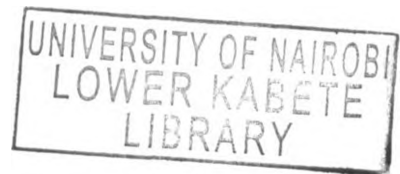


**STRATEGIC HUMAN RESOURCE MANAGEMENT
PRACTICES THAT INFLUENCE THE RETENTION OF CORE
EMPLOYEES AT BECTON DICKINSON KENYA LIMITED**

BY:

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DECLARATION

This is my original work and has not been submitted for examination in any other university.

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Finally and most importantly I wish to thank the almighty God, the source of wisdom who was with me all the time.

DEDICATION

This project is dedicated to my sons' Alvin Garvey Mwandoe and Darren Dylan Dagasi who give me a reason to wake up every morning. To my sister Caroline Catherine Cheledi whose encouragement and support kept me going during this course and to my mum Beatrice Dagasi who inspires me to be the best person I can ever be.

ABSTRACT

Employee retention is one of the challenges facing many business organizations today. For many organizations, strategic staffing has become a concern because the ability to hold on to highly talented core employees can be crucial to future survival. This empirical study examined the current strategic human resource management (SHRM) practices of BD Kenya Limited in the retention of their core employees. In particular, the research tried to point out some of the core elements of SHRM practices, which strongly influence the decision for core employees to stay.

The findings revealed greater insights into the SHRM-retention relationship and validation of the relationship. More specifically, the research identified some retention factors it believes influence the decision of core employees to stay. These specific factors consisted of two bundles of practices: HR factors (e.g., person organizational fit, remuneration, reward and recognition, training and career development, challenging job opportunities) and Organizational factors (e.g., leadership behavior, company culture and policies, teamwork relationship and satisfactory work environment). The outcome of the SHRM-retention relationship was examined through organizational commitment.

The findings of this study revealed positive significant co-relationships between the above mentioned factors and organizational commitment. Moreover, it was highlighted that commitment acted as a partial mediator of remuneration, recognition and reward, training and career development and work environment on intent to stay. Commitment fully mediated the relationship person organizational fit, teamwork relationship, culture and policies and intention to stay. The study produced a model suitable for use by human resource practitioners as a guide in determining what initiatives BD Kenya Limited should adopt to retain their critical employees.

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ABBREVIATIONS

BD – Becton Dickinson

BD Kenya Limited – Becton Dickinson Kenya Limited

CEO – Chief Executive Officer

SHR – Strategic Human Resource

HR – Human Resource

HRM – Human Resource Management

RBV – Resource Based View

SHRM – Strategic Human Resource Management

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

As organizations battle to get the most from their existing people in an environment characterized by skill shortages, the role of human resource practices in fostering employee retention is paramount. Strategic human resource management (SHRM) is at a critical point, poised between becoming a strategic business partner or receding into oblivion, as there is much debate about its relevance and contribution to the bottom-line and organizational effectiveness. If strategic human resource management is to tip the balance towards being perceived as a business partner, it appears that a consolidated approach toward identifying those human resource practices which foster and support attachment to the organization is key. Traditionally, within the employment relationship, employees exchanged their loyalty and hard work for the promise of job security. In the contemporary environment, changes in organizational structure towards more flexible work practices and the decline in job security have altered the psychological contract between employer and employee. The new form of psychological contract is visible in placement practices, which see organizations focus on non-core and part-time workers to gain flexibility at lower cost. Because of these organization-wide changes, the essence of attachment between employer and employee has changed. For many organizations, strategic staffing has become an important issue because the ability to hold on to highly talented core employees can be crucial to future survival (Ettorre 1997; Whitner 2001). The loss of needed talent is costly because of the resultant bidding up of market salaries for experienced hires to replace them; the costs of recruiting and assimilating new talent; the lost investment in talent development; and the hidden costs of lost productivity; lost sales opportunities; and strained customer relationships (Eskildsen

and Nussler 2000). Statistics show that while the annual turnover rate at established organizations is only 6 percent, the cost of replacing an employee usually amounts to a quarter of an individual's annual salary. A company with 50,000 employees incurs replacement costs approaching \$18 million a year (Davies 2001; Ettore 1997). According to a study released by Accenture (2001), 80 percent of global business leaders believe that 'people issues' are more important today than they were three years ago, and 68 percent believe that retaining talent is more important than acquiring 'new blood'. That recognition and the extraordinary efforts some companies are making to attract and retain top talent represent fundamental shifts in employer-employee relationships. Essentially more organizations are now realizing that retention is a strategic issue and represents a competitive advantage (Walker 2001).

By adopting an effective total retention strategy with the support of relevant HR programs, businesses may successfully keep critical employees. This research examines the current human resource practices on the retention of core employees in Becton Dickson Kenya Limited.

It explores the relationship between Strategic human resource (HR) practices and retention and further identifies the elements of HR practices which strongly influence the decision for core employees to stay.

1.1.1 Strategic Human Resource Management

Strategic Human Resource Management (SHRM) is an area that continues to evoke a lot of debate as to what it actually embraces. Definitions range from 'a human resource system that is tailored to the demands of the business strategy' (Miles and Snow 1984) to 'the pattern of planned human resource activities intended to enable an organization to achieve its goals'

(Wright and McMahan 1992). Although the difference between these two seems subtle, the implications of the difference are considerable. Where in the first definition human resource management is a 'reactive' management field in which human resource management becomes a tool to implement strategy, in the latter definition it has a proactive function in which human resource activities actually create and shape the business strategy (Sanz-Valle et al. 1999). The Strategic Human Resources Management (SHRM) function includes a variety of activities, and key among them is deciding the staffing needs of an organization and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies. Usually small businesses (for-profit or nonprofit) have to carry out these activities themselves because they can't yet afford part- or full-time help. However, they should always ensure that employees have and are aware of personnel policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have.

Its features include: Organizational management, Personnel administration, Manpower management as well as Industrial management But these traditional expressions are becoming less common for the theoretical discipline. Sometimes even employee and industrial relations are confusingly listed as synonyms, although these normally refer to the relationship between management and workers and the behavior of workers in companies. The theoretical discipline is based primarily on the assumption that employees are individuals with varying goals and needs,

and as such should not be thought of as basic business resources, such as trucks and filing cabinets. The field takes a positive view of workers, assuming that virtually all wish to contribute to the enterprise productively, and that the main obstacles to their endeavors are lack of knowledge, insufficient training, and failures of process. Human Resource Management (HRM) is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach. Its techniques force the managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments. As such, HRM techniques, when properly practiced, are expressive of the goals and operating practices of the enterprise overall. SHRM is also seen by many to have a key role in risk reduction within organizations.

1.1.2 Retention Management – A Strategic Tool

Researchers on retention have defined retention management as a strategic, coherent process that starts with an examination of the reasons that employees join an organization (Brown, 2009). Studies have indicated that it is driven by several key factors, which should be managed congruently: organizational culture and structure, recruitment strategy, pay and benefits philosophy, employee support programs, and career development systems (Brown, 2009). Careful career development and planning, as well as the more typical rewards and incentives, can be powerful retention tools. These should be effectively addressed as a corporate-wide initiative. Studies of progressive SHRM practices in training, compensation and reward sharing have revealed that these can lead to reduced turnover and absenteeism, better quality work, and better financial performance (Brown, 2009).

An employee's decision to resign from a company is rarely due to a single event, such as being passed over for a promotion, a plum assignment or for monetary reasons. One such event may however serve as a catalyst, but most employees leave because of multiple factors - the turnover drivers such as diminished job satisfaction, a tense work environment and better advancement opportunities elsewhere. Isolating these factors requires a disciplined research effort.

A 1999 Gallup Poll cited the lack of opportunities to learn and grow as a top reason for employee dissatisfaction. Kimko Incorporated, took this information to heart and implemented a training program that gave employees a training path and career direction. Turnover tumbled from 75 percent to 50 percent (Brown, 2009).

