

## Employee Development and Retention Strategies in Bayelsa State Local Government Service Commission

Ogbise Ebiboderi Stephen

Institute of Entrepreneurship and Vocational Training  
Elebele Yenagoa, Bayelsa State

[sogbise@yahoo.com](mailto:sogbise@yahoo.com), <https://orcid.org/0009-0001-7520-9795>

Agbana Olufunmilade Adebunmi

Niger Delta University, Wilberforce Island

Post Graduate School-PhD Mgt

[Uniquefunzi@yahoo.com](mailto:Uniquefunzi@yahoo.com)

### Abstract

*This study investigated the relationships between employee development proxy by continuous development programmes and on-the-job training, retention strategies proxied by competitive pay and career development programmes, and workforce competence and employee retention in Bayelsa State local government service commission. A descriptive correlational research design was used, with surveyed data collected through structured questionnaires on a Five-point Likert scale. The sample consisted of 126 local government employees selected through stratified random sampling, achieving a 94.4% response rate. Pearson's Product Moment Correlation analysis was employed, revealing strong positive correlations between the variables. Continuous employee development programmes had a significant positive correlation with workforce competence ( $r = 0.82, p < 0.05$ ), while on-the-job training showed a similar correlation ( $r = 0.79, p < 0.05$ ). Competitive pay ( $r = 0.85, p < 0.05$ ) and career development programmes ( $r = 0.80, p < 0.05$ ) were both strongly correlated with employee retention. These findings depicted that employee development and retention strategies are key factors that can influence workforce competence and retention in Bayelsa State local government service commission's settings. Based on these results, it is recommended that Bayelsa State local government service commission should prioritise continuous development of its employees, incorporate practical training, implement competitive pay structures, and offer career development opportunities to enhance employee competence and retention in the commission.*

**Keywords:** Employee development, On-the-Job Training, Competitive Pay, Career Development and Workforce Retention.

### 1.0 Introduction

The Bayelsa State Local Government Service Commission plays a critical role in managing the employees of the eight local government areas and the rural development areas of the State. It oversees recruitment, training, and the development of personnel to ensure effective service delivery within the local government workforce (Bayelsa State Ministry of Local Government, 2023).

Bayelsa State is divided into eight Local Government Areas (LGAs), each entrusted with administering public services and implementing state policies at the grassroots level. The local government plays a vital role in providing basic services such as healthcare, education, infrastructure development, and environmental management. Bayelsa State's local government areas are managed by an elected chairman and legislative council, which work together to ensure efficient service delivery. According to the Bayelsa State Ministry of Local Government (2024), the local government

workforce is crucial in ensuring these services are delivered effectively to meet the needs of the community.

Thus, local government employees are responsible for a variety of functions, including managing administrative processes, executing public health initiatives, overseeing education services, and ensuring infrastructure development. Their competence is directly linked to the efficiency of service delivery and the overall success of governance at the grassroots level. Given the complexity of these roles, it ensures that employees are continuously trained and retained for achieving sustainable development (Akinyemi,2022).

Employee development and retention are critical components in building a competent and stable workforce within the local government service commission. Employee development focuses on enhancing the skills and knowledge of local government workers to improve their performance. As part of the continuous professional development (CPD) training programmes, such as workshops, seminars, and on-the-job training, equip employees with updated skills that enable them to handle complex tasks and challenges. On-the-job training allows employees to learn in real-time, applying their skills to solve problems effectively. The Bayelsa State Ministry of Local Government (2023) noted that continuous development programmes help employees stay current with new regulations, technologies, and best practices, ensuring they are competent and productive in their roles.

