

**HUMAN RESOURCE RETENTION PRACTICES AND PERFORMANCE OF KENYAN
UNIVERSITY A CASE STUDY OF GRE TSA UNIVERSITY**

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FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
BACHELOR OF COMMERCE OF GRE TSA UNIVERSITY-THIKA**

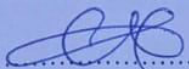
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DECLARATION


DECLARATION

This research project is my original work and has not been presented for the award of a degree or any other similar purpose in any other institution

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This research project has been submitted with my approval as the University supervisor.

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ABSTRACT

Retention of employees is essential in an organization or an institution. The main objective of the study is to investigate employee retention practices in organizational productivity. The study-specific objective is to investigate the effect of career development, and staff development and evaluate the relationship between compensation policy on employee retention among teaching staff at Gretsia University in Kenya. The research targets full-time lecturers and part-time lecturers. All heads of school management will take part in the questionnaire and each lecture from a different school. The qualitative methodology will be used to achieve the objective of the study. Distribution of the questionnaire to the target population at Gretsia University to teaching employees.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter provides a context of the study by first discussing the background of the study followed by the research problem, objective, questions, and significance. The research is about human resource retention practices and the performance of Kenyan universities a case study in Gretsia University. Will be able to explain the value of the research and also able to explain the research gap.

1.1 Background of the Study

The most essential resource to an organization is its people, making retention vital. According to Armstrong (2006), employee retention refers to how an organization comes up with strategies to ensure that employees remain in the company. Retention of high-performing employees has become a challenge for the manager, there is a job-hopping of employees. When employees leave their jobs it is often a sign that something is gone wrong. Khalid and Nawab (2018) Employee retention is considered the heart of an organization's success

Human resources can capacitate an institution to achieve its retention goals. This practice includes a relationship between employee retention and organizational performance (Mokoena and Dhurup 2017). Considering employee retention has a positive impact on employee performance. Sa Baig (2021). Leadership will affect employee performance. Retention of staff in educational institutions is a concern. A high turnover rate of academic staff constitutes a crucial threat to the consistency stability and quality of the academic enterprise. Turnover can affect the students and workers that have remained.

According to the Job Opening and Labor Turnover Survey-JOLTS (2022). Each month 3 to 4.5 million workers quit their jobs in the USA One survey found 94% would stay if they invest in long-term learning. In the 2021 Bureau of Labor Statistics report, the general staff attrition rate is 57.3 %, but that figure drops to 25% when considering only optional staff attrition, 29% when considering involuntary turnover, and just 4% when looking at only high-performers.

Most employees are quitting their jobs to go and look for a place they can learn, they are leaving the jobs where they feel they are not gaining any skills. High quit is a sign of confidence among employees about the prospects of finding another job with higher pay.

One report suggests that a turnover rate of approximately 20% could be expected in many institutions. Society For Human Resource Management approximates that the average cost-per-hire for a new worker is \$5100. Economic News Releases from the Bureau of Labor Statistics report that members of staff earning wages and salaries averaged 3.6 years with their current firm. In the next five years, 87% of respondents surveyed by Kronos consider improved employee retention a high or critical priority. Human resource managers know the impact of labor retention and consider it essential.

In Sub-Saharan Africa, Sache and Lal (2017) noted that at least 34% of employees leave their work because of financial incentives motives, 25% quit because of a lack of work-life balance, 10% leave because the institution does not provide opportunities for self-development and growth, whereas 8% start their businesses. A survey by Dalayga et al. (2021), revealed that 68% of Generation X and Y employees leave organizations in developing economies. Career development plays a big role in retaining employees.

According to Hugo (2010), academic staff recruitment and retention is a challenge across the globe Hugo state that leaders of African university acknowledge the devastating impact of staffing shortage on the goals of institutions of higher education. The university is striving to retain its talented employees by implementing effective retention

Data from the Kenyan National Bureau of Statistics KNBS show Egerton University's drop in students and high turnover of staff and layoff. They laid off staff that they were unable to maintain. Ng'ethe (2012) confirms that records of public universities between 2006 to 2011 lost staff of academic. The university lost a minimum of 88 staff and a maximum of 130 staff. Ng'ethe et al. (2012) found that an 11% turnover in public university academic staff significantly affects the output performance of the institution.