As turnover is a symptom of a larger systemic problem such as ineffective retention management, companies' ought to understand what causes people to commit themselves to being productive and loyal. Then they must design jobs, systems and organizations that support rather than inhibit it. Fostering commitment means an understanding that people need to have a stake in their work, and that employees respond when employers pay attention to their needs and involve them. Such were the findings of the Hawthorne experiments, which were conducted at Western Electric sixty years ago (Parson 1992). The results of these tests were responsible, in part, for the movement toward participative management in the late 1970s. The principles of employee participation are currently reflected in many current productivity and quality programs (Fitz-enz 1990). Therefore, to achieve quality retention programs, organizations ought to determine the retention factors relevant to each of their employee groups and then focus strategies on these factors. For each employee group, information can be gathered from current and former employees on their perceptions of why people stay or leave.

The more focused the analysis, the more focused the prescriptive actions may be (Cavouras 2000). Employee surveys are designed to focus on commitment and retention factors. Exit interviews and follow-up surveys with former employees are being adapted to yield more accurate, useful information. Interviews, focus groups, and surveys among current employees provide perceptions of the relevant factors and their importance. Finally, it is advocated that there may be a distinctive edge in simply doing all of the key things well. By providing a reasonably high level of attention to the factors important to employees, a strong organizational culture is built and maintained.

Several studies also suggest that high-involvement work practices will enhance employee retention (Brown, 2009). Various frameworks or models are used by organizations to address retention and commitment and some of the key factors are increasingly adopted and they include the following (Brown, 2009):

Compensation: Companies often provide pay packages superior to the market for critical talent. These include special pay premiums, stock options or bonuses. Base pay reflects fair pay; supplemental programs reflect individual, team or organizational performance and success (Parker and Wright 2001; Stein 2000; Williams 1999).

Challenging work: High talent individuals want work that is interesting, challenging and that has an impact. They also expect work to be appropriately designed, with adequate resources available and with effective management. Increasingly, companies are redesigning work, relationships, workflows, and teams to create more exciting and challenging work (Beck 2001; Clarke 2001; Guest 1999; Messmer 2000; Stein 2000).

Work relationships: Employees stay when they have strong relationships with others with whom they work (Clarke 2001). Companies encourage team building, project assignments involving work with peers and opportunities for social interaction both on and off the job (Johns, Sanchez, Parmeswaran, Phelps, Shoptaugh & Willaims 2001). One value of team-based organizations is the bond that they establish among members. Effective relationships with immediate managers are also important. Companies are also using survey measures and management feedback to identify ways to improve relationships and the context of work.

Recognition: Employees tend to stay when they feel that their capabilities, efforts, and performance contributions are recognized and appreciated by others. They want a sense of accomplishment.

Compensation provides recognition, but other forms of non-monetary recognition are also important, for example from managers, team members and peers, customers, and others. Particularly important are opportunities to participate and to influence actions and decisions (Boyd and Salamin 2001; Davies 2001).

Work/life balance: For some employees, personal priorities or circumstances make the difference between leaving and staying. Individuals will stay with a company that clearly considers and cares for their career priorities (life stage needs), health, location, family, dual-career and other personal needs (Gonyea and Googins 1992; Kamerman and Kahn 1987). For example, many companies are providing flexible schedules and work arrangements and are experimenting with other ways to help individuals manage their work and personal life issues (Perry-Smith and Blum 2000; Solomon 1999).

Communication: Effective communications strengthen employee identification with the company and build trust. Increasingly, companies provide information on values, mission, strategies, competitive performance, and changes that may affect employees (Gopinath and Becker 2000; Levine 1995). Many companies are working to provide information that employees want and need, through the most credible sources (e.g., CEO for strategies, first-line managers for work issues) on a timely and consistent basis. Through such practices, companies are striving to improve employee retention. Why then, do employees continue to leave? What is missing from today's retention strategies?

Despite the substantial literature on SHRM "best practices and high performance practices," there is however, little consensus among researchers with regard to precisely which SHRM practices should be included as the "ideal type" of SHRM system that is universally effective to combat attrition. Given these different approaches to SHRM, it is evident that a more consolidated field of investigation would be beneficial to the development of knowledge in this area. Essentially, it is the need to address this situation that has led to the purpose of this study.

1.1.3 Becton Dickinson Kenya limited

Becton Dickinson Kenya Limited is a subsidiary of BD International which is a leading global medical technology company that develops, manufactures and sells medical devices, instrument systems and reagents. Becton Dickinson was started its operations in Kenya in 2000 with five employees but has since grown to 40 employees within East Africa. The Company is dedicated to improving people's health throughout the world. BD is focused on improving drug delivery, enhancing the quality and speed of diagnosing infectious diseases and cancers, and advancing research, discovery and production of new drugs and vaccines. The Company serves healthcare

institutions, life science researchers, clinical laboratories, the pharmaceutical industry and the general public.

This rapid growth in the number of associates and increased competition within the labour market has led to increased employee attrition which has become a major concern to the organization. It is with this in mind that Becton Dickinson Kenya Limited is focused on implementing Strategic Human Resources practices that will enhance employee engagement and retention. These strategic interventions will compliment the corporate organization strategy of achieving continued growth through investment in its human resources development and retention.

1.2 Statement of the problem

Employee retention has been one of the core challenges facing organizations in all business and institutional fields. The problem has been attributed to a variety of factors that are known to profoundly act as rationales for employee retention. The employment of the best human resource practices is deemed important strategic tool in the retention of core employees in an organization. There is a need for every organization to transform in a bid to adopt the best human resource practices that would help retain core employees within an organization in order that productivity and performance strategies be effected. Additionally, there is the essence of establishing the significance of employee retention via human resource, since there exists a direct relationship between the human resource management and the employee working environment. It is also found ample for individuals and organizations to learn the importance of retention of organizational employees as well as the rationale for the influence that every human resource practice has on the employee retention.

Past studies revealed that employees interpret strategic human resource practices as indicative of the personified organization's commitment to them (Eisenberger, Fasolo Davis-LaMastro, 1990; Settoon, Bennett & Liden, 1996). They reciprocate their perceptions accordingly in their own commitment to the organization. Some researchers suggest that for positive work experiences to increase commitment significantly, employees must believe that such work experiences are a result of effective management policies (Parker & Wright, 2001). The findings of this study have therefore provided further empirical evidence to support these claims. However, this study has in particular revealed two HR practices selection (person-job fit) and remuneration and recognition as instrumental in influencing commitment over and above other HR and organizational factors. Essentially, the findings suggest that people, who are well suited for the job and/or organization, are more likely to feel attached and committed to the organization. The concept of organizational fit (Brown, 1969; Kidron 1978; Steers 1977; Weiner, 1982) identifies convergent goals and values between the individual and the organization as an important predictor of affective commitment.

Although remuneration provides recognition, other forms of non-monetary recognition are also important for the core employee group. Employees tend to remain with the organization when they feel their capabilities, efforts and performance contributions are recognized and appreciated (Davies, 2001). Recognition from managers, team members, peers and customers has been shown to enhance commitment (Walker, 2001). Particularly important to the employees are opportunities to participate and to influence actions and decisions (Davies, 2001; Gold, 2001).

Overall this finding supports that employers need to increase their commitment to the use of rewards as essential elements of talent management programs. It appears therefore that it is

important for companies to use their reward budget effectively to differentiate the rewards of the top performers, thus driving an increase in the return on investment (ROI) on human capital investments. The study also showed a significant and positive relationship between age and organizational commitment, irrespective of other organization and HR factors. This finding is consistent with previous research (Alutto, Hrebiniak & Alonso 1973; Cohen & Lowenberg, 1990). Mathieu and Zajac (1990) found that age was significantly more related to affective commitment than to continuance (calculative) commitment. Tenure was excluded from this study because studies by Meyer and Allen (1997) supported that employees' age may be the link between tenure and affective commitment. Werbel and Gould (1984) revealed an inverse relationship between organizational commitment and turnover for nurses employed more than one year, but Cohen (1991) indicated that this relationship was stronger for employees in their early career stages (i.e. up to thirty years old) than those in later career stages. However, no study has directly related the impacts of SHRM practices on the retention of core employees within the organizations. Therefore the discussion in this paper seeks to investigate into the impact of strategic human resource practices on the retention of core employees in organizations.