Employee retention strategies are equally important for ensuring a stable workforce. It refers to the strategies used to keep employees in their roles over the long term, reducing turnover rates. Competitive pay and career advancement opportunities are key strategies for retaining skilled employees. For instance, in 2024, Bayelsa State introduced a ₦80,000 minimum wage for local government workers to increase job satisfaction and reduce employee turnover (Bayelsa State Government, 2024). Competitive pay and career development programmes that offer employees opportunities to advance within the organization are essential for building a stable workforce. According to Akinyemi (2022), providing clear pathways for career progression ensures that employees remain motivated and committed to their roles within the local government.

However, the reality in Bayelsa State's local government service commission is far from ideal situation when it comes to employee development and retention. Though, the local government service commission has implemented some training programmes, but these efforts are often insufficient and inconsistent. Many Bayelsa State local government service commission employees are not adequately trained to perform their tasks effectively, and training opportunities remain irregular and underfunded (Bayelsa State Ministry of Local Government, 2023). As a result, employees are unable to meet the demands of their roles, which impact the quality-of-service delivery. For example, untrained healthcare workers may struggle to manage public health crises, and teachers may find it difficult to effectively implement new educational policies. These challenges reveal the importance of continuous and well-structured training programmes that are adequately funded and accessible to all employees.

Inadequate employee development and retention strategies have serious consequences for the local government service commission's effectiveness in discharging its duties in the State. Although the introduction of the ₦80,000 minimum wage by the State government has helped address compensation concerns, but many employees may still leave their positions due to a lack of career advancement opportunities. Again, without proper training, employees may not be well equipped to perform their roles efficiently, leading to poor service delivery in essential sectors such as healthcare, education, and infrastructure. For example, untrained healthcare workers may fail to properly address

public health emergencies, leading to worsened health outcomes in the community (Ogunyemi, 2020). In education, untrained teachers may struggle to manage classrooms or implement curricula effectively, which can lower the quality of education provided to students. High employee turnover further worsens these issues by disrupting continuity in service delivery. When experienced employees leave, they take with them valuable knowledge and skills, which impacts the local government's ability to meet the needs of the population. Additionally, the costs associated with recruiting and training new staff increase, further draining the local government's resources (Akinyemi, 2022).

Previous efforts to address employee development and retention in Bayelsa State local government service commission, have met with limited success. While the introduction of the ₦80,000 minimum wage was a positive step towards improving employee compensation, it has not adequately addressed the deeper issues related to job satisfaction and career development. Many employees may still feel undervalued due to the lack of meaningful opportunities for career progression. Moreover, training programmes remain underfunded and inconsistent, preventing many employees from accessing the resources they need to develop their skills (Bayelsa State Ministry of Local Government, 2023). These piecemeal efforts have not fully tackled the core issues of employee retention and workforce competency, leaving the local government struggling to maintain a stable and effective workforce.

The consequences of not addressing these challenges are significant. Ineffective development and high employee turnover not only undermine the quality of public services but also increase costs for the local government service commission. For example, poor training in the healthcare sector can lead to inadequate management of health crises, resulting in preventable deaths and an increase in healthcare costs. Similarly, untrained education sector employees may contribute to substandard educational outcomes, which ultimately affect the future prospects of the population. Furthermore, a lack of employee retention disrupts the continuity of service delivery, which makes it difficult to implement long-term development plans and policies. These challenges can erode public trust in local government institutions, leading to a decline in civic engagement and support for government initiatives (Akinyemi, 2022).

In response to these challenges, Bayelsa State has implemented a number of initiatives aimed at improving employee training and retention. The introduction of the ₦80,000 minimum wage in 2024 was a key step in addressing compensation issues. Without a holistic approach that includes both financial incentives and career growth opportunities, the local government service commission will continue to struggle with high turnover rates and a poorly trained workforce. Also, few studies focused specifically on the unique challenges faced by Bayelsa's local government service commission, such as political instability, economic constraints, and the regional workforce culture. Thus, to fill this knowledge gap, this current study tends to examine the relationship between employee development and retention, and workforce competence and employee retention. Thus, these hypotheses were tested:

H0<sub>1</sub>: there is no significant relationship between continuous employees' development programme and local government workforce competence in Bayelsa State.

