Despite these findings, there remains a gap in understanding how perceived fairness of benefits impacts morale differently across diverse cultural and economic settings, especially in public sector organizations.

Career growth opportunities refer to the organizational provisions that support employee professional development and advancement. These include training programs, promotion pathways, educational sponsorship, and skill development initiatives (Armstrong & Taylor, 2020). For instance, Abdullahi and Jarma (2023) assert that training and development initiatives significantly influence employees' perceptions of their workplace. Their study of Global Access Savings and Loans Company in Accra, Ghana, demonstrated that employees responded positively to training, which effectively addressed skill gaps and improved job performance. Nevertheless, the findings indicate that training alone did not guarantee long-term employee retention. Sustained commitment required additional human resource strategies, including career progression opportunities, performance incentives, and supportive leadership structures.

Karimi (2019) explored the role of training and development in employee retention at Madison Insurance Company Limited in Nairobi, Kenya. The study revealed that such practices play a significant role in retaining employees by addressing skill gaps and increasing motivation and commitment. The research suggests that targeted training, such as coaching, can be particularly effective in enhancing employees' capabilities and job satisfaction. Kajwang (2022), in his study titled *Effects of Training and Development Practices on the Performance of the Insurance Sector in Kenya*, found that training and development initiatives have a positive impact on the performance of insurance firms. These practices help foster greater employee engagement and retention by improving skills and making employees feel more valued within the organization (Kajwang, 2022). The study emphasizes the importance of continuous skill development to enhance employees' contributions and their long-term commitment to the company.

Work-life balance initiatives refer to the policies and practices within organizations that support employees in managing their work and personal lives effectively. These initiatives often include flexible work arrangements, robust leave policies, and wellness programs (Greenhaus & Allen, 2021). Flexible work arrangements, in particular, offer employees greater control over their work schedules, locations, and hours. Examples of these arrangements include flexible working hours, remote work, compressed workweeks, and job sharing. Such policies help alleviate the tensions that can arise between work responsibilities and personal life, contributing to higher levels of employee satisfaction and improved retention rates (Hill et al., 2020).

Recent research from the IT industry in Coimbatore, India, has found that hybrid work models and flexible hours have helped reduce employees' desire to leave their jobs, especially following the COVID-19 pandemic. The study noted these benefits worked best when supported by trust and strong management (Arunkumar & Ramya, 2025). This demonstrates that well-designed, flexible work policies can significantly enhance employee retention across various industries and countries.

Job security provisions refer to organizational measures that provide employment stability and protection for employees. These include clear employment contracts, fair disciplinary procedures, grievance mechanisms, and transparent employment policies (Greenhalgh & Rosenblatt, 2010). Globally, research done by Meta analyzed that employees who perceive their jobs as insecure are more inclined to consider leaving, engage in job searches, and ultimately separate from their organizations (Sverke et al., 2019). More recent large-scale reviews further support these findings, showing that job insecurity not only forecasts actual turnover beyond immediate dissatisfaction but is also associated with reduced career satisfaction and lower engagement in proactive career behaviors (Låstad et al., 2025). Collectively, this evidence suggests that job security, understood both as a subjective perception and as an objective employment condition, serves as a reliable predictor of employee retention across diverse industries and cultural contexts.

The researcher provides that the nature of employment contracts plays a significant role in shaping employee outcomes. Specifically, individuals employed under permanent or open-ended contracts tend to report stronger organizational commitment and lower rates of voluntary turnover compared to those working under temporary, casual, or short-term arrangements (Evans et al., 2022; Xuecheng et al., 2022). Drawing on perspectives from job embeddedness and psychological contract theory, research indicates that contractual stability enhances employees' sense of community connection, organizational fit, and perceived sacrifices associated with departure. These factors collectively diminish turnover intentions, particularly in contexts where alternative job opportunities are limited (Peltokorpi, 2023). Taken together, this body of work underscores that job security influences employee retention both directly, by reducing the objective risk of job loss, and indirectly, by reinforcing the psychological and social bonds that make leaving the organization costlier.

Recognition programs encompass organizational initiatives to acknowledge and appreciate employee contributions and achievements. These include performance awards, public acknowledgment, merit-based advancement, and appreciation initiatives (Brun & Dugas, 2018). Recognition programs increase employee engagement, job satisfaction, and retention across sectors. Recognition serves as both a symbolic reward through public acknowledgment and as an integral part of total reward systems. It enhances employees' sense of meaningful contribution and belonging, which subsequently reduces turnover intentions (Brun & Dugas, 2008; HRO Today/Workforce whitepapers, 2022; Jo et al., 2025). Global HR reports document measurable retention gains when organizations invest in structured recognition. For instance, when recognition spending constitutes even a small percentage of payroll, engagement rises noticeably. These findings suggest that recognition is a cost-effective strategy for retention when it is part of a coherent reward and career-management system.

Theoretical Review

Equity Theory

The Equity Theory was propounded by Adams (1963) who argued that employees evaluate fairness in the workplace on the basis of input-outputs comparison i.e. put in (efforts, skills, experience) as against payoffs from either part salary, benefits or recognition. Employees find disparity where they put in more than they get in reward and differ with external factors, causing feelings of dissatisfaction-lowered motivation with the incidence of disengagement. On the contrary, when employees feel they earn as much as they should compared to their inputs, both morale and performance improve. Equity Theory thus becomes a major

theoretical framework in establishing how workers benefits translate to job satisfaction and overall workplace engagement.

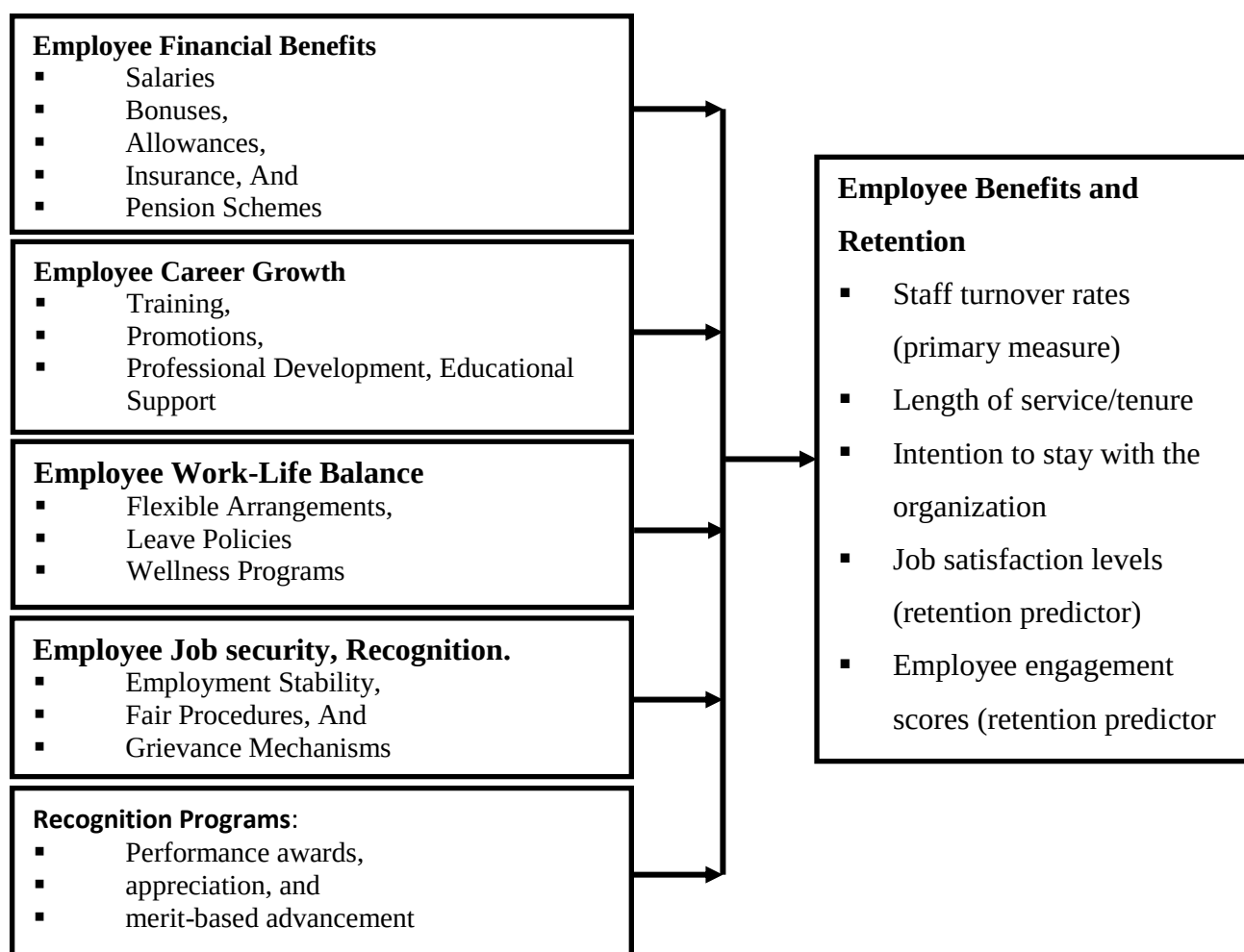
Scholars have extended the Equity Theory of Adams (1963) to different domains. Cropanzano and Mitchell (2005) argued that fairness perceptions significantly influence the emotions and behaviors of employees; those feeling under-rewarded exhibit lower productivity levels and higher intentions to leave. Greenberg (1990), however, elaborated that perception of inequity creates psychological distress, which, in return, appears in counterproductive work behaviors. According to compensation and benefits research, Trevor et al. (1997) found that employees who view wage fairness are more inclined to remain in their institutions; thus, benefits play a role in workforce stability.

Hertzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, introduced in 1959, distinguishes between factors that prevent dissatisfaction and those that drive motivation in the workplace (Herzberg, Mausner, & Snyderman, 2019). According to this theory, "hygiene factors" such as salary, benefits, job security, and working conditions are essential for preventing dissatisfaction but do not, on their own, contribute to job satisfaction or motivation (Bockerman & Ilmakunnas, 2021). In contrast, "motivators" like recognition, career development opportunities, and meaningful work are the factors that truly enhance job satisfaction and can lead to higher retention rates (Robinson & Judge, 2022). When essential hygiene factors, such as fair compensation and adequate benefits, are lacking, employees tend to experience dissatisfaction, which can result in increased turnover (Saks, 2020).

Several scholars have tested and added more to Herzberg's idea. House and Wigdor (1967) opined that motivators improve job satisfaction but hygiene factors help in avoiding dissatisfaction at work. Stello (2011) studied the applicability of the Two-Factor Theory in various sectors and found that salary, benefits, and job security remain important in retaining employees, particularly in public sector institutions. Another study conducted by Lundberg et al. (2009) also supported this result indicating that employees who lacked the basic hygiene factors such as competitive benefits had more intent to turnover regardless of whether they found their work meaningful.

Conceptual Framework



Independent Variable

Dependent Variable

Figure 1: Conceptual Framework Source: Researcher (2025)

METHODOLOGY

This study adopted a descriptive research approach, incorporating both quantitative and qualitative methods to examine the influence of employee benefits on the retention of legal staff at the Office of the Director of Public Prosecutions (ODPP) in Kenya. The study targets 851 legal professionals at the ODPP consisting of 398 Prosecution Counsels, Senior Prosecutors (315), General Legal Officers (138). They were the workers benefits recipients and retaining them in the institution, which is very key for effective justice delivery, is key.

This study took stratified random sampling to ensure all categories of recruited legal staff exist concerning years of experience, job positions, and workstations within ODPP. The study used Yamane (1967) model to determine the most appropriate sample size from the population of 851 legal staff. This study utilized a mixed-methods approach, combining semi-structured questionnaires with key informant interviews to gather primary data (Creswell & Creswell, 2018). The questionnaire featured both open-ended and closed-ended questions, allowing participants to express their views in their own words while also providing structured data that can be analyzed quantitatively (Krosnick, 2018). A pilot study was carried out with 27 participants, who accounted for about 10% of the total sample, chosen from the Office of the Attorney General.

Before commencing the analysis, the collected data was thoroughly reviewed to ensure completeness. Once verified, the data was coded and entered into statistical software, such as SPSS, to ensure both accuracy and reliability (Pallant, 2020). The initial phase of quantitative analysis employed descriptive statistics, such as

means and standard deviations, to summarize the key characteristics of the dataset (Gravetter & Wallnau, 2021).

To explore the relationships between study variables, inferential statistical methods, including Pearson's correlation coefficient, analysis of variance (ANOVA), and Fisher's test, was utilized. These techniques are widely used in social science research to identify associations and group differences (Tabachnick & Fidell, 2019). In this study on "Workers' Benefits and Retention of Legal Staff at the Office of the Director of Public Prosecutions, Kenya," these methods were specifically applied to examine how different employee benefits impact staff retention.

Further inferential analysis involved correlation and regression analyses, along with t-tests, to assess whether employee benefits have a significant effect on retention rates among legal staff. The results were interpreted to determine the strength and nature of these relationships, allowing for generalizations to be made about the broader population of legal professionals within the ODPP (Sekaran & Bougie, 2019).

RESULTS

Return Rate

The research aimed at obtaining a sample of 272 legal staff members, and out of these, 242 gave their responses, which resulted in an enormous response rate of 89.0% overall. The response rate that was this high, which was in the same degree for all groups of staff, points to a very high cooperation from the respondents and at the same time indicates that the data collected is very representative of the target population. Typically considered to be the acceptable minimum level, the response rate of 50% is the highest one for social science research. A 70% response rate is classified as excellent, so the 89% response rate in this study is recognized as truly remarkable. The results concur with Mugenda and Mugenda (2003) who claim that a response rate over 70% is sufficient to make generalizations about the entire target population and, hence, fortifies the internal validity and reliability of this study. The extraordinarily high rate almost erases the possibility of non-response bias and hence the reliability of the dataset for further statistical analysis is justified.

Influence of Employee Financial Benefits and Retention

This section introduces the analysis for Specific Objective 1: To assess the influence of employee financial benefits and retention of legal staff in the Office of the Director of Public Prosecutions (ODPP). The data collected explores various dimensions of compensation and its perceived effect on retention.

Table 1: Financial Benefits and Retention of Legal Staff

Statement	1	2	3	4	5	Mean	S.Dev
My salary is competitive compared to similar roles in the public sector.	8.8	19.5	25.0	31.3	15.4	3.25	1.09
Financial benefits (e.g., bonuses, allowances) contribute to my job satisfaction.	5.1	12.5	21.3	38.6	22.5	3.61	1.05
Timely payment of salaries and allowances influences my decision to stay at ODPP.	3.3	6.6	12.1	44.1	33.9	3.99	0.97
ODPP provides fair salary increments and promotions.	9.9	22.1	26.1	27.2	14.7	3.15	1.13
Financial benefits at ODPP meet my cost of living demands.	12.9	27.2	28.3	20.6	11.0	2.90	1.14
I feel financially secure working at ODPP.	7.7	19.1	25.4	31.3	16.5	3.30	1.10
Financial benefits at ODPP affect employee motivation and productivity.	3.7	7.4	15.1	40.8	33.0	3.92	0.97
Increasing financial benefits would improve legal staff retention.	2.9	5.9	9.9	42.3	39.0	4.09	0.92
Overall Mean						3.53	

Source: Research Data 2020

The mean score for the Financial Benefits factor overall was 3.53 (on a 5-point Likert scale). This average score is located above the neutral point (3.0), which signifies that the legal personnel, on average, consider financial benefits as a factor that positively influences their retention. However, the moderate score implies that the financial benefits are a factor of influence yet are not strong enough to ensure a long-term commitment completely by themselves. Similar to the Equity Theory, this conclusion implies that workers assess their pay against their effort and their colleagues; a moderate score denotes that the perceived fairness is good but has a potential for large improvement, as pointed out by Kemboi (2019) in public sector motivation studies.