1.3 Research problem

Employee retention is one of the core challenges facing organizations in all business and institutional fields. The problem is attributed to a variety of factors that are known to profoundly act as rationales for employee retention. The employment of the best human resource practices is deemed important in the retention of core employees in an organization. There is a need for every organization to transform in a bid to adopt the best human resource practices that would help retain core employees within an organization in order that productivity and performance

strategies be effected. Additionally, there is the essence of establishing the significance of employee retention via human resource, since there exists a direct relationship between the human resource management and the employee working environment. It is also found ample for individuals and organizations to learn the importance of retention of organizational employees as well as the rationale for the influence that every human resource practice has on the employee retention.

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The concept of organizational fit (Brown, 1969; Kidron 1978; Steers 1977; Weiner, 1982) identifies convergent goals and values between the individual and the organization as an important predictor of affective commitment. Lauver and Kristof-Brown (2000) found that both person-job fit and person organization fit predicted job satisfaction; however, person organization fit was a better predictor of intention to quit. Thus, people who are not well suited

for the job and /or organization are more likely to leave than those who have a good person-job or person-organization fit. Lee, Ashwood, Walsh and Mowday (1992) espoused that an employee's satisfaction with a job, as well as propensity to leave that job, depends on the degree to which the individual's personality matches his or her occupational environment. This implies that the organization should not only match the job requirements with person's KSA but should also carefully match the person's personality and values with the organization's values and culture (Kristof, 1996; Rhoades, Eisenberger & Armeli, 2001; Van Vianen, 2000). This study also revealed that rewards and recognition play a key role in the commitment of core staff. A fair wage is the cornerstone of the contractual and psychological agreement between employees and employers (McCallum, 1998; Parker & Wright, 2001). A number of recent studies have highlighted the rewards-retention link (Mercer, 2003; Tower Perrin, 2003; Watson Wyatt, 1999). In particular, studies by Bassi and Van Buren (1999); Boyd and Salamin (2001); Stein (2000); Williams (1999) have revealed that companies which provide remuneration packages superior to the market for critical talent including special pay premiums, stock options, or bonuses can expect greater organizational commitment.

Although remuneration provides recognition, other forms of non-monetary recognition are also important for the core employee group. Employees tend to remain with the organization when they feel their capabilities, efforts and performance contributions are recognized and appreciated (Davies, 2001). Recognition from managers, team members, peers and customers has been shown to enhance commitment (Walker, 2001). Particularly important to the employees are opportunities to participate and to influence actions and decisions (Davies, 2001; Gold, 2001). Overall this finding supports that employers need to increase their commitment to the use of

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1.4 Research Objectives

The main objective of this study was to find out

- i. Key strategies suitable for retaining core organizational employees within a sound organization.
- ii. Key challenges facing the human resource in their employee retention strategies implementation at Becton Dickinson Kenya Limited.

1.4 Value of the study

The study was intended to be useful for:

1. Understanding impact of current Strategic human resource practices on the retention of core employees in Kenyan organization.
2. Highlight the relationship between HR practices and retention and further identify the elements of HR practices, which strongly influence the decision for core employees to stay.
3. Assist in the development of an effective SHRM retention program both for BD and other interested organizations.
4. Academicians wishing to study more about credit risk management can use this material for future research.
5. However the study will provide valuable information and data relevant for future studies related to Strategic human resource practices on the retention of core employees in Kenyan organization. Further Research work is recommended since the study is not exhaustive.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are: Concept of strategy, workplace motivation, theoretical framework and the empirical review of the effects of various workplace motivators.

2.2 Concept of Strategy

Strategy, a word of military origin, refers to a plan of action designed to achieve a particular goal. In military usage strategy is distinct from tactics, which are concerned with the conduct of an engagement, while strategy is concerned with how different engagements are linked. How a battle is fought is a matter of tactics: the terms and conditions that it is fought on and whether it should be fought at all is a matter of strategy, which is part of the four levels of warfare: political goals or grand strategy, strategy, operations, and tactics. Building on the work of many thinkers on the subject, one can define strategy as "a comprehensive way to try to pursue political ends, including the threat or actual use of force, in a dialectic of wills – there have to be at least two sides to a conflict. These sides interact, and thus a Strategy will thus rarely be successful if it shows no adaptability.

2.3 Strategy Formulation Process

Strategy is about the long-term direction of an organization, it is typically thought of in terms of major decisions about the future. However, it would be a mistake to conceive of organizational

strategy as necessarily developing through one-off major changes. The strategic development of organizations is better described and understood in terms of continuity. There is a tendency towards momentum of strategy. Once an organization has adopted a particular strategy then it tends to develop from and within that strategy, rather than fundamentally changing direction. Strategy development is continuous depending on the environmental changes. The later years of the 20th century were spent searching for new strategy paradigms as managers and researchers sought to resolve the intricacies of customizing strategy process and content to context.

Research on alignment of HR policies and practices with business strategies has recently been the focus of management science (Brockbank, 1999; Delery and Doty, 1996; Devanna et al., 1984; Golden and Ramanujam, 1985; Martell and Carroll, 1995; Truss and Gratton, 1994; Wright and McMahan, 1992). The interest of strategic management in examining the role of human resources as value-added has evolved. How Strategic Human Resource Management (SHRM) leads to competitive advantage, specifically with the resource-based perspective, has been dealt with in research literature. Practitioners and academics are both of the opinion that in the field of SHRM, 'learning organization' and 'knowledge management' learning are a central concern in the workplace (Currie and Kerrin, 2003; Keep and Rainbird, 2000; Thite, 2004; Thurbin, 1995). However, the operating environments of many public and private sector organizations reflect that the rhetoric is not even an aspiration, let alone a reflection of practice, and many challenges for HR strategy are defined (Keep and Rainbird, 2000; Storey and Quintas, 2001; Truss, 2001). The current study focuses on the relationship of the two variables of strategic HR roles and organizational learning capability, and whether they predict firm's financial performance

2.4 Concept of Core Employees

Core employees are defined as permanent employees comprising the central and foundational group that provides the skills essential to the survival and growth of an organization. Core employees are supported in their work by contingent or peripheral employees. An employee contributes labor and expertise to an endeavor of an employer and is usually hired to perform specific duties which are packaged into a job. In most modern economies, the term "employee" refers to a specific defined relationship between an individual and a corporation, which differs from those of customer or client.