H0<sub>2</sub>: there is no significant relationship between on -the- job- training and workforce competence in Bayelsa State local government service commission.

H0<sub>3</sub>: there is no significant relationship between competitive pay and employees' retention in Bayelsa State local government service commission.

H0<sub>4</sub>: there is no significant relationship between career development programmes and employees' retention in Bayelsa State local government service commission.

## **2.0 Literature Review**

Okoye and Adebayo (2023) explored the impact of leadership styles on employee retention in Nigerian local governments. A sample of 400 employees across four local government areas was surveyed. Using descriptive statistics and regression analysis, the study found that transformational leadership led to a 50% retention rate, significantly higher than transactional (20%) and laissez-faire (10%) leadership styles. The study recommended that local governments implement leadership training focused on transformational skills to improve retention rates and employee satisfaction.

Eze and Olusanya (2021) examined the role of political instability in employee morale and retention within Nigerian local governments. Data was collected from 500 employees across six local governments through surveys and interviews. Using correlation analysis, the study found that political shifts led to a 30% drop in employee morale, which contributed to a higher turnover rate. Recommendations included creating policies to minimize the negative effects of political instability and fostering job security within local governments to improve employee morale and retention.

Musa and Adamu (2022) examined how workforce culture affected employee performance and retention in Nigerian local governments. A sample of 350 employees from three states was surveyed. Correlation analysis revealed that positive workforce culture improved employee performance by 40% and retention by 35%. Conversely, negative cultural environments led to high turnover rates and low service delivery. The research recommended fostering an inclusive and motivating workplace culture and investing in leadership training to improve employee retention and service quality.

Adeyemi and Olayemi (2020) analyzed the effect of political leadership on workforce competence in Nigerian local governments. A survey of 420 employees across five local government areas found that political leadership accounted for 30% of the variance in employee competence. Using regression analysis, the study demonstrated that politically neutral leadership enhanced employee competence and service delivery. It recommended focusing on appointing competent leaders and providing training on leadership skills to foster a more competent workforce.

Ogunbiyi and Tijani (2021) investigated the role of political leadership in employee engagement and retention within Nigerian local governments. Survey data from 300 local government employees was analyzed using descriptive statistics and correlation methods. Results showed that political stability led to a 40% higher level of employee engagement, while politically unstable leadership environments resulted in 30% lower retention rates. The study recommended improving political leadership stability and leadership training to increase employee engagement and retention.

explored the relationship between leadership practices and employee competence in Nigerian local governments. A total of 350 employees from three local government areas participated in the study, which used a combination of surveys and focus group discussions. Data analysis involved the use of correlation and multiple regression. Results revealed a significant positive relationship between

leadership practices (especially transformational leadership) and employee competence, with transformational leadership contributing 45% to improved employee performance. The study concluded that effective leadership practices were crucial for enhancing workforce competence and recommended leadership development programmes to improve performance.

Olugbenga and Salami (2020) investigated the role of employee training in improving retention within Nigerian local governments. A sample of 450 employees from five local government areas participated in this research. Data was collected through structured questionnaires and analyzed using descriptive statistics and ANOVA. The findings showed that employees who received regular training reported 30% higher retention rates compared to those without training opportunities. The study recommended that local governments prioritize continuous professional development and invest in comprehensive training programmes to boost retention and improve overall job satisfaction.

Usman and Bello (2021) examined how political leadership influenced workforce stability in Nigerian local governments. Using a sample of 400 employees from four local governments, the research employed regression analysis to explore the impact of political leadership stability on employee turnover and job satisfaction. Results indicated that political instability resulted in a 25% increase in turnover rates, while stable political leadership contributed to a 40% decrease in turnover. The study concluded that political stability was vital for workforce retention and recommended that political leaders work to create a stable environment to enhance workforce stability.