The declaration "My salary is competitive compared to similar roles in the public sector" obtained a mean score of 3.25 with a standard deviation of 1.09. The results indicate that even though 46.7% of the participants in this survey supported or strongly supported (31.3% Agree and {15.4%} Strongly Agree) that their payment is competitive in the public sector, a considerable amount, 28.3%, were against or strongly against, and 25.0% stayed neutral. The slight positive mean score indicates that practically the ODPP is complying with the industry standard for salaries in the government framework but the high standard deviation reflects a large range of views among the employees, where a considerable minority consider their salary non-competitive in the public sector. This mixed result has the support of Wanjiru (2020), who said that salary competitiveness in the Kenyan public service is perceived differently according to rank and tenure; where senior staff might consider their salary as competitive with that of their colleagues, junior staff will often have a less favorable view, resulting in the high variance observed.

The statement on "Financial benefits (e.g., bonuses, allowances) contribute to my job satisfaction" achieved a mean score of 3.61 and a standard deviation of 1.05. A significant majority, 61.1% ({38.6%} Agree and {22.5%} Strongly Agree), affirmed that non-salary financial benefits, such as bonuses and allowances, contribute positively to job satisfaction. Conversely, only 17.6% of the staff disagreed. This finding clearly establishes that supplementary financial benefits are highly valued and serve as effective motivational tools. The positive mean score indicates their role in enhancing the total reward package beyond the base salary. This strongly supports the premise of Herzberg's Two-Factor Theory, where factors like bonuses and allowances function as motivators (satisfiers), contributing directly to positive feelings about the job and stimulating employee engagement, as highlighted by Kariuki (2018).

The claim "Timely payment of salaries and allowances influences my decision to stay at ODPP" received the highest average score of 3.99 along with the least variability of 0.97. A large percentage of the legal staff, 78.0%, were of the opinion that timely payment mattered a lot in their decision to stay or leave with 33.9% strongly agreeing and 44.1% agreeing on the point. A small part of the staff, 9.9% (3.3% Strongly Disagree and 6.6% Disagree), expressed the opposite view.

The very close match and the high average imply that the payroll system's efficiency is a primary factor in employee dedication. The absence of timely wages would without a doubt and quite fast raise the employees' quitting intention. This result proves that financial reliability is a basic hygiene factor in accordance with Herzberg's theory. Public sector employee retention is influenced by trust built through timely salary payments, as Ochieng (2021) pointed out, arguing that faith in the salary never going below the employee's size is a basic requirement for public sector employees.

The assertion "ODPP gives just salary increments and promotions" was rated low (mean=3.15) with (standard deviation=1.13) high. Just 41.9% (27.2% Agree and 14.7% Strongly Agree) of the employees expressed their agreement or stood firmly in agreement with the fairness of increments and promotions, meanwhile, a considerable 32.0% (9.9% Strongly Disagree and 22.1% Disagree) disagreed or strongly disagreed. Furthermore, there was also 26.1% neutral response. Explanation: The low mean and high standard deviation indicate that there are widespread different views and discontentment on the matter of internal fairness of the

salary enhancement mechanisms. The staff simply see the existing processes for salary increments and promotions as either unclear, inconsistent, or unfair. The same issue would be viewed through the lens of Distributive Justice, which is a central element of Organizational Justice Theory. Wafula (2017) asserted that very unfair HR processes (in this case, increments) severely damage employee commitment to the organization, thus being the main cause of turnover intention regardless the base pay issue.

The statement "Financial benefits at ODPP meet my cost of living demands" had the least average score of 2.90 in this part with a standard deviation of 1.14. It was the only statement rated below 3.0, which was the neutral score. A significant number of the employees, 40.1% made up of 12.9% strongly disagreeing and 27.2% disagreeing, disagreed or strongly disagreed that their financial benefits cover their cost of living demands. On the contrary, only 31.6% (20.6% Agree and 11.0% Strongly Agree) were in favor, while 28.3% were undecided. Interpretation: This is the most prominent result in this part, revealing a significant amount of dissatisfaction with the financial package adequacy. The staff feels that the present salary is not enough to cover the living standards they want, especially in urban areas where the cost of living is very high and legal work is usually concentrated. Discussion: This result is a strong confirmation of Wachira (2021)'s claim that the public sector very often loses the most talented and skilful legal professionals to the private sector because the government's compensation packages do not reflect the basic reality of the high living costs for the highly skilled workers appropriately.

Regarding the statement "I feel financially secure working at ODPP", the average score was 3.30 and the standard deviation was 1.10. Respondents, who showed agreement or absolute agreement in regard to the feeling of being financially secure, summed up to 47.8 {31.3% Agree and 16.5% Strongly Agree}, while on the contrary, 26.8% (7.7% Strongly Disagree and 19.1% Disagree) clearly showed their disagreement. A quarter of the respondents chose to give neutral answers. Interpretation: The slightly positive score mirrors the job security factor which is characteristic of public service (as can be deduced from the demographic data showing that the majority are permanent employees). Nonetheless, the high percentage of neutral and disagree answers is an indication that although the position is secure, the amount of remuneration is not sufficient to give people the financial peace of mind or future security that they expect from legal professionals. Discussion: This is suggestive of a gap between Psychological Contract Theory and the actual situation. Employees have expectations when it comes to financial rewards that are proportional to their high education and skills, and when the compensation is viewed as just satisfactory instead of rewarding, it results in a weakening of the long-term financial security feeling.

The assertion on "Financial benefits at ODPP influence employee motivation and productivity" came to a high mean score of 3.92 and a low standard deviation of 0.97. A noticeable (73.8%) (40.8% Agree and 33.0% Strongly Agree) of employees have confirmed or strongly confirmed that they are motivated by financial benefits and their productivity is directly impacted. There were only 11.1% (3.7% Strongly Disagree and 7.4% Disagree) who expressed disagreement, while 15.1% were neutral. The fact shows that the legal personnel is considering financial incentives as a very strong instrumental outcome. They openly associate the provision of sufficient benefits with their readiness to put in efforts and thus achieve high performance. This thought is very much in line with Vroom's Expectancy Theory, which states that the productivity of a person is dependent on the belief that the performance will result in receiving the desired outcomes (financial benefits). The high mean score reflects that financial rewards have high valence (worth) for the ODPP staff, thus they can be considered as a direct tool for performance management, as pointed out by Kimani (2022).

The claim regarding "Increased financial benefits would result in better legal staff retention" had the highest average score in this entire section which was 4.09 and the lowest standard deviation which was 0.92. A large proportion of the participants (81.3%: {42.3% Agree & {39.0%} Strongly Agree) expressed their agreement or strong agreement with the statement that increasing financial benefits is the most direct method of improving the retention. Only a small fraction of the participants (8.8%) expressed disagreement, while

{9.9%} remained neutral. This outcome acts as a decisive and clear recommendation coming from the legal staff. The staff, notwithstanding the existing pleasant elements (on-time payment, some security), think that the most daunting managerial measure for retaining employees is to unreserve the financial package and increase it a little. The finding is an outright expression of the link that exists between rewards and turnover intention. It supports Mwangi's (2018) conclusions about public sector salaries where it was suggested that other aspects of the work environment may also play a role but employees categorically identify a significant boost in salary as the most powerful factor for their long-term loyalty.