2.5 Strategic Human Resource Management

Recently we have witnessed the amalgamation of several streams of management into the strategic management literature including epistemology, organizational learning, the resource based view, organizational capabilities and competitiveness and innovation and new product development (Frost, 2003; Grant and Baden Fuller, 1995). Other streams focus on nature and processes and examine the internal focus, which includes impact of strategic management concepts and frameworks that managers use to develop competitive strategy (Clark, 1997). Researchers have contended that the concept of strategic human resource management has evolved into a bridge between business strategy and the management of human resources (e.g. Butler et al., 1991; Lengenick-Hall and Lengenick-Hall, 1988; Lorange and Murphy, 1984). On the other hand, Truss and Gratton (1994) opine strategic human resource management as the overarching concept that links the management and deployment of individuals within the organization to the business as a whole and its environment. Ulrich (1997) further distinguished between strategic HR and HR strategy. He stated that strategic HR was the process of linking HR

practices to business strategy. Thus, strategic HR deals with identifying the capabilities required of a business strategy and using HR practices to develop those capabilities. On the other hand, he viewed HR strategy as building an agenda for the HR function and defining the mission, vision and priorities of the HR function. During the last decade, the personnel/HRM field has shifted from a micro focus on individual HRM practices to a debate on how HRM as a more holistic management approach may contribute to the competitive advantage of the organization (Fey et al., 2000). Researchers drawing largely on a behaviourist psychology perspective have addressed the link between human resource management practices and competitive advantage (Schuler and Jackson, 1987; Schuler and Macmillan, 1984). From this perspective, researchers have argued that human resource management practices can contribute to competitive advantage as far as they elicit and reinforce the set of role behaviours that result in lowering costs, enhancing product differentiation or both (Schuler and Jackson, 1987). A SHRM strategy pertains to the means as to how to implement the specific functions of Human Resource Management. An organization's HR function may possess recruitment and selection policies, disciplinary procedures, reward/recognition policies, an HR plan, or learning and development policies; however all of these functional areas of SHRM need to be aligned and correlated, in order to correspond with the overall business strategy. An SHRM strategy thus is an overall plan, concerning the implementation of specific HRM functional areas. An SHRM strategy typically consists of the following factors: -"Best fit" and "best practice" mean that there is correlation between the HRM strategy and the overall corporate strategy. As SHRM as a field seeks to manage human resources in order to achieve properly organizational goals, an organization's SHRM strategy seeks to accomplish such management by applying a firm's personnel needs with the goals/objectives of the organization. As an example, a firm selling cars could have a

corporate strategy of increasing car sales by 10% over a five year period. Accordingly, the HRM strategy would seek to facilitate how exactly to manage personnel in order to achieve the 10% figure. Specific SHRM functions, such as recruitment and selection, reward/recognition, an HR plan, or learning and development policies, would be tailored to achieve the corporate objectives. Strategic human resource management is designed to help companies best meet the needs of their employees while promoting company goals. Human resource management deals with any aspects of a business that affects employees, such as hiring and firing, pay, benefits, training, and administration. Human resources may also provide work incentives, safety procedure information, and sick or vacation days.

2.6 Human Resource Strategies that influence employee retention in organizations.

Strategic human resource management is the proactive management of people. It requires thinking ahead, and planning ways for a company to better meet the needs of its employees, and for the employees to better meet the needs of the company. This can affect the way things are done at a business site, improving everything from hiring practices and employee training programs to assessment techniques and discipline. In response to increasingly dynamic and turbulent environments, organizations have formulated strategies that have included the adoption of non-traditional organizational structures (Handy, 1989). Consequently, dramatic changes in the career patterns of employees' at all organizational levels, particularly managerial, have occurred (Latack and Dozier, 1986; Lawler, 1994).

Working environment refers to circumstances, influences, stresses, and competitive, cultural, demographic, economic, natural, political, regulatory, and technological factors (called environmental factors) that effect the survival, operations, and growth of an organization.

Research has shown that environment has a direct impact on the organization's financial and non-financial performance (Neuman & Kickul, 1998). There are two components to this environment; one is the organization's culture: the other is the climate within individual teams or work groups and; Organizational culture – loosely defined as “the way we do things around here” – is comprised of formal and informal factors that are constantly in tension. For example – the need to do things differently and the need for consistent processes and procedures; the need to pay attention to the external environment when making decisions and at the same time to attend to the organizations internal needs. Organizations that understand and can balance such “creative tension” effectively are more able to achieve performance goals in; profitability, quality, innovation, market share and Sales growth and employee satisfaction.

One of the most important factors that have impact on retention is the relationship between a worker and a supervisor. Supervisors are the human face of an organization. (Eisenberger, 1990) Supervisors interact as a link to practice applications among stated goals and expectations. By harmonizing the competing demands, they support in managing both inside and outside the work environment. If the relationship does not exceed then employee will seek to any other opportunity for new employment and vice versa. The supervisor support strategy is thus so essential to retention that it can be said that employees leave bosses, not jobs (Ontario, 2004).

Number of empirical studies has attempted to explain work environment in various areas such as for example employee turnover (Martin 1979), job satisfaction (Iaffaldano & Muchinsky, 1985), employee turnover, job involvement and organizational commitment (Sjöberg & Sverke 2000).

Work environment is one of the factors that affect employee's decision to stay with the organization (Zeytinoglu & Denton, 2005). It's very important to recognize the emerging needs of individuals to keep them committed and provide the work environment as necessitate

(Ramlall, 2003). Milory (2004) reported that people enjoy working, and strive to work in those organizations that provide positive work environment where they feel they are making difference and where most people in the organization are proficient and pulling together to move the organization forward.

Close co-operation (at least in theory) between HR and the top/senior management, in the development of the corporate strategy. Theoretically, a senior HR representative should be present when an organization's corporate objectives are devised. This is so, since it is a firm's personnel who actually construct a good, or provide a service. The personnel's proper management is vital in the firm being successful, or even existing as a going concern. Thus, HR can be seen as one of the critical departments within the functional area of an organization. Continual monitoring of the strategy, via employee feedback, surveys, etc. The implementation of a SHR strategy is not always required, and may depend on a number of factors, namely the size of the firm, the organizational culture within the firm or the industry that the firm operates in and also the people in the firm. An SHRM strategy can be divided, in general, into two facets; the people strategy and the HR functional strategy. The people strategy pertains to the point listed in the first paragraph, namely the careful correlation of HRM policies/actions to attain the goals laid down in the corporate strategy. The HR functional strategy relates to the policies employed within the HR functional area itself, regarding the management of persons internal to it, to ensure its own departmental goals are met.

2.7 The impact of employee retention in organizations

Research in the area of SHRM has much to contribute to the organizational practice of HRM. For the last 20 years, empirical work has paid particular attention to the link between the practice of HRM and organizational performance, evident in improved employee commitment, lower levels of absenteeism and turnover, higher levels of skills and therefore higher productivity, enhanced quality and efficiency. This area of work is sometimes referred to as 'Strategic HRM' or SHRM. Within SHRM three strands of work can be observed: Best practice, Best Fit and the Resource Based View (RBV). The notion of best practice sometimes called 'high commitment' HRM proposes that the adoption of certain best practices in HRM will result in better organizational performance. Perhaps the most popular work in this area is that of Pfeffer who argued that there were seven best practices for achieving competitive advantage through people and 'building profits by putting people first'. These practices included: providing employment security, selective hiring, extensive training, sharing information, self-managed teams, and high pay based on company performance and the reduction of status differentials. However, there is a huge number of studies which provide evidence of best practices, usually implemented in coherent bundles, and therefore it is difficult to draw generalized conclusions about which is the 'best' way (Becker and Gerhart, 1996).

Best fit, or the contingency approach to SHRM, argues that SHRM improves performance where there is a close vertical fit between the SHRM practices and the company's strategy. This link ensures close coherence between the SHR people processes and policies and the external market or business strategy. There are a range of theories about the nature of this vertical integration. For example, a set of 'lifecycle' models argue that SHR policies and practices can be mapped

onto the stage of an organization's development or lifecycle. Competitive advantage models take Porter's (1985) ideas about strategic choice and map a range of SHR practices onto the organization's choice of competitive strategy. Finally 'configurationally models provide a more sophisticated approach which advocates a close examination of the organization's strategy in order to determine the appropriate SHR policies and practices.

2.8 Theoretical Perspective of Strategic Human Resource Management

The past decade has seen an increasing interest in the "strategic management" of organizations. Numerous models of strategic management have been proposed (e.g., Hofer & Schendel, 1978; Miles Snow, 1978; Porter, 1980). This interest in strategic management has resulted in various organizational functions becoming more concerned with their role in the strategic management process. The Human Resource Management (HRM) field has similarly sought to become integrated into the strategic management process through the development of a new discipline referred to as Strategic Human Resource Management (SHRM). This field of study has produced a number of conceptual and practitioner-oriented articles proposing the particular human resource (HR) practices that would be associated with various business strategies (Miles & Snow, 1984; Schuler & Jackson, 1987; Wils & Dyer, 1984). In addition, recent research has begun to examine the determinants of HR practices from a strategic perspective (Dean & Snell, 1991; Jackson, Schuler & Rivero, 1989; Snell, in press).