Gretsa University is a progressive university established in 2006. It competes among the universities in Kenya. It's located in Thika. The non-teaching staff has a lower employee turnover, whereas academics have a high turnover rate. During the pandemic time, some staff was laid off

which made other employees feel there has no security when it comes to their jobs mostly the ones who were part-time lecturers. They had the fear they would lose their job. Some of the staff retention the institution is facing are salary dissatisfaction, job opportunities are higher. This has affected the learning process for the lecture being changed. It is time-consuming to interview new employees when the time and resources could be doing something else

Retention practices according to a study by the American Job Centre include, Orientation and onboarding this motivates the employees because they are treated right during the early stage of employment Training and development helps employees grow. Staff should be given time to go to conferences, provide tuition reimbursement or pay for their education. Internal communication and termination and outplacement, staffs who leave on good terms tend to recommend others

Mentorship programs are an extended onboarding process mostly in a remote work environment. The new staff learns from the experienced employee and in return, they offer a fresh viewpoint to their mentors. Employee compensation is essential for an institution or an organization. Employees should evaluate and adjust salaries regularly. Recognition and reward system plays a big impact on employee retention and performance, everyone likes to be appreciated for the work they have done.

1.2 Statement of the Problem

Employees are a key element of an organization. The success of most organizations lies in having skilled employees. Retention of these staffs in a firm is essential since it lowers hiring costs. Human resource retention administration and development cannot be undervalued (Kadiresan et al., 2019). Noronha et al. (2020), learning productivity in Scandinavian medium enterprises revealed that enterprises rely 70% on human resources for survival.

The retention of employees should be the organization's priority. Kadiresan et al. (2019) noted that the turnover of employees in the organization has to do with harassment by the boss, unable to adapt to the organization's culture, or unable to grow and pursue personal goals. Dalayga et al. (2021), added that the result of the employees leaving an organization is a huge financial implication of hiring new workers, loss of business from low productivity as well as loss of time and low job morale Raza, St-Onge and Ali (2021) concurred that hospitality industry in India lost over \$ 100 billion from employees' attrition alone

According to McKinsey (2022), about 70% to 80% of the employees in an organization come from a middle-class background and they seek job security but in the present scenario, there are layoffs, downsizing, and organizational re-structuring, which are affecting employee retention and loyalty. Which makes employees look for another alternative. The author states that the reason why an employee chooses to change is because of inadequate compensation and insufficient career advancement. According to infor.workinstitute.com 2017 Retention Report found that 75 % of the reasons for employee turnover can be prevented.

Most universities are experiencing a high employee turnover. Different institutions have different reasons for their employees quitting the job. The common reason for labor turnover is that there is poor compensation. Younger staff are the majority that leaves that company if it does not have compensation and benefits. Higher base pay has a strong impact on retention. Being overworked, in an institution with many students the lectures are overworked.

Human resources and managers ask employees for feedback on their work and listen to the issues being raised and make changes that are required. When there is an employee who has quit the job human resources encourage them to be honest as to why they quit the job to fix and address the problem. Supervisors who flat-out lack competence to manage employees should be identified because toxic or bad managers lead to employees leaving their jobs.

Other studies have been done about the retention of employees in different organizations. A few studies have been done on government universities but not private universities. Maureen N. Mwanza (2021) did a thesis in a case study of the Insurance industry. Ayman Alhmoud (2019) did research on retention in Middle Eastern This research has looked at the effects of retention but the scholar has not given adequate retention practice on privates organization...Some of the issues have not been dealt with. There are different existing gaps between the public university and private universities. The public university receives pay and benefits, unlike the staff in private institutions. In the private sector, the government is civil servants while the ones working in the private sector are independent contractors.

1.3 Purpose of the Study

The purpose of this study is to determine the relationship between employees retention practices and the performance of Gretsia University

1.4 Objectives of the Study

This consists of general and specific objectives.

1.4.1 General Objective of the Study

The general objective is to determine the relationship between employee retention practices and the performance of Gretsia University

1.4.2 Specific Objectives of the Study

1. To determine the effectiveness of training and development development programs on the performance of Gretsia University.
2. To establish relationships between career growth programs and the performance of Gretsia University
3. To evaluate the relationships between compensation policy programs and the performance of Gretsia University.

1.5 Research Questions

The overall research question of this research was to look into the factors that influence employee retention at Gretsia University. Specific questions of this study were as follows;

1. What is the relationship between career growth programs and the performance of Gretsia University?
2. Is there a relationship between training and development programs on the performance of Gretsia University?
3. What is the relationship between compensation policy programs and the performance of Gretsia University?

1.6 Significance of the Study

Gretsia University and other universities can also benefit from the report in terms of measuring employee contentment levels and composing strategies for increasing the current employee retainers for sustainability. This research will contribute to the understanding of knowledge in human resource management on employee retention in an organization as a source of reference.

This study will help management not only the institution but also organizations to realize the costs arising from losses of talented employees, resulting in interruption in work, and quality being compromised. It would also help in minimizing turnover expenditures and avert the loss of human capital necessary for the achievement of the university which includes teaching, research, and innovation development.