Influence of Employee Career Growth and Retention

This section presents the findings related to Specific Objective 2: To examine the influence of employee career growth and retention of legal staff in the Office of the Director of Public Prosecutions (ODPP).

Table 2: Career Growth and Development and Retention of Legal Staff

Statement	1	2	3	4	5	Mean	Std. Dev
ODPP offers adequate career development programs.	10.3	20.6	22.4	32.7	14.0	3.19	1.13
Training and mentorship opportunities enhance my professional growth.	4.4	8.8	18.8	44.9	23.1	3.73	1.00
Career growth opportunities influence my decision to stay at ODPP.	3.7	7.7	17.3	43.0	28.3	3.85	0.99
Promotion criteria at ODPP are clear and fair.	9.6	23.5	26.8	27.9	12.1	3.09	1.12
Opportunities for further education and professional development are accessible.	6.3	14.3	22.8	36.8	19.9	3.49	1.07
My career goals align with ODPP's growth opportunities.	5.1	11.4	26.1	37.5	19.9	3.56	1.02
Lack of career progression would make me consider leaving ODPP.	4.0	7.0	16.9	38.6	33.5	3.91	0.99
Career development support enhances job satisfaction at ODPP.	3.7	8.4	19.5	40.1	28.3	3.81	0.98
Overall Mean						3.58	

Source: Research Data 2020

The mean score across all respondents for the factor of Employees Career Growth was 3.58 (in a 5-point Likert scale). This average score falls above the center mark (3.0), meaning that, generally, the legal employees do support the fact that the opportunities for their career growth are the factors that tip the scale in their retention. The mid-to-high score implies that these non-financial matters are of utmost importance and sometimes the financial ones are overpowered by pure desirability. This is in line with Maslow's Hierarchy of Needs, where top professionals want to be satisfied through their professional development and advancement, a view which Owuor (2020) reinforced.

The question regarding "ODPP provides appropriate career development programs" obtained a mean score of 3.19 and a standard deviation of 1.13. The analysis indicates that, while nearly {46.7%} of respondents who agreed or strongly agreed that the programs are adequate, a large group of people {30.9%} disagreed or strongly disagreed. Interpretation: The low mean score, lying almost at the neutral point, implies a lack of clarity or a view of the formal career development programs offered as insufficient. The staff recognize their worth but doubt the advancement or the amount of the present offerings. This result shows a disconnect between the employees' high educational level (Table 4.6) and the organization's commitment to their continued professional development. Kamau (2019) asserts that the perceived lack of training may lead to the employees' initiative to search for other jobs outside the organization.

The assertion "Training and mentorship opportunities enhance my professional growth" was scored with a mean of 3.73 and a standard deviation of 1.00. A very big number of respondents, 68.0% ({44.9%} Agree and

{23.1%} Strongly Agree), confirmed that training and mentorship are of great value in their professional growth. Only {13.2%} of the staff had a contrary opinion. This suggests that the current training and mentorship initiatives, although considered by some as too few (as indicated above), are indeed very effective and appreciated in terms of their quality and impact on personal ability. This very strong affirmative view is consistent with Bandura's Social Learning Theory, where learning through observing others and direct teaching (mentorship and training) leads to the raising of one's self-efficacy and job competence, which is a vital non-financial factor of retention in knowledge-based organizations, as pointed out by Kariuki (2018).

The statement "Career growth opportunities influence my decision to stay at ODPP" received a high mean score of 3.85 and a standard deviation of 0.99. A large majority of {71.3%} of the legal staff agreed or strongly agreed (of which {43.0%} agreed and {28.3%} strongly agreed) that the presence of growth opportunities is a key factor in their decision to stay. Only {11.4%} disagreed. Such a unanimous opinion strengthens the strategic necessity of facilitating unambiguous promotion lines. Staff see the organization not merely as an employer but as a career development facilitator. This result is a direct confirmation that for the highly-trained legal professionals, the chance to progress in their career is a stronger bond of commitment than merely the fact of staying. Similarly, Wanjiru (2020) remarked that lack of growth is the most often mentioned non-financial reason for voluntary turnover in professional Kenyan public institutions.

The promotion criteria at the Office of the Director of Public Prosecutions (ODPP) are said to be transparent and just. In this regard, the statement's mean score was 3.09, the lowest in this section, and the standard deviation was high, 1.12. A mere {40.0%} of the staff (comprising {27.9%} who are Agree and {12.1%} who are Strongly Agree) considered the promotion criteria to be clear and fair while a considerable {33.1%} of them were holding opposite views. The largest neutral group in this section, which constituted {26.8%}, confirms the presence of doubt. The low mean score, which is very close to the neutral point, indicates considerable dissatisfaction and uncertainty regarding the advancement mechanism. The perception of unfairness in the promotion process is one of the major reasons for turning over employees since it creates a lack of trust in the organization's justice. This problem is closely related to Procedural Justice, which is a division of Organizational Justice Theory. When the promotion process (resource allocation) is considered as unfair, it causes a decline in loyalty to the institution, a situation that can be managed through proper training, which is a conclusion highly supported by Wafula (2017).

The mean score of the statement "Opportunities for further education and professional development are accessible" was 3.49, and the standard deviation was 1.07. Slightly more than half of the staff {56.7%} agreed or strongly agreed that access to further education and development opportunities is available. On the other hand, {20.6%} disagreed or strongly disagreed, and {22.8%} remained neutral. The moderate mean suggests that while most staff members find access to these opportunities, it might be cumbersome, limited in range, or unevenly distributed. Thus, not all staff are reached uniformly. This result supports the program adequacy analysis (Mean=3.19). It gives the impression that the ODPP offers some access, but there is a need to improve making these opportunities globally accessible and easy to use, which is important for retaining the highly educated workforce, as Muriithi (2019) argues.

When it comes to the statements of "My career goals align with ODPP's growth opportunities," the mean score was 3.56, and the standard deviation was 1.02. The majority of {57.4%} ({37.5%} Agree and {19.9%} Strongly Agree) respondents were in favor or strongly in favor of the view that their personal career goals coincide with the growth of the organization. {16.5%} disagreed or strongly disagreed. The positive mean points to the fact that the ODPP, in general, presents its legal professionals with the necessary level of challenge and a variety of work to match their ambitions. This alignment becomes the basis for retention. It has a direct connection with the Psychological Contract, where the employee expects the organization to deliver on its promise of career advancement in exchange for his/her efforts. This positive alignment acts as a motivator, in agreement with the findings of Kimani (2022).

The claim “Lack of career progression would make me consider leaving ODPP” enjoys a strong mean in this section with 3.91 and standard deviation of 0.99. A surprising {72.1%} ({38.6%} Agree and {33.5%} Strongly Agree) of the staff supported or strongly supported the view that lack of progression is a major cause for turnover. The number of those who dissent is only {11.0%}. The statement reflects the most important finding about the career growth issue, thus confirming the belief that stagnation is totally unacceptable. This item behaves like a very strong dissatisfier (Herzberg's Hygiene Factor) when non-existent, and hence, drives the professionals further up in their quest for growth. This directive finding further strengthens the necessity for the management to concentrate on correcting the promotion issue (in the light of the low Mean=3.09 on fairness). Not having distinguished routes would mean that they would lose the best mid-career talent, a situation pointed out by Kariuki (2017).

The claim on “Career development support enhances job satisfaction at ODPP” reached a high mean score of 3.81 and a standard deviation of 0.98. A large {68.4%} ({40.1%} Agree and {28.3%} Strongly Agree) of the staff accepted or strongly accepted that career development support increases their job satisfaction. Thus, it is implied that development support is a powerful motivator. The chance to acquire new skills and grow the career resume is somehow gratifying. This is illustrated through Herzberg's Two-Factor Theory whereby factors such as achievement and recognition for growth (motivators) are the ones that actively contribute to job satisfaction and thereby making support for development a positive feedback loop for retention.