Given the relative infancy of this field of study, two deficiencies in this literature need to be addressed before significant progress can be made. First, at present there is no clear agreement regarding the delineation of the field of strategic human resource management (SHRM),

particularly with regard to its definition. Thus, it has been difficult to differentiate between HRM and SHRM. Second, until recently there has been little in the way of strong theoretical models to aid in understanding both the role of HRM in organizations and the determinants of various HR practices. Similarly, without a strong theoretical foundation for understanding the determinants of HR practices, it is difficult to distinguish between HRM and SHRM. Due to the applied nature of SHRM, it is exceedingly important that the field develop or use theoretical models that allow for both predicting and understanding the effects of HR practices on organizational functioning. However, until very recently, one of the most glaring inadequacies of SHRM was the lack of a strong theoretical basis for viewing the HRM function (Mahoney & Deckop, 1986) within the larger organization.

Recently, however, organizations have become increasingly enamored with the concept of strategic management. Both researchers and practitioners in all business-related disciplines have attempted to tie the methods and tools of their discipline to the strategy of the firm. However, given the seeming lack of integration across the various HR activities, early attempts focused on tying each functional area to the firm's strategy, independent of the other activities. This resulted in the development of such things as "strategic selection," "strategic appraisal," "strategic development," and "strategic rewards," (Fombrum et al., 1984; Galbraith & Nathanson, 1979). Although these attempts broadened the perspective of HRM by recognizing the need for each individual function to be aligned with organizational goals, there was still a relative neglect of the interplay between all of the functions (Lengnick-Hall & Lengnick-Hall, 1988; Wright & Snell, 1991).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the methods that were used in collection of data pertinent in answering the research questions. It was divided into research design, target population, description of research instruments, description of the data collection procedures and description of data analysis procedures.

3.2 Research design

This research used the descriptive survey method using cross-sectional survey approach to assist in getting the general and specific objective of the study. The descriptive survey enabled the researcher to summarize and organize data in an effective and meaningful way. It provided tools for describing collections of statistical observations and reducing information to an understandable form.

The descriptive survey method helped collect data from the population and helped the researcher to get the description of the phenomena by asking individuals about their perceptions, attitudes, behavior or values.

3.3 Target population

The target population was 30 employees of BD Kenya Limited and the respondent selection is as shown in the table below

Table: Target Population

Category	Population	Percentage (%)
Top management	8	26
Middle management	10	34
Other staff	12	40
TOTAL	30	100

Table 3.1 Target population

3.4 Sampling Design

The sample was selected using stratified simple random sampling procedures on employees working for BD Kenya Limited. The study covered a target population of 30 employees and sample size of 40% was selected using stratified simple random sampling procedures. The sample size taken was based on the fact that it might not have been possible to get all the employees due to other commitments or resources.

3.5 Data Collection Instruments and procedure

The primary data was collected from the selected sample using structured questionnaires. The questions were both open and closed-ended. The importance of this method was that with the closed questions, the study was able to isolate the responses from external influences. At the same time the respondents were totally be free to express their views in an unbiased manner,

while responding to the open-ended questions. This made the information from the respondents more reliable and valid.

The questionnaire was developed and administered to the selected sample of the locally employed staff at Becton Dickinson Kenya Limited. The questionnaires was hand delivered to the respondents whereby the drop and pick method was adopted. Confidentiality was assured to all respondents and a polite deadline for returning the duly completed questionnaires to the researcher was given.

3.6 Data Analysis and Presentation of Results

All questionnaires from the respondents were verified and checked for reliability. The data was analyzed using quantitative and qualitative techniques. This involved creating descriptive statistics namely percentages and measures of central tendency. The data was coded and entered into spreadsheet and analyzed using SPSS (Statistical Package for Social Sciences). The presentations include tables, pie charts and bar charts.

CHAPTER FOUR: STUDY FINDINGS AND INTERPRETATION

4.1 Introduction

This chapter focuses on the questionnaire return rate, demographic information of the respondents, presentation, interpretation and discussion of findings. The presentation was done based on the objectives of the study.

4.2 Questionnaire return rate

Questionnaire return rate is the proportion of the sample that participates in the survey as intended in all the research procedures. Out of the thirty respondents who participated in the survey, all of them returned the questionnaires constituting 100% questionnaire return rate hence a good representation of the population.

4.3 Demographic information of respondents

This sector deals with the demographic information of the respondents who constitute the employees of Becton Dickinson Kenya Limited. It is from this pool that make up the core employees and who this study set to identify.

4.3.1 The gender of respondents

The respondents were asked to indicate their gender, this aimed at establishing whether Becton Dickinson Kenya Limited consider gender when determining the core employees to the company. The distribution of the gender is as indicated by figure 4.1

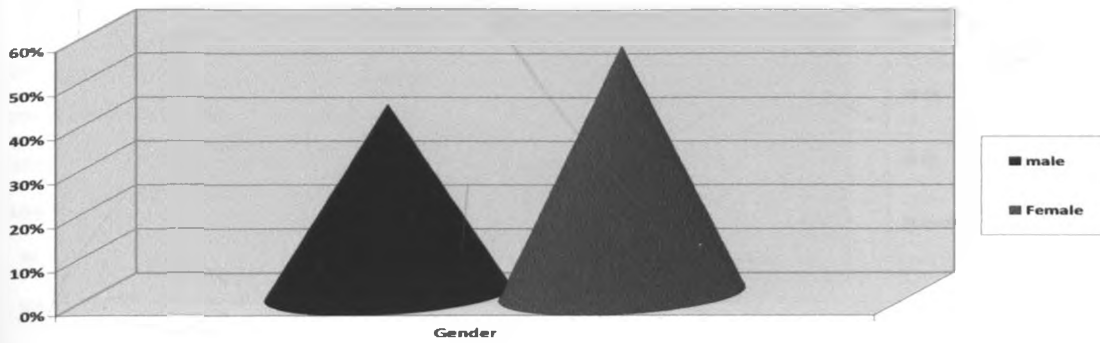


Figure 4.1 Gender Distribution

Figure 4.1, shows that the number of females exceeds the number of males in Becton Dickinson Kenya Limited by 57% and 43% respectively

4.3.2 Age of the respondents

The respondents were asked to indicate their age in order to establish age distribution of the employees at Becton Dickinson Kenya Limited. The responses are as in figure 4.2

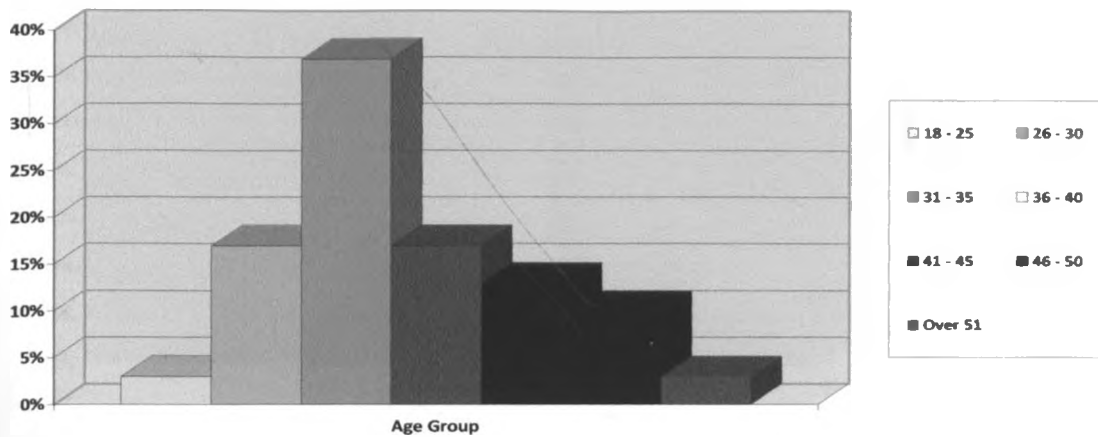


Figure 4.2 Age distribution of BD Kenya Limited employees

Figure 4.2 shows that majority of the respondent who constitute the employees of Becton Dickinson Kenya Limited are in age category 31-35 years at 37% followed by 36-40 and 26-30 at 17%. The rest are between 41-45, 46-50 over 51 and 18-25 at 13%, 10% and 3% respectively the latter two. This implies that all employees are considered core to Becton Dickinson Kenya Limited.