Labor trade unions would use the data from the research to advocate best Human Resource practices and policies that can assist in improving retention to the management boards and councils and facilitate retention of employees in the institution

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, the existing literature will be reviewed and a foundation of theory will be laid out to identify approaches and strategies. will be looking at the empirical study done on the same. The effect of the staff development program in universities and the effect of career development and Kenyan Universities will be looked at.

2.2 Overview of Employee Retention

Employers should aim to reduce voluntary and involuntary employee turnover by seeking strategies for employee retention. Factors that have been said to show the influence of retention of staff are self-actualization recognition and reward. Social network analysis (SNA) is an important analytical tool for interdependencies based on structural networks (Kwon 2017; Yuan 2019) to foresee various outcomes such as turnover thereby enhancing retention. According to Vikkie, G Covella, (2017) Leadership role in employee retention. Leadership plays a fundamental part in retaining qualified employees. Leaders provide employees with direction on how to perform their roles.

2.3 Theoretical Framework

There are various theories on employee retention and performance. This study has done a review of Herzberg Two -factor and Motivation -hygiene Theory.

2.3.1 Herzberg Two -factor Motivation -hygiene Theory

It was proposed by Frederick Herzberg (1959). The theory states that there are two different sets of factors that are responsible for employee motivation and satisfaction. The motivation factor encourages the employee to work hard. Promotion opportunities for personal growth, achievement, and recognition are factors of motivation. Hygiene factors, will not incentivize an employee to work hard. Quality of supervision, pay, company policy, and physical working conditions. For talented employees to receive recognition and have a good relationship with the managers. This strategy would involve taking care of both factors.

2.3.2 Maslow Hierarchy of Needs

It has an impact on employee retention. It promotes the importance of considering the basic need of your employee. This includes physical job security belonging, self-esteem, and self-

actualization. When the need of the employees have been met and the job is secure they are likely to stay committed. Jamie .M (2022). Employee recognition, career development, and technology are some of the ways to address these needs. According to Maslow's theory, people can only be actualized. a financial incentive will only work to a certain point. Employees working to a working condition that has all Maslow's needs will want to stay in their jobs. Sanita Gorde (2019)Did a case study on Employee Retention. The study stressed an employee retention strategy. It also finds out the reason for employee turnover and how to overcome it.

The study aims to prove the importance of employee retention in this age. And the repercussion that be there and how the organization will be affected when action is not taken. Hellen Chelengat (2022)Did a case study on Employee Retention Practice And Organization Productivity In Savings and Credit Cooperative. The discovery on compensation indicated that the cooperate used a reward system that ensured staff retention. Financial benefits, bonuses, and incentives also improve productivity as employee retention practices. Hence compensation had a significant effect on organization productivity. The study concluded that training, job satisfaction, career development, and compensation had a positive significant effect on organizational productivity. It is advised that institutions should consider reviewing compensation, ensure mentoring and training are done often as well as improve the working environment and conditions to ensure high productivity.

2.4 Empirical Framework

Various studies have been done on employee retention practices and performance such studies have been reviewed under this section.

2.4.1 Effects of Staff Development Program on the Performance of Universities

Staff development is essential to the success of any institution as it ensures that employee maintains and increase their skills and knowledge that can be used to improve quality and performance in their job role. It refers to all the strategy, practices, and procedures used to develop the knowledge, skills, and competencies of an employee to improve the effectiveness and efficiency of the University. The benefits of employee training are increased productivity, improve quality of work, reduce faults, waste, or customer complaints with streamlined processes and more competent employees, and a positive effect on employee morale and motivation.

2.4.2 Effects of career development on Kenya University

This is when an institution provides professional growth, especially to the employees moving to a new position within the institution. This program often includes coaching, mentoring, skills development, networking, and career path. Career development increases employee motivation and productivity. Recognition career development helps attract top employees and retain valued employees. Supporting career development and growth. The advantage of career development is, it reduces employee turnover by providing increased promotions, improves employees' morale and motivation, it enables organizations to manage promotional vacancies internally reducing the cost of recruitment.

2.4.3 Compensation Policy and Performance of University

Performance compensation motivates staff to do their best work and rewards them for achieving goals or objectives. It is an added compensation component, alongside fixed pay. Pay-for-performance compensation depends on the staff's performance. When staffs are remunerated, they are motivated to work. Their morale remains high, and their job satisfaction levels grow. High morale ensures that the staffs are motivated to come to work every day and do their work to the best of their abilities. Compensation helps to reduce the turnover rate of the company. Employees will be more encouraged to stay in their roles and this saves potential expenses related to turnover