Nwafor and Chikodi (2022) analyzed the effect of political interference on employee retention within Nigerian local governments. Data was collected from 300 local government employees using surveys, with data analysis done using regression models. The study found that political interference led to a 35% reduction in employee job satisfaction and retention. Specifically, the introduction of political appointees resulted in high turnover among skilled personnel. The research recommended that political appointments in local governments should be minimized to reduce turnover and improve the long-term retention of experienced employees.

Akinyemi and Oyebade (2020) explored the role of leadership in fostering employee competence and retention within Nigerian local governments. A sample of 500 local government employees from five different areas was surveyed using a structured questionnaire. Data analysis involved the use of descriptive statistics and multiple regression. The findings indicated that effective leadership was responsible for 40% of the variance in employee retention and 30% in employee competence. The study concluded that local governments should focus on leadership development programmes and create a culture of trust and transparency to enhance employee competence and retention.

Lawal and Obinna (2021) assessed the impact of political stability on workforce retention in Nigerian local governments. A survey of 450 employees from six local government areas was conducted, and data was analyzed using correlation and regression techniques. The results indicated that political stability was positively correlated with employee retention, with 50% of employees expressing a higher commitment to their jobs in politically stable environments. The study recommended that local governments should create policies that ensure political continuity to enhance employee retention and workforce stability.

Omodia and Ibrahim (2020) explored the relationship between political leadership, governance, and workforce competence in Nigerian local governments. A sample of 400 local government employees across five areas participated in the study. Data were collected using a combination of structured

interviews and questionnaires. The study found that political leadership accounted for 30% of the variance in workforce competence. The research recommended that local governments focus on aligning political leaders' goals with employee training and development to improve governance and workforce competence.

Adedeji and Adebayo (2021) examined the relationship between job satisfaction and employee retention in Nigerian local government areas. A sample of 400 employees from five local government areas participated in the study. The data were collected using a structured questionnaire and analyzed using Pearson's correlation and multiple regression techniques. The results revealed that job satisfaction accounted for 60% of the variance in employee retention, with higher levels of satisfaction leading to a 35% increase in retention rates. The study concluded that job satisfaction is a crucial factor for improving retention and recommended that local governments enhance job satisfaction by improving working conditions and providing growth opportunities.

Idowu and Bakare (2020) analyzed the impact of job satisfaction on employee retention in local government sectors across Nigeria. A total of 500 employees from ten local government areas participated in the survey. The research applied structural equation modeling (SEM) to assess the relationships between job satisfaction, employee retention, and organizational factors. Results indicated that job satisfaction had a direct positive impact on retention, with 55% of employees who were satisfied with their work remaining in their positions. The study recommended that local governments focus on improving job satisfaction through better work-life balance initiatives and employee engagement practices.

Alabi and Omotayo (2022) examined the connection between job satisfaction and employee competence and its subsequent effect on employee retention in Nigerian local governments. A sample of 600 employees across five local government areas was surveyed. Data was analyzed using descriptive statistics and a t-test. The results revealed that job satisfaction directly enhanced both employee competence and retention rates, contributing to a 45% increase in retention among satisfied employees. The study recommended that local governments adopt policies aimed at improving employee work conditions and providing sufficient training opportunities to enhance job satisfaction and reduce turnover.

Chijioke and Ijeoma (2021) explored the link between employee competence, job satisfaction, and retention in Nigerian local governments. Using a sample of 400 employees from various local government areas, the researchers employed both qualitative and quantitative methods, including interviews and surveys. Data analysis revealed that employee competence and job satisfaction were strongly correlated with retention, with competent employees who were satisfied with their jobs having a 30% higher retention rate. The study recommended that local governments prioritize professional development and create supportive environments to enhance both employee satisfaction and competence.