Influence of Employee Work-Life Balance and Retention

This section investigates Specific Objective 3: To investigate the influence of employee work-life balance and retention of legal staff in the Office of the Director of Public Prosecutions (ODPP).

Table 3: Work-Life Balance Benefits and Retention of Legal Staff

Statement	1	2	3	4	5	Mean	Std. Dev
ODPP promotes a healthy work-life balance.	5.9	12.9	21.7	38.2	21.3	3.56	1.06
I have flexibility in my work schedule.	9.2	18.0	26.1	31.6	15.1	3.25	1.10
Work-life balance policies help in retaining legal staff.	4.4	7.7	18.0	41.9	28.0	3.81	0.99
My workload allows me to maintain a balanced life.	7.7	17.3	22.8	34.6	17.6	3.37	1.08
Work-life balance initiatives reduce work-related stress.	3.7	10.3	20.2	40.8	25.0	3.73	1.01
The ODPP supports employees with family responsibilities.	4.8	12.5	23.9	36.0	22.8	3.60	1.04
Poor work-life balance increases employee turnover.	3.3	6.6	13.2	38.2	38.6	4.03	0.96
Implementing flexible work arrangements would improve staff retention.	2.9	7.0	11.4	37.9	40.8	4.07	0.92
Overall Mean						3.68	

Source: Research Data 2020

The factor of Employee Work-Life Balance had the overall mean score of 3.68 (on a 5-point Likert scale). This mean score is at the top of the list of all benefits factors that have been analyzed so far, which means that, on the average, the legal staff strongly agree that work-life balance is the main positive factor that retains them. The high rating also points out that the public prosecution area is extremely stressful and that being able to take care of personal matters through non-monetary means is very important. This finding is very much aligned to the COR Theory where people manage their personal time and energy (resources) according to they demands of their jobs making work-life balance an important retention tool along the lines drawn by Owuor (2020).

The item "ODPP promotes a healthy work-life balance" accumulated a mean rating of 3.56 with a standard deviation of 1.06. A strong majority composed of 59.5% (combined 38.2% Agree and 21.3% Strongly Agree) recognized that ODPP is a promoter of balance. Nevertheless, 18.8% of respondents expressed disagreement or strong disagreement, while 21.7% of respondents were neutral. The positive mean points out that the organization has systems and policies (e.g., sufficient leave) in place that pave the way for a balanced lifestyle. However, the lack of an overwhelmingly high score indicates that the implementation of these policies may vary across departments or levels of hierarchy, or that the nature of the work itself limits the extent of the balance achieved. This is in line with Wanjiru (2020) who argues that in public service the existence of formal policies does not necessarily translate to a perceived balance as excessive workload and time pressure often create a gap between the policy intent and employee experience.

In addition, the statement "I have flexibility in my work schedule" yielded a lower mean score of 3.25 and a standard deviation of 1.10. Of the respondents, 46.7% {31.6%} agreed and {15.1%} strongly agreed with the statement having flexibility, while a considerable {27.2%} disagreed or strongly disagreed with it. This finds to be one of the lowest scoring and positive responses in the work-life balance section and clarifies the conflict of interest. Workers are of the opinion that they should be allowed the freedom of choice at work but still a large number of them do not feel that this is the case. The profession of law which greatly relies on court appearances as well as strict deadlines could be the reason for the limited use of flexible scheduling. The situation of low actual flexibility mounting up to the high importance placed on it (as revealed in later statements) suggests a crucial area for management intervention. Wachira and Kimathi (2022) observed that in high-demand positions, the introduction of flexible working hours or locations, even on a partial basis, could lead to a retention of workers that is disproportionately high and the reason for that would be the unfulfilled need being met.

About Work-life balance policies help in retaining legal staff; the statement got a high mean score of 3.81 with a standard deviation of 0.99. A huge majority, 69.9%, of the legal staff concurred or strongly concurred comprising 41.9% agreeing and 28.0% strongly agreeing with the statement that the policies for work-life balance are effective retention tools. Only 12.1% opposed the view. Such a high level of consensus reinforces the strategic significance of these policies. The employees plainly link the existence and efficiency of these policies to their choice of staying at the ODPP office. This result significantly confirms the role of work-life balance as a critical resource in the Job Demands-Resources (JD-R) model. The policies are regarded as organizational resources that assist workers in managing the high demands of their positions thus promoting commitment, as pointed out by Ritho (2018).

The aforementioned statement regarding the impact of the workload on the maintenance of a balanced life got a moderate mean score of 3.37 and a standard deviation of 1.08., a total of 52.2% (34.6% Agree and {17.6%} Strongly Agree) of the personnel expressed their agreement or strong agreement with the fact that their workload is bearable, while {25.0%} were in disagreement or strongly disagreed. Interpretation: The moderate score along with the significant disagreement indicates that the organization is trying to distribute the work fairly but the large amount or intensity of prosecution duties is the major factor that prevents one from having a balanced life. This is contrary to the earlier finding where the ODPP was said to promote balance; here the job reality is in conflict with the organizational intent. Discussion: Omondi (2018) found that work intensity is the largest counter-force to work and life balancing initiatives in the legal sector. The ODPP needs to take this factor into account and not just limit its actions to policies but rather, possibly, increase staffing or invest in technology that would help reduce the time spent on administrative tasks, thus practically lightening the load on the lawyers.

The statement regarding whether Work-life balance initiatives reduce work-related stress received a high mean score of 3.73, with a standard deviation of 1.01. A large majority of {65.8%} of the staff considered the statements made true or very true that work-life balance initiatives are effective in reducing stress at work.

Only {14.0%} of the staff disagreed with the statement. This shows that when companies offer such initiatives as flexible leave, wellness programmes, or manageable hours, they do succeed in achieving the desired psychological effect: lowering stress. Hence, they are very effective in managing employee well-being and preventing burnout. Discussion: This finding points directly to the correlation between the initiatives and the health status of the employees. Gitau (2022) pointed out that in the case of jobs that suffer from moral injury and require high mental engagement (like prosecution), stress reduction is a necessary requirement for keeping the staff on board and not a luxury anymore.

The survey results on the question of whether the ODPP supports employees who have family responsibilities showed a mean of 3.60 with a standard deviation of 1.04. A majority of {58.8%} ({36.0%} Agree and {22.8%} Strongly Agree) of the surveyed population accepted or strongly accepted that the ODPP is supportive of the workers with family responsibilities. In total, {17.3%} were in the opposite camp of disagreement or strong disagreement. The average given is positive and it is interpreted that the company culture is in general supportive of family needs, which could be possible through the provision of maternity/paternity leave and in the case of domestic emergencies, the matter being treated with sympathy. The organization, therefore, has a strong commitment to the personal lives of its employees. This is an indicator of a very high level of success in the execution of Supportive Organizational Culture, which is the most important part of the Psychological Contract. It is the non-work role support that causes the employees to be more loyal and committed to the organization, which is what Muriithi (2019) says.

The inquiry related to the assertion about Poor work-life balance to be a major factor that increases employee turnover scored a very high mean of 4.03 and a low standard deviation of 0.96. The great portion of staff {76.8%} ({38.2%} Agree and {38.6%} Strongly Agree) consented or strongly consents and the poor work-life balance is a direct and strong trigger for turnover. Just {9.9%} were against this. The result can be seen as a direct warning to management. It indicates that the workers consider the perceived lack of balance as the main reason for quitting. It acts as a very strong dissatisfier or push factor. This strong finding clarifies that management will not have to consider the work-life balance as an HR policy but rather the core of their risk management strategy. It resonates with Kariuki's (2017) findings that burnout due to poor balance is one of the main factors leading to the voluntary departure of professionals in Kenya.