4.3.3 Education level of the respondents

In order to establish the competence of the respondents in relation to the merit the respondents were asked to indicate their highest level of education. The results are as in figure 4.3.

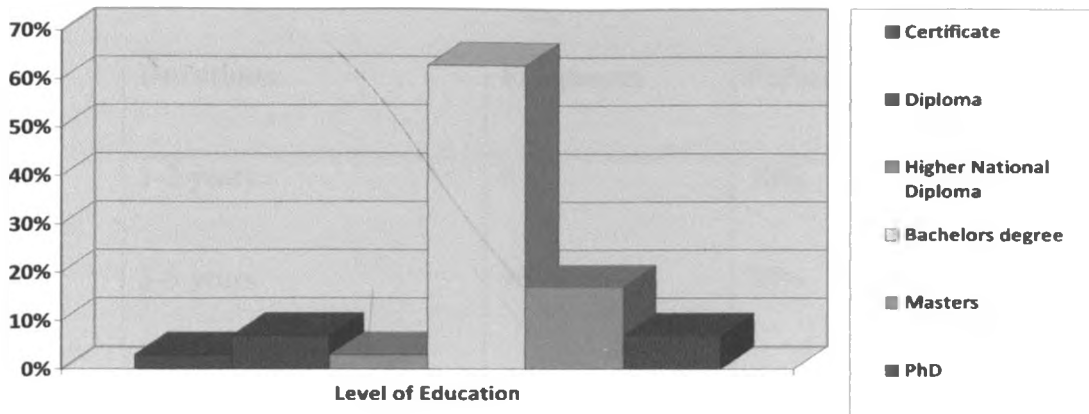


Figure 4.3 Educational Level

Figure 4.3 indicates that the highest numbers of Becton Dickinson Kenya Limited employees have university degree at 63%, 17% have Masters' degree with the other levels being Certificate, Diploma, Higher National Diploma and PhD representing 3%, 7%, 3% and 7% respectively. This shows that all employees of Becton Dickinson Kenya Limited are core employees since each performs a critical role in ensuring the success of the overall and is adequately qualified for the responsibility they have been assigned.

4.3.4 Experience of employees

In order to seek the experience of the employees in relation to the year of service in the organization, the respondents were asked to indicate the number of year they served at Becton Dickinson Kenya Limited. The responses as indicate in table 4.1

Work experience in years

Durations	Frequency	Percentage
1-3 years	9	30%
3-5 years	15	50%
5 years and above	6	20%

Table 4.1 Work experience

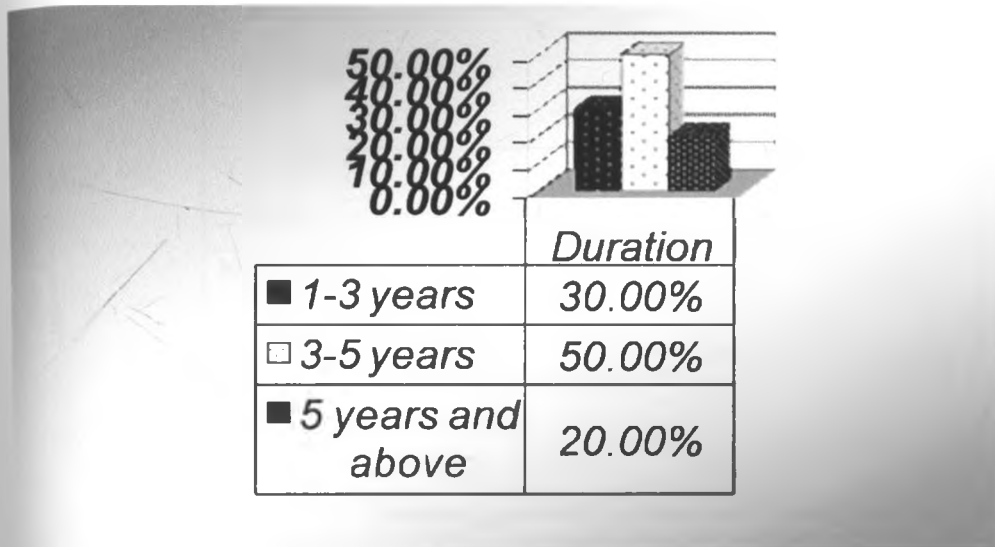


Figure 4.4 Work experience

Table 4.1 shows that majority of employees at Becton Dickinson Kenya Limited have experience of 3-5 years making 50%, another group has experience of 1-3 years constituting 30% while others have 5 years and above at 20%. This is an indication that majority of employees have long years of service at Becton Dickinson Kenya Limited and therefore should be viewed as core

employees. Based on the experience they are able to contribute immensely to the operation of Becton Dickinson Kenya Limited thus qualify to be classified as core employees.

4.4 The application of human resources strategies in the performance and productivity of multinational organizations

The study also sought to establish whether the application of human resources strategies play a main role in the performance and productivity of multinational organizations. The results are as in tables 4.2.1 and 4.2.2

	Need of application of human resource strategies
Yes	80%
No	20%

Table 4.2.1 Need for SHR strategies

Application of human resources strategies in the performance and productivity of multinational organizations



Figure 4.5 Need for SHR strategies

Table 4.3.1 shows that 80% of the respondents thought that application of human resource strategies play a main role in the performance and productivity of multinational organizations.

Extent of employee retention strategies in performance and productivity	Percentage
Great extent	75%
Moderate extent	15%
Less extent	10%
Not at all	5%

Table 4.2.2 Extent of employee retention strategies



Figure 4.6 Extent of employee retention strategies

Further Table 4.2.2 shows the respondents view of the extent to which new strategies play a main role in the performance and productivity of employees at Becton Dickinson Kenya Limited.

4.5 The need for coordination of activities and its effect on management of BD Kenya Limited

The study sought to determine the need of coordination of activities and its effect on management of BD Kenya limited and the findings indicate that the respondents strongly agree that practices and coordination of activities at BD Kenya Limited critical factors in determining the retention of core employees. There is common consensus among all respondents that all the factors under consideration have a significant contribution in the retention of core employees. Further it can be surmised that attending to this critical factors centrally significant to the implementation of practices and coordination of activities at BD Kenya Limited will greatly improve the retention rate of core employees.

4.6 The impact of employee retention at BD Kenya Limited

Extent of employee retention on BD Kenya Limited	Percentage
Very great extent	60%
Great extent	30%
Moderate extent	10%
Less extent	0%
Not at all	0%

Table 4.4 Impact of employee retention at BD Kenya Limited

4.7 Components of SHR strategies and their impact in retention of core employees

The study also sought to determine the components of strategies implementation at play in the case of BD Kenya Limited. The respondents' were asked to rank the various components according to

the importance they attached to each and the impact each and its need to be applied within BI Kenya Limited. This is as shown in table 5.0.