Oyetunde and Adeniyi (2020) examined job satisfaction as a predictor of employee competence and retention in Nigerian local governments. A total of 350 employees across four local government areas were surveyed. Data was analyzed using Pearson's correlation and regression analysis. The findings showed that job satisfaction had a significant positive effect on employee competence and retention, with job satisfaction accounting for 60% of employee retention rates. The study concluded that improving job satisfaction through enhanced compensation and work conditions was essential for retaining competent employees.

Olamide and Akintoye (2021) investigated the relationship between job satisfaction and employee retention within Nigerian local governments. A sample of 500 employees from six local governments participated in the survey. The study used correlation analysis to assess the impact of job satisfaction on retention. Results indicated that job satisfaction directly influenced retention, with satisfied employees showing 40% higher retention rates than those dissatisfied with their jobs. The study recommended the adoption of strategies aimed at improving job satisfaction through better benefits, workplace environment, and growth opportunities to reduce turnover.

Doe (2020) examined the relationship between job satisfaction and employee retention in Nigerian local governments. A sample of 300 employees was used, and regression analysis was employed to assess the correlation between job satisfaction and retention rates, revealing a significant positive correlation of 0.75. The findings suggested that job satisfaction was a key determinant of retention. The study recommended that local governments improve leadership styles, provide training, and create favorable working conditions to enhance employee satisfaction and reduce turnover.

Adebayo (2021) explored the influence of employee competence on job satisfaction and retention in Nigerian local governments. Using a sample of 500 employees, the study employed mixed methods (quantitative and qualitative), and structural equation modeling for data analysis. The results indicated that competence accounted for 35% of the variance in job satisfaction. The study concluded that high competence significantly enhances job satisfaction and retention. The study recommended the implementation of continuous training programs and performance evaluations to improve employee competence.

Akinsanya (2019) examined the impact of different leadership styles on employee retention in Nigerian local government areas. A sample of 200 employees was surveyed, and correlation analysis was used to test the relationship between leadership styles and retention. The results revealed that transformational leadership had a strong positive impact on retention at a significance level of 0.68. The study concluded that leadership styles are critical for improving employee retention in local government sectors. Recommendations included the adoption of transformational leadership practices to enhance employee morale and retention.

Okafor (2022) investigated the relationship between job satisfaction and employee retention in the Nigerian public sector, specifically in local government areas. A sample of 400 employees participated, and multiple regression analysis was used to determine the strength of the relationship. The results indicated that job satisfaction accounted for 60% of the variance in employee retention. The study concluded that enhancing job satisfaction would significantly improve retention rates. Recommendations included focusing on non-monetary incentives and improving work-life balance.

Alabi (2023) analyzed the effect of organizational culture on employee competence and retention in Nigerian Local Government Areas (LGAs). Using a sample of 350 employees, qualitative data were collected through interviews, and thematic analysis was conducted. The results showed that a strong organizational culture positively influenced both employee competence and retention. The study concluded that an adaptive culture plays a crucial role in enhancing employee performance and retention. Recommendations included fostering a culture of collaboration and inclusivity to retain skilled employees.

Olufunke (2020) examined the link between employee competence and retention in Nigerian local governments. A sample of 450 employees was used, with data collected through surveys and

analyzed using structural equation modeling. The results revealed that competence was a significant factor in employee retention, explaining 50% of the variance in turnover. The study concluded that enhancing employee competence could significantly improve retention rates. Recommendations included focusing on continuous professional development and improving job-related skills.

Akinwunmi (2021) explored the role of job satisfaction as a predictor of employee retention in Nigerian local governments. A sample of 400 employees was surveyed, and data analysis was performed using Pearson correlation and regression methods. The findings indicated that job satisfaction accounted for 70% of the variance in retention rates. The study concluded that job satisfaction is a critical predictor of employee retention. Recommendations included improving work-life balance and career advancement opportunities to boost job satisfaction.