The analysis on whether the flexible work arrangements would lead to better staff retention showed that implementing flexible work arrangements has the highest mean score, 4.07, in this section along with the lowest standard deviation, 0.92. A large majority of respondents, {78.7%} ({37.9%} Agree and {40.8%} Strongly Agree), considered the implementation of flexible work arrangements as the single most effective measure to be taken for retention improvements in this area. This is a very straightforward and practical recommendation from the personnel. Even though the current work flexibility is not that great (Mean=3.25), the employees are of the opinion that the formalization and expansion of flexible arrangements (teleworking, hours, and condensed weeks) would go the furthest in retention. This high score indicates that the modern professionals are craving for the power to choose and control their work settings. Mwangi (2018) has seen that providing flexibility is usually a lower-cost and high-impact retention strategy than sheer salary increases, hence making it a critical focus area for the ODPP.

Influence of Employee Job Security and Recognition and Retention

This section addresses Specific Objective 4: To assess the relationship between employee job security, recognition, and retention of legal staff in the Office of the Director of Public Prosecutions (ODPP).

Table 4: Job Security and Recognition and Retention of Legal Staff

Statement	1	2	3	4	5	Mean	Std. Dev
My job at ODPP feels secure and stable.	4.4	8.1	20.2	40.1	27.2	3.78	1.00
ODPP has clear policies that protect employees from unfair termination.	6.6	14.7	23.5	35.3	19.9	3.47	1.06
I am confident in my long-term career prospects at ODPP.	5.5	10.7	19.9	39.0	24.6	3.67	1.03
Recognition of my work motivates me to remain at ODPP.	3.7	8.1	17.6	40.1	30.5	3.86	0.98
Performance-based rewards enhance job satisfaction.	3.3	7.0	16.2	42.3	31.3	3.91	0.95
ODPP provides fair opportunities for promotions.	7.7	16.2	24.3	33.5	18.4	3.38	1.08
My contributions and achievements are valued by my superiors.	5.1	11.4	20.6	38.2	24.6	3.66	1.04
Strengthening job security and recognition would enhance retention.	2.9	5.1	10.7	41.9	39.3	4.10	0.90
Overall Mean						3.73	

Source: Research Data 2020

The mean score, overall, was for the combined factor of Employee Job Security and Recognition, namely, 3.73 (on a 5-point Likert scale). The mean score was highest among all the variables analyzed individually (Financial=3.53, Career=3.58, Work-Life=3.68), which means that the legal staff, in general, very much agree that this factor combined is the strongest positive driver of their retention. This supports the great importance of psychological, non-monetary rewards and stability in the organizational front in a high-stakes career, public-facing, where Maslow's Hierarchy of Needs, especially the two needs of safety (security) and esteem (recognition), are very much affirmed for the case of professionals at the top of the tree.

The statement “My job at ODPP feels secure and stable” was given a mean score of 3.78 with a standard deviation of 1.00. The majority (67.3%: 40.1% Agree and 27.2% Strongly Agree) confirmed that their job feels secure and stable. Only 12.5% disagreed or strongly disagreed. Interpretation: A very positive mean score reflecting the public sector employment characteristics in Kenya and the demographic factor that most staff are permanent employees (Table 4.7) is consistent with the present scenario. Job stability is seen as a major benefit of working at the ODPP. Job security is a basic hygiene factor according to Herzberg's theory; when it is there, it prevents dissatisfaction and builds the minimum commitment that is necessary for other motivators (such as recognition) to have an impact, as explained by Ochieng (2021).

In the case of whether ODPP has established policies that are clear-cut for employee protection against termination without just cause, the opinion expressed received a moderate average score of 3.47 along with a standard deviation of 1.06. A slight majority of 55.2% (combined {35.3%} Agree and {19.9%} Strongly Agree) was of the opinion that the policies were clear. On the other hand, a considerable {21.3%} expressed disagreement or strong disagreement, while {23.5%} chose to be neutral. The moderate score indicates that although the employees have a general trust in the system, there is still some ambiguity or lack of clarity regarding the particular procedures that apply to discipline or termination. This is connected to the concept of Procedural Justice wherein the employees are seeking not only the outcome (security) but also the fairness of the process. Ambiguity in the policies designed to protect employees may lead to anxiety and mistrust, which in turn might outweigh the positive feeling stemming from the general job security, a point emphasized by Wafula (2017).

The item on "I am confident in my long-term career prospects at ODPP" computed a high average score of 3.67 along with a standard deviation of 1.03. A very large share of {63.6%} of legal workers voiced their agreement or strong agreement (comprising {39.0%} agreeing and {24.6%} strongly agreeing) with the statement of being confident in their future long-term career. Only {16.2%} raised objections. This outcome points out that employees consider a possible future within the firm and they associate it with the stability of the job (security) which is linked to the career extension (prospects). Trust in future career is a fundamental factor of the Psychological Contract. This situation prompts the employees to put in more effort and time to the organization, under the impression that their loyalty will be reciprocated with permanent employment and growth, which is what Muriithi (2019) suggested.

The item on "Recognition of my work motivates me to stay at ODPP" registered a high average score of 3.86 and a low standard deviation of 0.98. A significant {70.6%} ({40.1%} Agree and {30.5%} Strongly Agree) of staff voiced their agreement or strong agreement that recognition is a motive with the 'direct' effect on retention. Only {11.8%} took a position contrary to this. The observation reveals clearly that the legal personnel appreciate and find non-monetary acknowledgment as very powerful means of motivation. Recognition communicates a message of one's value and confirms their skill which is one of the basic needs for professionals of high level. This greatly supports Deci and Ryan's Self-Determination Theory (SDT) by arguing that recognition meets the two psychological needs of competence and relatedness, and thus, becoming a very strong intrinsic motivator that makes workers commit for the long run, a finding echoed in Chebet (2020)'s research on professional workers.

Rewards based on performance improve job satisfaction. This assertion obtained a mean score of 3.91, which is the highest mean score recorded, and a standard deviation of 0.95, which is the lowest standard deviation recorded. A large majority of {73.6%} ({42.3%} Agree and {31.3%} Strongly Agree) of the employees were of the opinion that structured, performance-based rewards improve their job satisfaction. This shows that the ODPP employees appreciate a transparent, merit-based system. They prefer their excellent performance to be recognized and compensated, which in turn, raises their spirits and creates a positive cycle. This result connects recognition to Vroom's Expectancy Theory, where workers think that higher effort will result in higher performance, and this, in turn, leads to valuable rewards (recognition and money). The high score supports the idea that performance-based rewards are of a high valence (value) for this staff, leading to the dual effects of satisfaction and retention.

The claim about the ODPP giving fair chances for promotions to the staff scored the lowest mean of 3.38 in this section and a very high standard deviation of 1.08. Although {51.9%} ({33.5%} Agree and {18.4%} Strongly Agree) of the employees were in favor, a significant {23.9%} were against it or considered it very disagreeable, and {24.3%} remained neutral. This score, along with the large disagreement, continues the trend that was found in the Career Growth section ({Mean}=3.09). There is a huge problem with the organization's mechanisms for upward mobility that has already been detected by employees in the form of doubt or perceived unfairness regarding the promotion process. This is the major area where the organization is vulnerable to losing its employees for non-financial reasons. Mwangi (2023) analyzed a similar situation and pointed out that if a company does not have clear and fair promotion criteria, regardless of the job security it provides, it will inevitably experience the dissatisfaction and turnover of the staff that are highly qualified and have a career growth aspiration.