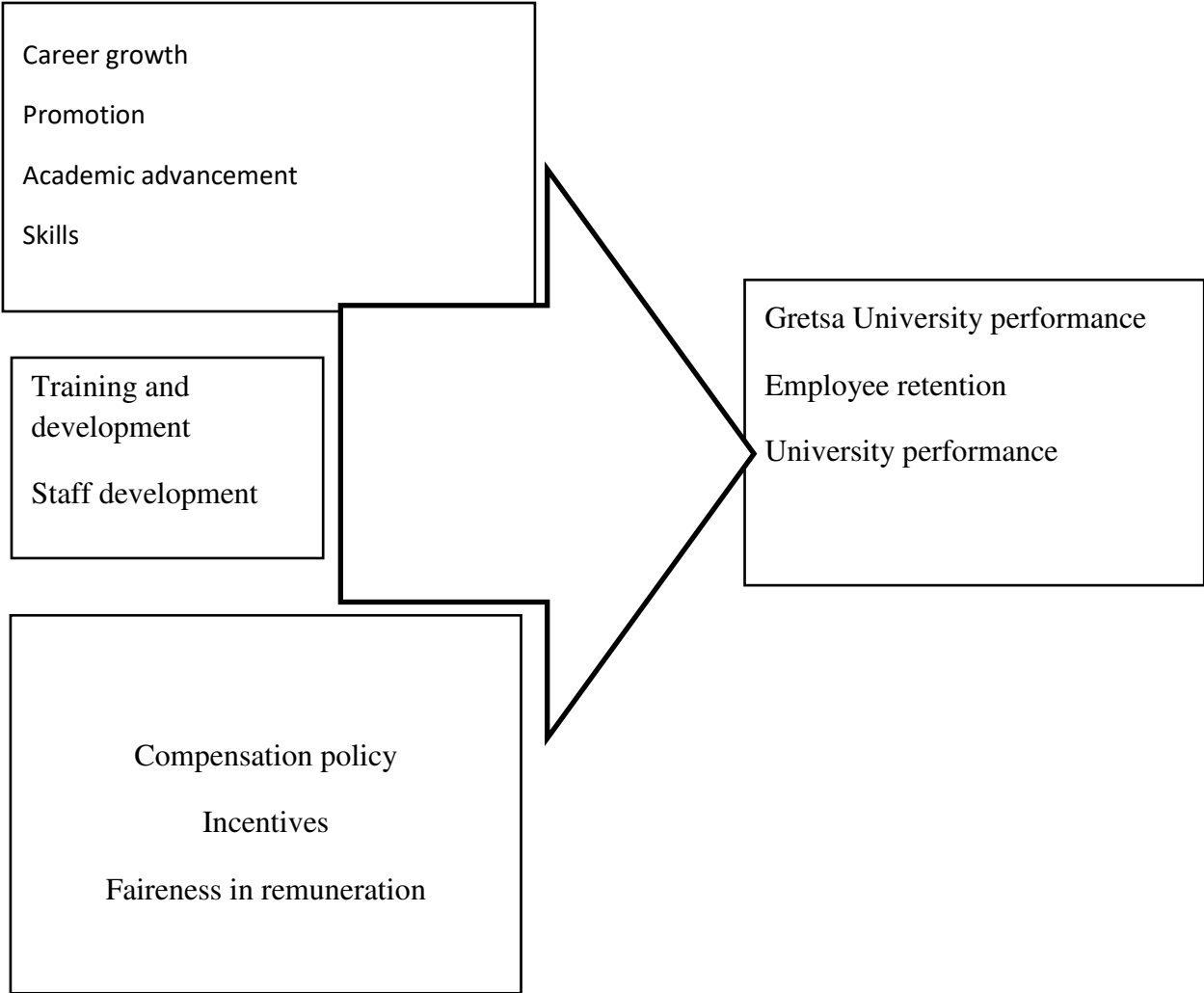
2.5 Summary of the Research Gaps

There is little research done about employee retention practices and performance in private universities. Most scholars have done this in different organizations and government universities. Maureen N. Mwanza (2021) did a thesis in a case study of the Insurance industry. Ayman Alhmoud (2019) did research on retention in Middle Eastern. The majority are looking at employee turnover, few are looking at employee retention and performance.

2.6 Conceptual Framework

Independent variable

Dependent variables



CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter gives the methods to be used in this study. The research describes the research design, target population, sampling frame, sample size, sampling techniques, data collection methods, and techniques of data analysis. The statistical models will be used in the analysis and the tests to determine the relationships between the variables under study.

3.1 Research Design

Research design is key since it acts as a blue point to the methodology of gathering data. According to Orodho (2008), the research design was a general plan for data collection and analysis. A descriptive research design was used. The descriptive design gives a more in depth inquest into what, where, how, who, and when of staff retention and performance Basias, N, Pollalis, Y (2018). A descriptive research design was used to calculate the central tendency mode, mean & variance. The descriptive research design that utilizes the survey method in the collection of data was the methodology used in the research. The study used a descriptive survey design. Qualitative analysis using a phenomenology perspective of the interview is the approach that will be used to analyze the data and also qualitative. Hawkins M, JE (2018) is mainly concerned with observing, listening, and interpreting. The survey design is used to determine how and to what extent employee performance is influenced at Gretsia University. Simple random sampling is used to collect useful information from teaching employees permanent and part-timers at Gretsia University.