Components of SHR Strategies implementation	Frequency	Percentage
Vision/Mission statement	8	27%
Goals/Objectives	4	13%
Roles and responsibilities	3	10%
Timeliness	5	17%
Effective planning	10	33%
Total	30	100

Table 4.5 Components of SHR Strategies implementation

Table 4.5 shows that respondents had different opinion on the importance of the components of strategies implementation. The highest percentage 33% stated that effective planning is critical to overcoming strategy implementations challenges while 27% state that the vision and mission statements are the most critical components. Closely similar to this finding is the 13% of respondents who had the opinion that timeliness was a critical component in overcoming strategic implementation. Goals/objectives and roles and responsibilities also emerged as critical components but were not very highly valued by respondents.

4.8 Discussion and Implications

How would a core employee be defined and supported in BD Kenya Limited?

There is recognition that the nature of work is changing in BD Kenya Limited, as is the nature of workers themselves. While there is recognition of the need to clarify the types of workers to be found in organizations, there has been little agreement on what constitutes a core employee. A

review of prior literature revealed that most researchers (Allan and Seiko 1997; Gramm and Schnell 2001; Segal and Sullivan 1997) have provided limited or broad definitions of core employees. Findings from this study will offer a more current and extensive description.

By defining the characteristics of a core employee, it also discloses the organizational perception of their primary workforce. This perception is translated into the selection process adopted by organizations. As core employees are identified as a key resource and of strategic value to organizations, it highlights the importance of managing and retaining this valued human capital.

Effectively managing core employees means identifying their needs. The results from the study indicate that the needs of core employees have changed and greater emphasis is now placed on training and development, career advancement and growth opportunities, recognition of capabilities and acquisition of new skills and challenging work. Instead of job security, employees now will seek job resiliency – developing the skills and flexibility needed to quickly respond to shifting employer requirement (Burner 1994).

Findings from the study revealed that the needs of core employees differ with age. Younger employees' needs are focused on remuneration, training and development, career advancement, challenging job, growth opportunities and recognition of their capabilities and acquisition of new skills. For older employees, salary and career advancement is not so important. However, they require autonomy, liberty from mundane things and opportunities to mentor so that they can make a greater contribution to the organization. Job challenge is preferred to repetitive jobs. These initial findings further supports Becker and Gerhard's (1996) theories that over time an employee invests in an organization (e.g. pensions, pay raises, benefits, stock, position, etc.), and these investments bond the individual to the organization. Since these investments increase with

ge and tenure, an employee tends to become more committed to the employing organization, and the bond reduces the likelihood that the employee will quit (Meyer and Allen 1993; Wallace 1997).

As a consequence of the changes in the relationship between employers and core employees there is a need to examine the human resource systems that support this primary labor force. Are they relevant and effective? Do they need to be redesigned to meet the changing needs of core employees?

Factors that impact on the theoretical Human Resource Architecture in BD Kenya Limited?

The HR architecture models (Handy 1995; Leak and Snell 1999) advocated a differential investment strategy for different categories of employees. The findings of this study indicate that the shaping of these employment modes is dependent on the influence of several factors in the BD Kenya Limited business environment. These factors include the strategic focus of the organization, organizational structure, competitiveness of the industry, type of industry and the type of worker included in the organization. It is suggested that the impact of these factors could therefore be the determinants of the type of SHRM systems adopted BD Kenya limited (holistic or differential).

With the emergence of the new organizational structure of employment, it raises the questions of BD Kenya Limited HRM systems? Does BD Kenya Limited apply “best practices fit all or differential SHR practices for different types of employees” (e.g. core, contractors, alliance, and acquisitions)? How do these practitioners perceive their effectiveness? Although it may be the case that some firms manage all employees the same way regardless of their value and uniqueness, it is anticipated that most firms make significant distinctions in the methods they use for different skill sets and that these are important determinants of firm performance.

HRM factors that influence the decision of employees to stay

The findings from the study imply a relationship between retention and human resource management factors. The study identified some key SHR and organizational factors influencing retention. The factors identified by the study included selection, reward and recognition, training and career development, challenging job opportunities, equity of compensation, leadership style, company culture and culture, communication and consultation, effective working relationships and satisfactory work environment. This belief is supported by studies of progressive SHRM practices in training, compensation and reward sharing. These studies have revealed that these can lead to reduced turnover and absenteeism, better quality work, and better financial performance (Arthur 1994; Delaney and Hustled 1996; Hustled 1995; Ichniowski, Shaw and Prensushi 1997; Snell and Youndt 1995; MacDuffie 1995; Meyer and Allen 1991; Solomon 1992; Snell and Dean 1992).

However, it is important to note that there are a few of the experts who argued that perhaps there is no relationship between SHR practices and retention. They argued that HRM is undervalued in the Australian environment and relegated to fragmented functional activities and not a strategic contributor. Hence this view contradicts the considerable debate in the HRM literature about the importance of aligning SHRM practices with company strategy. According to Ulrich (1996) HRM is often assigned the role of steward of the corporate culture, expected to contribute to its development through programs and policies that enhance it. This alignment of SHRM with company strategy raises an interesting inquiry of whether BD Kenya Limited does consider retaining its valued core employees as a strategic issue and a competitive advantage.

4.9 Conclusion

This chapter reported the results of the study. The results presented addressed the five research questions for this initial phase:

1. What are the human resource strategies influencing the retention of core employees at Becton Dickinson Kenya Limited?
2. Is there a relationship between Strategic human resources practices and the retention of core employees in organizations?
3. What are the impacts of employee retention in Becton Dickinson Kenya limited?
4. Do core employees have different needs from other types of employees?
5. What are the factors affecting the BD Kenya limited Human Resource Architecture Model?

The findings of the study were interrogated and the implications outlined. The purpose of this study was to obtain information from BD Kenya Limited employees, with regards to the SHRM retention relationship (e.g. the key SHRM factors that influence retention of core employees).

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussion and conclusion

The main purpose of this chapter is to synthesize the qualitative and empirical results from chapters' four to provide an answer to the primary research question of this thesis namely, whether SHRM practices can actually influence the retention of core employees. The other objectives are to highlight the contributions of the research to the development of knowledge in the field, as well as to acknowledge its limitations and to set future directions for research.

5.2 A review of the findings on the influence of SHRM factors on the retention of core employees of Becton Dickinson Kenya Limited.

The influence of SHRM factors on retention of core employees was examined. The results provided a significant contribution to the study. With regards to the needs of core employees, the results indicated that instead of job security as identified in literature, employees now placed greater emphasis on training and development, career advancement and growth opportunities, recognition of capabilities and acquisition of new skills and challenging work.

The findings also suggested that the needs of core employees also differ with age. Younger employee needs are focused on remuneration, training and development, career advancement, challenging job, growth opportunities and recognition of their capabilities and acquisition of new skills. For older employees, salary and career advancement are not so important. However, autonomy, liberty from mundane things, and opportunities to mentor so that they can make greater contribution to BD Kenya Limited is of great importance.

Research on social exchange theory has shown that employees' commitment to the Becton Dickinson Kenya Limited is derived from their perceptions of the employers' commitment to and support of them. Past studies also revealed that employees interpret human resource practices as indicative of the personified organization's commitment to them (Eisenberger *et al.* 1990; Settoon *et al.* 1996). They reciprocate their perceptions accordingly in their own commitment to BD Kenya Limited. The findings of the study also confirmed a significant relationship between organizational commitment and intent to stay.

The results also draw attention to the mediating role of commitment. Implicit in the model is that commitment to BD Kenya Limited mediated the relationships between person-organization fit, teamwork relationship, culture and policies and the outcome variable (intention to stay). It was found that commitment does have a partially mediating effect. The results revealed that it moderates remuneration, recognition and reward, training and career development and work environment, and intent to stay.

The results of the study also postulated a significant and positive relationship between age and commitment to BD Kenya Limited. This finding is consistent with previous research (Alutto, Hrebiniak and Alonso 1973; Cohen and Lowenberg 1990). Mathieu and Zajac (1990) found that age was significantly more related to affective commitment than to continuance (calculative) commitment. Tenure was excluded from this study because studies by Meyer and Allen (1997) supported that employees' age may be the link between tenure and affective commitment.