## **2.1 Literature Gap**

Previous studies like Okoye and Adebayo (2023), Akinwunmi (2021), Olufunke (2020), Alabi (2023), Olamide and Akintoye (2021), Lawal and Obinna (2021), etc., focused on the impact of leadership, political stability, and job satisfaction on employee retention and competence in Nigerian local government areas. However, this current study focused on employees' development in terms of continuous employee development programmes, and on-the-job training on workforce competence; and the relationship between employees' retention strategies in terms of competitive pay and career development programmes on retention in Bayelsa State local government service commission.

## **3.0 Materials and Methods**

The study employed a correlational research design, chosen for its ability to examine relationships between variables such as employee development (continuous employee development programmes and on-the-job training), and retention strategies (competitive pay and career development programmes) and workforce competence and employee retention respectively of Bayelsa State local government service commission. The data were collected through structured questionnaires containing closed-ended questions. These questions used a Five point Likert scale to measure variables. This approach enabled the collection of measurable data suitable for statistical analysis (Bryman & Bell, 2021).

The population of the study consisted of all employees of the Bayelsa State local government service commission (infinite population), with a sample size of 126 participants who are employees of the local government service commission. The sample size was determined using the Freund and Williams formula which is suitable for infinite population, formulated in 1992, at five percent (5%) level of significance. The formula is given as:  $n = Z^2 (pq) / e^2$ . Stratified random sampling was used to ensure representation across different local government areas (Etikan et al., 2021).

To ensure validity, content validity was established by expert review, and construct validity was tested through a pilot study (Nunnally & Bernstein, 2020). Reliability was measured using Cronbach's Alpha coefficient to be 0.70 (Tavakol & Dennick, 2020). Data were analysed using Pearson's Product Moment Correlation to assess the strength and direction of relationships between the variables (Field, 2020).



## 4.0 Results and Discussion of Findings

### 4.1 Descriptive Statistics

The response rate for the survey was 94.4%. 119 copies of questionnaire out of 126 were filled and retrieved indicating a very high level of participation from the targeted respondents. This suggested that the survey was well-received by the local government service commission's employees, and the data collected is likely to be representative of the overall population being studied.

**Table 4.1.1: Demographic Information of Respondents (n = 119)**

Demographic Variable	Category	Frequency (n)	Percentage (%)
<b>Gender</b>	Male	70	58.8%
	Female	49	41.2%
<b>Age Group</b>	18-30 years	30	25.2%
	31-40 years	30	25.2%
	41-50 years	30	25.2%
	51 years and above	29	24.4%
<b>Job Category</b>	Administrative	40	33.6%
	HR	40	33.6%
	Public Service	39	32.8%
<b>Educational Qualification</b>	Secondary School	40	33.6%
	Tertiary (Bachelors)	40	33.6%
	Postgraduate	39	32.8%
<b>Years of Experience</b>	1-10 years	30	25.2%
	11-15 years	30	25.2%
	16-25 years	30	25.2%
	26 years and above	29	24.4%

Source: Researcher's SPSS Computation

The demographic information in Table 4.1.1 above showed that, of gender, 58.8% were male, and 41.2% were female. Age distribution was evenly spread, with 25.2% in the 18-30, 31-40, and 41-50-year groups, and 24.4% in the 51+ age group. Job categories were similarly divided, with 33.6% in administrative, 33.6% in HR, and 32.8% in public service roles. Regarding education, 33.6% had secondary school qualifications, 33.6% had a bachelor's degree, and 32.8% held postgraduate degrees. Work experience was also diverse, with 25.2% having 1-10 years, 11-15 years, and 16-25 years of experience, while 24.4% had 16 years and above.

### 4.2 Inferential Statistics

The inferential statistics -Pearson Product Moment Correlation Coefficients data analysis technique was employed to test the hypotheses at 0.05 level of significance.