3.2 Study Area

Gretsia University is located in Thika in Kiambu County along Garissa Road Thika. It is a private university and a competitive the Kenyan university. They do not have any camps at the time.

3.3 Target population

The research targets 40 teaching employees on permanent at Gretsia University. Kombo and Tromp (2006), the population represented in totality the element of teams or persons which the researcher wants to conduct measure or carry out an analysis. The research study targets the employees from each school

3.4 Sample Size

As for the aspect of sampling the research calculates a 30% amount of the total respondents. According to Mugenda (2005), 30% of the total respective population was considered adequate for the activity of sampling

3.5 Research Instrument

The data collection or the motive of obtaining information to keep records to make decisions and communicate. The survey method of data collection was used in the research. A design questionnaire was used to collect data from the respondents. The first part of the questionnaire contains the demographic characteristics of the respondents. These are gender, age, marital status, level of education, and work experience. In the second part, the respondent question is based on score value. 1= strongly disagree 2=disagree 3=not sure 4=agree 5strongly agree.

3.6 Content Analysis

Data processing was implemented through editing and classification. Descriptive analysis was used to examine the qualitative data. The research data was presented in the form of tables for easy inference.

3.7 Ethical Consideration

Ethics are moral code governing human behavior which has a significant impact on human welfare. Bell and Bryman (2007) state that it is the researcher's responsibility and duty to carefully assess the possibility of harm to research participants the possibility of harm should be minimized. The issue under research is sensitive because it involves the core business of the Institution. The questionnaires do not require the respondents' names or details that may reveal their identity to protect their identity. Before conducting the research permission should be obtained from Gretsia University. Confidentiality assurance should be a priority.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the results obtained from different statistical analyses in order to answer the research questions. Descriptive statistics were used to explain preliminary information on the respondents' personal profiles and the extent of adoption of human resource management practices. Correlation analysis was performed in order to find out if there was a relationship between each of the human resource management practices and employee retention.

4.2 Response Rate

The study targeted 40 employees from Greta University. The employees comprised academic (teaching) staff. They were selected because employees are the key people affected by issues of the university's performance. Out of the questionnaires that were distributed to the respondents, 102 were filled and returned indicating a response rate of 56%.

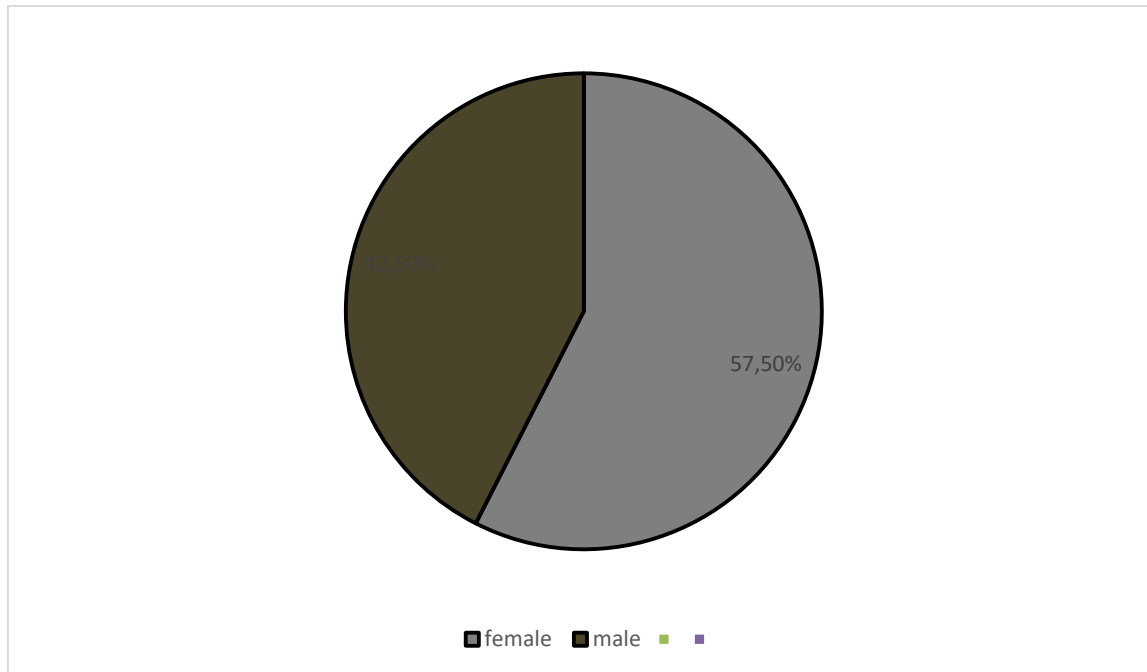
4.3 Demographic Characteristics of the Respondents

Table 4.1: Demographic Characteristics of the Respondents

The demographic characteristics of the respondents were as follows; gender, age and level of education.