The claim "My contributions and achievements are appreciated by my superiors" had a mean mean score of 3.66 with a standard deviation of 1.04. A significant {62.8%} ({38.2%} Agree and {24.6%} Strongly Agree) of the participants responded positively to the statement, which indicates that their contributions are recognized by the management. A minority of {16.5%} expressed their disagreement or gave strong rejection. The mean that is above the neutral point suggests that the informal, little recognition done by managers and superiors is generally efficient. This hint is for a positive and healthy micro-culture within the group.

Therefore, the support by the supervisor is very powerful. Considerable organizational systems (promotions, for example) may be not that strong, yet the superior's everyday relational value keeps high engagement, which is in line with Wanjala and Kimani (2021) who argue that the immediate supervisor is a crucial buffer against organizational dissatisfaction.

In connection to the issue of whether Strengthening job security and recognition would support retention. This assertion achieved the highest average score of the whole research at 4.10 and the lowest standard deviation of 0.90. A large majority of {81.2%} ({41.9%} Agree and {39.3%} Strongly Agree) of the people surveyed expressed their agreement or strong agreement that making the job security and recognition stronger is the most powerful way to increase retention. This result is the strongest directive finding of the study, confirming that staff view reinforcing these two factors as the most effective overall strategy. It acts as the combined voice of the staff prioritizing psychological safety and esteem. The universally high agreement confirms the strategic importance of making recognition systematic and clear, and leveraging the existing job security by coupling it with clear, fair advancement pathways. This finding forms the cornerstone of the final recommendations.

Descriptive Analysis of Legal Staff Retention

This section presents the descriptive statistics for the dependent variable, Legal Staff Retention, which measures the overall commitment and satisfaction of the legal staff at ODPP. This analysis directly addresses the final part of the study's broad objective: to examine the influence of benefits on staff retention.

Table 5: Legal Staff Retention at ODPP

Statement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Mean	Std. Dev
I am satisfied with my current role at ODPP and plan to stay long-term.	3.0	5.0	17.2	45.6	29.2	3.9	0.93
Employee retention strategies at ODPP are effective.	5.6	8.9	23.4	40.1	22.0	3.6	1.00
My overall work experience at ODPP encourages me to remain employed here.	2.9	6.1	19.6	44.8	26.6	3.9	0.94
Compensation and benefits influence my decision to stay at ODPP.	2.0	5.3	16.0	42.7	34.0	4.0	0.89
Opportunities for professional growth affect my commitment to ODPP.	2.8	5.0	17.1	43.2	31.9	4.0	0.91
Work-life balance initiatives enhance my willingness to remain at ODPP.	1.9	4.0	14.9	43.8	35.4	4.1	0.87
Job recognition and security contribute to my job satisfaction.	2.4	4.6	16.0	41.9	35.1	4.0	0.89
Improving workers' benefits would increase legal staff retention at ODPP.	1.5	3.5	13.4	40.0	41.6	4.2	0.85
Overall Mean						3.96	

Source: Research Data 2020

The staff's present, innate commitment is backed up by the positive ratings for personal contentment and favorable experience. The assertion, "I am pleased with my present position at ODPP and intend to remain for a long time," had a high average of 3.9 (standard deviation 0.93). The strong positive feeling is evidenced by

45.6% of the respondents agreeing and another 29.2% strongly agreeing, bringing the total to almost three-quarters (74.8%) of the employees. On the other hand, only 8.0% showed any kind of disagreement, which means that the present work atmosphere is very much favorable for the staff to stay with the company. This conclusion is supported by the statement, "My general work experience at ODPP makes me want to stay here," which also achieved a Mean of 3.9 (Std. Dev. 0.94). In this case, 44.8% agreed and 26.6% strongly agreed. The constant high consensus on these fundamental issues implies that the current mix of organizational culture and intrinsic job attributes is indeed the column of support for retention at ODPP.

The descriptive analysis produces very strong evidence that the Total Rewards Strategy framework is justified, which states that retention is a matter of the right approach with the right factors. Work-life Balance, Compensation/Benefits, Professional Growth, and Job Recognition were the categories that received the most positive feedback, with the lowest mean score of 4.0 and the highest of 4.1 falling into the "Agree" range.

Among the ten factors ranked by the respondents, the one related to "Work-life balance initiatives enhance my willingness to remain at ODPP" was the one to receive the highest Mean score of 4.1 (Std. Dev. 0.87) except for the one on improvement. A very large majority of the employees 79.2% held the opinion that this was a very important factor for their retention provided by the results of the item with 35.4% of the respondents expressing strong agreement and 43.8% agreement. Next in line were the factors: Compensation and benefits influence my decision to stay at ODPP (Mean 4.0; Std. Dev. 0.89), Opportunities for professional growth affect my commitment to ODPP (Mean 4.0; Std. Dev. 0.91), and Job recognition and security contribute to my job satisfaction (Mean 4.0; Std. Dev. 0.89). They were very close to each other and positive replies were more than 75% for each of them. This evidence is a reflection of Ruto and Kiprono (2021), who argued that only through a properly balanced total rewards package can the public sector knowledge workers be retained and thus, migration blocked. The results reveal that the ODPP staff considers the four main factors financial rewards, development, recognition, and work-life balance as equally important in influencing their commitment which is consistent with the Total Rewards model and previous studies.

Above all, the statement with the highest mean score was, "Enhancing employee benefits would lead to the legal staff staying longer at ODPP," which got a Mean of 4.2 (Std. Dev. 0.85). This was the most agreed upon statement with 41.6% strongly agreeing and 40.0% agreeing, thus an overwhelming 81.6% positive response. Only a negligible 5.0% of respondents disagreed. This finding shows that although retention is at a current high, the employees are sure that the most direct and effective method to management's future commitment is through the giving of benefits. This makes the improvement of benefits the most strategic lever for ODPP management.

The average score of 3.6 (Std. Dev. 1.00), which is still a positive agreement but denotes a critical gap, was the lowest score registered in the segment for "Employee retention strategies at ODPP are effective". Further examination of the distribution uncovers the reason why this turned out to be a weakness for the organization. On the one hand, 40.1% of the respondents agreed and 22.0% strongly agreed (62.1% positive), on the other hand, the statement was accompanied by the highest levels of disbelief: 23.4% were Neutral, and a total of 14.5% disagreed (5.6% Strongly Disagree, 8.9% Disagree). The workforce believes they are content and intend to stick around (Mean 3.9), yet they are significantly less certain that the ODPP's formalized strategies are the prime factor behind it. This is interpreted as the present retention being more attributable to intrinsic job appeal and external factors (like public service job security) than to the intended, explicit retention policies. This slight but significant difference greatly supports the caution raised by Adhiambo (2019), who claimed that dependance on external factors may lead to sudden turnover during periods when internal practices, such as benefits management, are not being actively optimized. Thus, this low score concurs with Adhiambo's argument and indicates that the ODPP should formally define and communicate its retention framework more effectively.

Inferential Statistics Results

This section presents the inferential statistics, including correlation and multiple regression analysis, used to test the hypotheses and determine the nature, strength, and significance of the relationships between the independent variables (Employee Benefits) and the dependent variable (Retention of Legal Staff).

Table 6: Correlation Matrix

Variables	Retention of Legal Staff	Employee Financial Benefits	Employee Career Growth	Employee Work-Life Balance	Employee Job Security & Recognition	Recognition Programs
Retention of Legal Staff	1	.712	.689	.734	.707	.693
Employee Financial Benefits	.712	1	.625	.618	.602	.584
Employee Career Growth	.689	.625	1	.667	.648	.621
Employee Work-Life Balance	.734	.618	.667	1	.682	.664
Employee Job Security & Recognition	.707	.602	.648	.682	1	.646
Recognition Programs	.693	.584	.621	.664	.646	1

N = 242;
Correlation is significant at the 0.01 level (2-tailed)

Source: Research Data 2020

Table 5 presents the correlation matrix that indicates the linear relationship between all the variables in terms of both strength and direction. All the variables are statistically significant at the 0.01 level ($p < 0.01$). When we consider the dependent variable Retention of Legal Staff, we find that all the independent variables are interrelated by a strong and positive correlation of r values from 0.689 to 0.734.