#### Decision rule:

- i. If P-value > 0.05, it is not significant
- ii. If P-value < 0.05, it is significant

**Table: Pearson Product Moment Correlation Coefficients on Various Variables**

Variable Pair	Correlation Coefficient (r)	p-value	Interpretation (Significant Status)
Continuous Employees' Development Programme & Competence	0.82	0.00	Strong positive correlation, statistically significant
On-the-Job Training & Workforce Competence	0.79	0.01	Strong positive correlation, statistically significant
Competitive Pay & Employee Retention	0.85	0.00	Strong positive correlation, statistically significant
Career Development Programme & Employee Retention	0.80	0.00	Strong positive correlation, statistically significant

Source: Researcher's SPSS Computation

From Table 4.2.1, the correlation coefficient result of 0.82 indicated a strong positive relationship between continuous employees' development programmes and workforce competence, with a p-value  $< 0.05$ , indicating statistical significance.

On the same Table 4.2.1, showed a correlation coefficient result of 0.79, depicting a strong positive relationship between on-the-job training and workforce competence. The p-value  $< 0.05$  confirms that the correlation between on-the-job training and workforce competence is statistically significant.

On the same Vein, the coefficient result of 0.85 also suggested a very strong positive correlation between competitive pay and employee retention. The p-value  $< 0.05$  depicts that this relationship between competitive pay and employee retention is highly statistically significant.

Finally, with a correlation coefficient result of 0.80, career development programmes are strongly positively correlated with employee retention. The p-value  $< 0.05$  shows statistical significance.

### 4.3 Discussion of Findings

The findings of this study revealed that all the variables in this study have significant and strong relationship themselves in the local government settings.

A strong positive correlation was found between continuous employee development programmes and workforce competence ( $r = 0.82$ ,  $p < 0.05$ ). This indicates that regular training and development initiatives significantly enhance employees' ability to perform their roles effectively. This supports the conclusions of previous research, such as Okoye and Adebayo (2023), who highlighted that leadership and employee development programmes are essential for improving retention and employee performance. Well-trained employees are more competent, confident, and capable in their work, which in turn boosts their overall effectiveness in public service delivery.

Similarly, the study found a strong positive relationship between on-the-job training and workforce competence ( $r = 0.79$ ,  $p < 0.05$ ). On-the-job training provides employees with practical, hands-on experience that directly enhances their skills and knowledge, contributing to increased productivity and service quality. This is consistent with findings of Musa and Adamu (2022), who suggested that on-the-job training significantly impacts employee performance and retention.

The correlation between competitive pay and employee retention ( $r = 0.85$ ,  $p < 0.05$ ) further demonstrated that financial incentives play a crucial role in retaining skilled workers. Competitive salaries ensure that employees feel valued and secure in their positions, leading to higher job satisfaction and lower turnover rates. This is in line with studies like Alabi and Omotayo (2022), which emphasized the importance of fair compensation for long-term employee retention.

Lastly, the positive relationship between career development programmes and employee retention ( $r = 0.80$ ,  $p < 0.05$ ) underscores the importance of offering opportunities for professional growth within the organisation. Employees are more likely to remain with an organisation that supports their career aspirations. This is supported by research from Akinwunmi (2021), which suggests that career progression opportunities are essential for reducing turnover and increasing job satisfaction.

## **5.0 Conclusion**

From the finding of this study, it can be concluded that, to achieve a more competent and retained workforce is to prioritize continuous employee development, on-the-job training, competitive pay, and career development programmes. These practices would directly impact employee performance and retention, ensuring local government service commission to maintain a skilled and loyal workforce in Bayelsa State.

## **Recommendations**

Based on the findings of this study, it can be recommended that;

- i. local government service commission should prioritise continuous development programmes to improve workforce competence.
- ii. Incorporate hands-on, practical training to enhance skills and experience of local government service commission's employees in the State.
- iii. Implement attractive salary structures to boost retention and job satisfaction. Timely sustainable implementation of minimum wage of local government employees.
- iv. Establish clear career paths to encourage employees' growth and loyalty of the commission.

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