GENDER

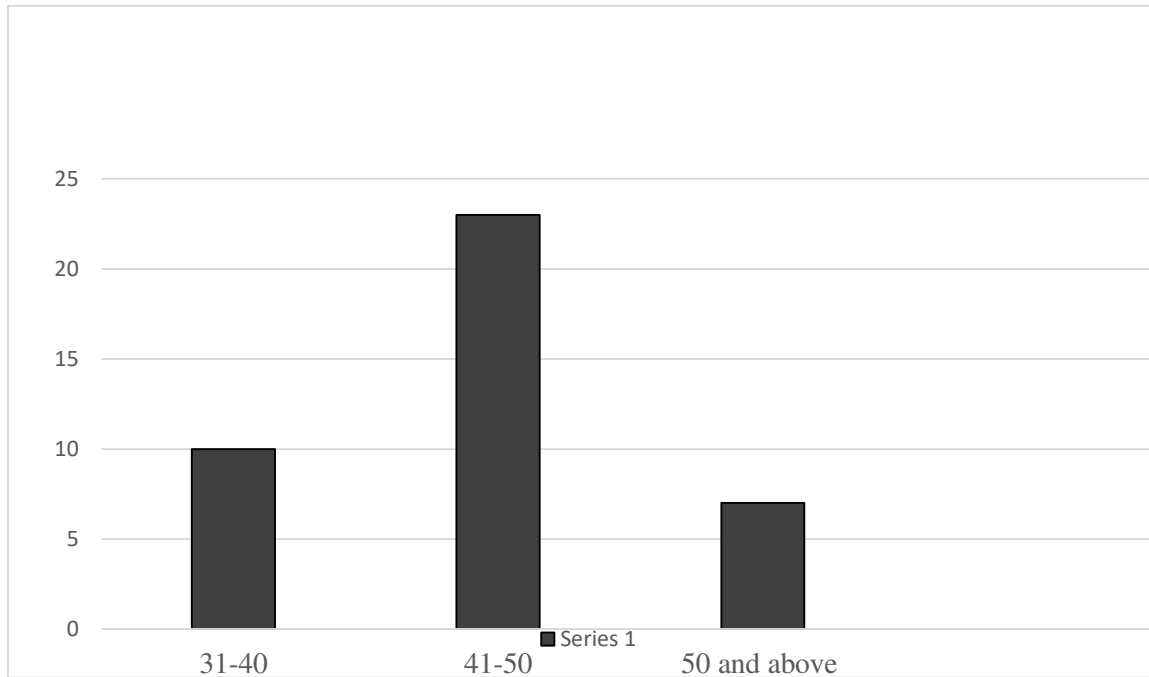
	Number	Percentage
FEMALE	23	57.5
MALE	17	42.5



The female lectures were more than the male lectures in the university. This emphasizes the recognition of women's contributions and accomplishments above what might be considered the traditional or expected norm within the University. (Glass, 2022) Progress in gender equality acknowledges the achievement of women in leadership roles breaking historical gender biases or stereotypes.