The strongest correlation was between Employee Work-Life Balance and Retention ($r=0.734$). Employee Financial Benefits ($r=0.712$) and Employee Job Security & Recognition ($r=0.707$) followed closely as the next strongest correlates. Also, Recognition Programs ($r=0.693$) and Employee Career Growth ($r=0.689$) showed a very significant, strong positive relationship. The meaning of this is that the enhancement in any of these areas is strongly and directly linked to the legal staff's intention of remaining at the ODPP. The positive sign of all the coefficients also supports the basic hypothesis of the research. This result corroborates the Social Exchange Theory (SET), which argues that the organization getting through the employees' perception as a giver of valuable resources (benefits, growth, balance) leads to the reciprocation of employees by commitment-ups and turnover-intentions-downs; according to Ritho (2018). The magnitude of the Work-Life Balance correlation backs up the descriptive findings (Table 6), where the staff pointed out that flexibility is a critical factor in the legal profession's high demand environment.

Table 6: Regression Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.854 ^a	.729	.722		.36114
a. Predictors: (Constant), Employee Financial Benefits, Employee Career Growth, Employee Work-Life Balance, Employee Job Security & Recognition, Recognition Programs					
b. Dependent Variable: Retention of Legal Staff					

Source: Research Data 2020

Table 6 showcases the output of the multiple linear regression model that evaluates the combined effect of the five independent variables on the Retention of Legal Staff. The multiple correlation coefficient, R, stands at 0.854, denoting the existence of a very strong linear relationship between the predictor variables and the retention of legal staff.

The value of R Square (R²), also known as the coefficient of determination, is 0.729. This finding is of great importance as it implies that the five factors (Financial Benefits, Career Growth, Work-Life Balance, Job Security & Recognition, and Recognition Programs) included in the model can together account for 72.9% of the variation in the Retention of Legal Staff at ODPP. The Adjusted R Square value, 0.722, is still quite high and very close to the R², thus supporting the reliability and applicability of the model without substantial overfitting. What it means is that the model has high effectiveness and these five benefits factors are the chief reasons for the retention of legal staff. As per Field (2013), R² exceeding 0.70 in social sciences research means that there is a strong and very useful model. So, the 72.9% R² confirms that the selected variables for this study are very pertinent and constitute most of the factors influencing the legal staff retention at the ODPP.

Table 7: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	68.351	5	13.670	104.883	.000
Residual	25.132	236	0.106		
Total	93.483	241			
a. Dependent Variable: Retention of Legal Staff					
b. Predictors: (Constant), Employee Financial Benefits, Employee Career Growth, Employee Work-Life Balance, Employee Job Security & Recognition, Recognition Programs					

Source: Research Data 2020

The ANOVA table (Table 7) evaluates the significance of the regression model as a whole statistically. The regression sum of squares is found to be 68.351 with 5 degrees of freedom (df) while the residual sum of squares is 25.132 with 236 df.

The F-statistic obtained is 104.883 at 5 and 236 degrees of freedom, which is very significant having a p-value Sig. of {0.000} ($p < 0.01$). Therefore, the null hypothesis is rejected, stating that the explanatory variables do not significantly affect the retention of legal staff. The combined effect of Employee Financial Benefits, Employee Career Growth, Employee Work-Life Balance, Employee Job Security & Recognition, and Recognition Programs is interpreted as a statistically significant predictor of Legal Staff Retention at the ODPP. This affirms the credibility of the model and supports the high R² value that is found in the Model Summary (Table 8). The statistically significant result proves, beyond any reasonable doubt, that these factors of benefits are extremely important for the organization to achieve its goal of retaining excellent legal staff.

Table 8: Regression Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	T	Sig.
(Constant)	0.398	0.146		2.726	.007
Employee Financial Benefits	0.238	0.056	0.239	4.250	.000
Employee Career Growth	0.201	0.054	0.202	3.723	.000
Employee Work-Life Balance	0.285	0.059	0.283	4.831	.000
Employee Job Security & Recognition	0.176	0.053	0.172	3.321	.001
Recognition Programs	0.164	0.052	0.163	3.152	.002

Source: Research Data 2020

Table 8 presents the individual contribution of each independent variable to the prediction of Legal Staff Retention. All five independent variables are found to be statistically significant predictors of retention, as their p-values Sig. are less than 0.05. The constant value (the intercept) is 0.398, which is also statistically significant (p=0.007).

The estimated multiple linear regression equation is:

$$Y = 0.398 + 0.238 X_1 + 0.201 X_2 + 0.285 X_3 + 0.176 X_4 + 0.164 X_5$$

Where:

Y = Retention of Legal Staff

X₁= Employee Financial Benefits

X₂ = Employee Career Growth

X₃= Employee Work-Life Balance

X₄= Employee Job Security & Recognition

X₅ = Recognition Programs

The relative contribution of all factors to retention can be assessed by the comparison of the Standardized Coefficients. Employee Work-Life Balance (β=0.283) is the most significant predictor and that confirms the correlation outcomes and the high descriptive mean. In a way, it indicates that Work-Life Balance standard deviation that has gone up by one will cause retention's standard deviation to increase by 0.283 if other factors remain unchanged. Employee Financial Benefits (β=0.239) is the second strongest factor, while Recognition Programs (β=0.163) is the one with the least influence among the significant predictors.

Unstandardized Coefficients (B) interpretation lets one see what impact magnitude is: a unit increase in Work-Life Balance (B=0.285) causes the biggest increase in the retention; Financial Benefits (B=0.238) comes next. From this, it can be inferred that although all benefits are vital, the ODPP should concentrate on making the work-life balance and financial packages better perceived to attain the largest increase in staff retention. The result indicating that Work-Life Balance is the most powerful factor highlights the unique stress and high-stakes nature of prosecution work. The Job Demands-Resources (JD-R) model supports this, where providing critical resources such as flexibility (Work-Life Balance) is necessary to counter psychological strain from high job demands (ODPP work), as Gitau (2022) suggests.

CONCLUSION AND RECOMMENDATIONS

By referring to the results of the research, it is indicated that employee benefits which include financial support, professional development prospects, work-life balance, job security, and recognition programs have a great, positive, and highly significant impact on legal staff retention. The overall impact of these factors both in terms of money and non-monetary benefits is to explain very well the majority of the employees' intention to continue working at the ODPP. Work-Life Balance emerged as the most important factor among these predictors. This calls for the ODPP to consider retention as an overall concern demanding not only competitive salaries but also active measures to lessen the high demands and stress that are part of the prosecution work.

The ODPP must implement a focused Total Rewards strategy by emphasizing Work-Life Balance and Financial Benefits of the employees as the main drivers for retention enhancement. To be more specific, it consists of the establishment of the formalized flexible work arrangements, cutting down extreme workload demands to staff's well-being and at the same time, the effort to get the allowances increased and also have the salary scales reviewed so that they do club with the consumer price index of legal professionals'. Further, to fill the gap between the perceived and the actual implementation, the legal staff has to be not only clearly informed about the policies for performance-based rewards and career progressions but also be able to do so because the policies are transparent and fair.

Recommendations for Further Studies

Future research should explore the mediating role of job satisfaction or organizational commitment between employee benefits and retention intentions.

A comparative study focusing on the differences in retention factors between public legal staff (ODPP) and private sector legal practitioners would provide valuable benchmarking insights.

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