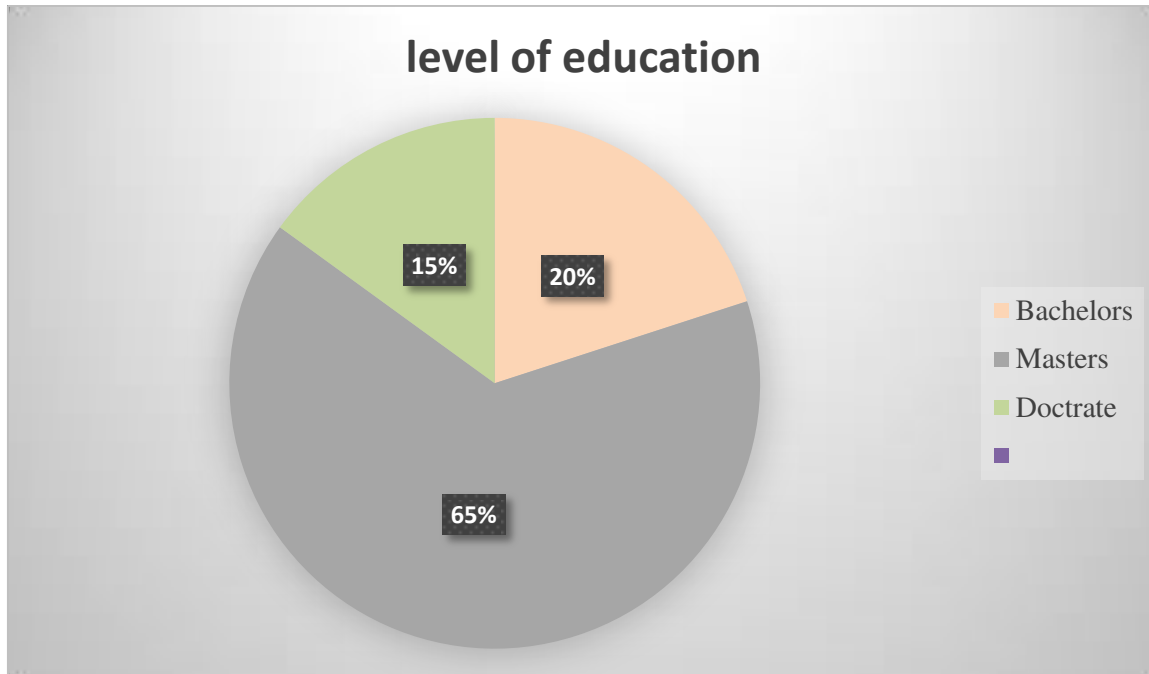
4.4 AGE

A diverse workforce with a mix of ages often brings valuable perspectives and strengths that can contribute to the overall success in the University. Younger employees (aged 31-40) might display greater adaptability to new technologies, methodologies, or changes in the industry. Individuals aged 41 and above may have accumulated more experience and expertise in their field compared to younger colleagues. This experience often translates into a deeper understanding of industry nuances, better problem-solving abilities, and adeptness in handling complex situations



4.4 LEVEL OF EDUCATION

Level of education	Number	Percentage
Bachelors	8	20
Masters	26	65
Doctrate	6	15



Bachelor's degree holders typically have foundational knowledge in their field but may lack the specialized skills or depth of understanding possessed by those with higher degrees. Master's degree holders often have more specialized skills and deeper knowledge in a particular area compared to bachelor's degree holders. Doctorate holders, with their advanced expertise and research capabilities, tend to have a high level of specialization and analytical skills. Master's and doctorate holders might be more suited for managerial, strategic, or research-oriented positions that require advanced knowledge and critical thinking.

4.5 Employee Work Profile

The work profile of the employees were as follows; department, position, number of years in the institution, number of years in the department, and number of years in their current role.

Table 4.2: Employee Work Profile

Work profile		Number of lectures	Percentage
Department	School of business	9	22.5
	School of computing	7	17.5
	School of Education	8	20
	School of Hospitality	7	17.5
	School of Health Science	6	15
	School of humanities	5	12.5

4.5.1 Relationship between Training and Development programs on the performance of the University?

The study sought to investigate the influence of training and development on employee performance in Gretsia University on a five point Like to Scale, the respondents were requested to indicate their level of agreement; 1 = Strongly Disagree, 2= Disagree, 3= Somewhat Agree, 4= Agree, 5= Strongly Agree. The study found that The highest rating was on the statement "This institution provides all employees with an equal opportunity to participate in the training and development ,while the lowest rating was on the statement "This institution provides job rotation in the various departments so as to acquire the employees wide variety of skills The findings show that the respondents were satisfied with the training and development practices in their organizations

4.5.2 Relationship between Compensation Policy Programs and the Performance of the University.

The study sought to determine the influence of compensation and rewards on employee retention in Gretsia University. The highest rating was on the statement "This institution compensates

employees while the least rating was on the statement "The institution provides a compensation package that meets employee expectations .These findings established that respondents were not satisfied with the compensation. Peng (2019)A well-designed compensation policies that align with the university's goals and values can play a crucial role in attracting, motivating, and retaining skilled faculty, staff, and administrators, ultimately contributing to the overall performance and success of the institution

4.5.3 Relationship between Career Growth Programs and the Performance of The University

The research found out that the University gives room for Career Growth and development.Career growth programs within a university setting can significantly impact the institution's performance in various ways.Browning (2023).A university known for investing in career growth programs establishes a positive reputation, attracting students, donors, and partnerships. It signals a commitment to excellence and continuous improvement. Career growth programs for faculty, staff, and administrators can contribute significantly to elevating the overall performance and reputation of a university.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes and concludes the findings of this study. Limitations for this study are also discussed and complemented by recommendations on this subject.

5.2 Discussion of the Findings

This section discusses the findings of the study under each study objective.

5.2.1 The Level of Performance

The findings of the study found that the level of performance was not satisfactory. These results are consistent with Lewa (2009) who states that universities in Kenya do not prioritise issues related to staff retention and as a result have no retention strategies in place. Majority of the respondents were contemplating leaving their current workplaces in search for better opportunities in other organizations. This indicates that employees are not satisfied nor motivated at these institutions. Wilton (2011) states that employees' will be motivated at their workplace only if they perceive that they are being treated fairly for their tasks when compared to their fellow colleagues in other organizations. Past studies by Daly and Dee (2006) emphasize that employees join workplaces with expectations and if these expectations are met then they will remain committed members to the organization. The chances of absenteeism and turnover are reduced when organizations satisfy the needs of employees (Thompson, 2008). Universities in Kenya therefore are not able to gain a competitive edge that allows for the provision of quality goods and services because of low retention levels in these institutions (Naris & Ukpere, 2010). There is therefore a need for these institutions to find out the factors that influence employees to remain in an organization and consequently develop suitable retention strategies.

5.2.2 Training and Development and Employee Retention

The findings from the study revealed that training and development were significant to employee retention in the University. Majority of the respondents were not satisfied with the training and development programs in their institutions and this has an impact on their commitment to stay in the institution. Employees consider training, education and development as crucial to their overall career growth and goal attainment and hence will be motivated to remain and build a career path

in an organization that offers such an opportunity (Samuel & Chipunza, 2009). These findings are consistent with those of Bazza and Ldama (2015) who found a positive effect of training and development on employee retention in Nigeria. Similarly, a study carried out in Nairobi to determine the effect of human resource management practices on employee retention found that training and development had a significant influence on employment retention in real estate firms (Tonui, 2017). However, Omoikhudu (2017) conducted a study in Ireland to determine the impact of training and development on employee retention in the retail sector and found that training and coaching have no significant impact on employee retention. Further studies have also found that training and development has no relationship with organizational commitment and therefore concluded that not all human resource management practices have an effect on an employee's intention to stay (Chew & Chan, 2008).

5.2.3 Staff Development and Employee Retention

Findings from the study show that staff development is statistically significant to Greta University. Majority of the respondents were in agreement with the statements related to retention therefore indicating that they were satisfied. This therefore implies that further studies should be carried out to determine what other factors influence staff development in universities. Past studies however have found a significant influence of staff development on employee retention. In a study to investigate the effect of staff development on the retention of teachers in international primary schools in Kenya, Ramki (2015) found that staff development positively influenced staff retention. Perra (2016) in large-scale firms.

5.2.4 Compensation and Employee Retention

The results established that employees at universities are not satisfied with the compensation practices in their institutions. However, compensation did not have a significant relationship with employee retention. Therefore, compensation was not significant in explaining employee retention. These findings implied that further research needs to be carried out to investigate what other factors influence an employee's decision to leave their organization. However, in a study to determine the role of human resource management practices on the retention of staff in health institutions, the results indicated a significant positive relationship between remuneration practices and retention (Kinyili, 2015). Another study by Sitati (2017) to determine the effects of

remuneration practices in the hotel industry in Kenya found a significant and positive relationship between remuneration practices and employee retention.

The objective of the study was to determine the influence of human resource management retention practices and performance in universities in Kenya a case study of Gretsia universit. The study established that human resource retention and performance significantly affect performance of universities . However, not all human resource management practices have an impact on university performance. The study therefore concluded that universities in Kenya should invest in training programs that will enable employees to acquire the skills that they need to perform their jobs successfully. Universities in Kenya that prioritize the training needs of their employees and invest in suitable training programs will increase the levels of retention in their institutions.

5.4 Limitations to the Study

The respondents were not willing to take time off their work schedule to participate in the study. Others were not comfortable in answering in the questionnaire for fear of the information revealing their identity. The results therefore are not generalizable to all the other human resource management practices. Additional research should therefore be done in order to find out what influence the others practices have on university performance.

5.5 Recommendations

The study sought to establish the influence of human resource retention and performance in university. Based on the findings, the following recommendations were made. Management should therefore find out what other factors affect an employee's decision to stay. In this regard, the employees will feel appreciated about their work which in turn motivates them to work more efficiently and hence stay in the organization for long periods. Secondly, training and development affects job satisfaction and organization commitment which in turn affects universities performance(Polsa, 2008). The Ministry of Education should therefore formulate efficient training policies in these institutions and make sure that they are adhered to. These policies should enable the employees to attend training programs regularly so as to acquire them with the relevant skills. Thirdly, the human resource management personnel in these institutions can use the findings of the study to implement suitable retention strategies and human resource management policies with the goal of reducing staff turnovers in these institutions. Finally, this

research contributes to existing literature by attempting to expound on the influence of human resource management practices on employee retention among universities in Kenya. This current contribution to the body of knowledge on this area should provide a basis for further research by other interested scholars.

5.6 Suggestions for Future Research

The study also recommended that further research should be done on the other human resources management retention and performance in universities. Furthermore, this study only broad research should focussed on Gretsas universities, it is therefore recommended that be done to find out the relationship between human resource management practices and employee retention in these institutions and other areas of the world.

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