In summary, the findings of the empirical tests of the model put forward in this thesis demonstrated that commitment can be influenced by selection (person-organization fit), remuneration, reward and recognition, training and career development, challenging

assignments, leadership behavior, organizational culture and policies, teamwork relationship and satisfactory work environment.

Moreover, commitment acts as a moderator of remuneration, recognition and reward, training and career development and work environment on intent to stay. Commitment also mediates person-organization fit, teamwork relationship, culture and policies on intention to stay. Of particular interest however is that commitment acts as a mediator between the factors identified and intent to stay.

From an employee's perspective, organizational actions such as SHRM practices are indicative of the BD Kenya Limited commitment to them (Whitener 2001). Employees who have their expectations met on the job (Tsui, Porter, and Tripoli 1997) and who perceive they are treated fairly (Huselid 1995) are more likely to stay in the organization. Dick Kovacevich, CEO of Wells Fargo recently said, "The way I see it is, when you take care of your employees, they take care of your customers and your shareholders wind up winning" (Kover 2000, p. 1).

5.3 Limitations

Poole and Van de Ven (1989) stated that a good theory is by definition, a limited, fairly precise picture. There is always tension between internal consistency and the scope of theoretical models. The criteria for parsimony, rigor and coherence have driven this thesis to express a small but internally consistent framework. Intention to stay can be assessed only by asking the individual his or her thoughts on the matter.

Although common method variance is an issue with this type of research methodology, this design can be quite useful in providing a picture of how people feel about and view their jobs (Spector and Brannick, 1995). One of the limitations of this study is that the model, which was developed and tested in this study, stopped at the level of intention (Ajzen 1988) to demonstrate

motivated behavior in terms of desire to remain in BD Kenya Limited. In the study, bias may have occurred from poorly worded or leading questions or selective interpretation of the results.

5.4 Future directions and research

An obvious complement to this study is to conduct longitudinal research. Some of the arguments and findings of this study may well be a good starting point for such research. Longitudinal studies are needed to establish causal direction among the relationships investigated in this study. For example, in a longitudinal study, it may be possible to observe over time if turnover intention measured at one point is associated with negative beliefs and outcomes at a later point. It would provide more robust data. In addition, a longitudinal study would be able to further examine the changing nature of BD Kenya Limited's commitment throughout an employee's tenure, with emphasis on management's policies and reactions to maintain equity and fairness in the exchange agreement.

This research has highlighted the mediating role of BD Kenya Limited commitment on person-organizational fit, teamwork relationship and BD Kenya Limited culture and policies and the partially mediating role on remuneration, recognition and reward, training and career development and work environment. Clearly, there is a need for greater analysis of the factors identified.

This research precluded other antecedents of commitment such as perceived alternative employment and magnitude or number of investment lost in leaving BD Kenya Limited the commitment-turnover relationship. Commitment was selected as a useful construct on which to base this study because it can be correlated with subjects' social identity characteristics and perceptions, and it is organizationally important.

In conclusion, this study has gone a substantial way towards meeting its main objective, which was to determine the SHRM factors that influence the retention of core employees in BD Kenya Limited.

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APPENDIX 1: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender: Male
- Female
2. Your age bracket (Tick whichever appropriate)
- 18 – 25 Years 26 - 30 Years 31 - 35 years
- 36 – 40 years 41 – 45 years 46 – 50 years
- Over 51 years

What is the duration you have been in this organization?

Less than 1 year	
1 – 3 years	
3 – 5 years	
More than 5 years	

What is your highest academic qualification?

Certificate	
Diploma	
Higher National Diploma	

Bachelors degree	
Masters	
PhD	

SECTION B: MAIN ISSUES

I. Human resource strategies influencing the retention of core employees at Becton Dickinson Kenya Limited.

1. To what extent do human resource management practices influence organizational core employees?

Very great extent [] Great extent []
 Moderate extent [] Less extent []
 Not at all []

2. What is your level of agreement with the following human resources strategies that need be applied within Becton Dickinson Kenya Limited?

Use a scale of 1-5 where 1= strongly agree and 5= strongly disagree.

	1	2	3	4	5
Human resources strategies that need be applied within Becton Dickinson Kenya Limited.					
Management strategies					
Career Development					

Reward Systems					
Job Enrichment					
Working Environment					

Human resource practices

1. Does application of human resource strategies play a main role in the performance and productivity of multinational organizations? Yes [] No

If yes, to what extent do new strategies play a main role in the performance and productivity of employees at Becton Dickinson Kenya Limited?

Very great extent [] Great extent [] Moderate extent [] Less extent
 Not at all []

2) To what extent do you agree with the following statements that relate to strategic practice of human resource strategies within Becton Dickinson Kenya Limited? Use a scale of 1-5 where 1= strongly agree and 5 = strongly disagree.

Human resource practices that are needed for retention of core employees at Becton Dickinson Kenya Limited	1	2	3	4	5
Lack of effective management programs causes more harm as the employees are not told about the new requirements, tasks and activities to be performed by the					

affected employees					
The organization is faced with the challenge of lack of a two-way-communication program that permits and solicits questions from employee about issues regarding the formulated programs					
New strategies play a significant role in retention of core employees at Becton Dickinson Kenya Limited.					
An integrated implementation plan must be developed at the organization to enhance adoption of new strategies					
It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion					

II. The relationship between Strategic human resources practices and the retention of core employees in organizations

1) To what extent do you rate the need for effective human resource practices in your organization

Very Good Moderate Bad Very bad

2) What is the extent to which the human resource affects the coordination of activities at Becton Dickinson Kenya Limited?

Very great extent Great extent Moderate extent Less extent

Not at all

3) What is your level of agreement with the following statements that relate to coordination of activities and its effect on management at Becton Dickinson Kenya limited? Use a scale of 1-5 where 1= strongly agree and 5 = strongly disagree.

Practices and coordination of activities at Becton Dickinson Kenya limited	Very great extent	Great extent	Moderate extent	Less extent	Not at all
Conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, corporate jets, informal meetings with employees) are an important factor in strategies implementation					
The motivation of employees and customers of in Becton Dickinson Kenya can be boosted through the implementation of new strategies within the organization					
Difficulties and obstacles are acknowledged in the process of implementation and are acted upon with ease					
The new strategies have a rationale of improving the organizational and economic image					
New strategies at Becton Dickinson Kenya are considered as a genuine step					

3) What is your level of agreement with the following statements that relate to coordination of activities and its effect on management at Becton Dickinson Kenya limited? Use a scale of 1-5 where 1= strongly agree and 5 = strongly disagree.

Practices and coordination of activities at Becton Dickinson Kenya limited	Very great extent	Great extent	Moderate extent	Less extent	Not at all
Conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, corporate jets, informal meetings with employees) are an important factor in strategies implementation					
The motivation of employees and customers of in Becton Dickinson Kenya can be boosted through the implementation of new strategies within the organization					
Difficulties and obstacles are acknowledged in the process of implementation and are acted upon with ease					
The new strategies have a rationale of improving the organizational and economic image					
New strategies at Becton Dickinson Kenya are considered as a genuine step					

towards the anticipated globalization by major					
Efficient and effective management experience a boost whenever new leadership And communication strategies are implemented.					
The performance Becton Dickinson Kenya limited is highly boosted by the application of ample human resource practices					

III. The impacts of employee retention in Becton Dickinson Kenya limited

1) To what extent do you agree that it impacts positively on Becton Dickinson Kenya limited?

Very great extent [] Great extent [] Moderate extent [] Less extent []

Not at all []

2) What is your level of agreement with the following impacts of human resource strategies that need be applied within Becton Dickinson Kenya Limited? Use a scale of 1-5 where 1= strongly agree and 5= strongly disagree.

Impacts of human resource strategies application in Becton Dickinson Kenya as it pertains to the retention of core employees	1	2	3	4	5
Vision/mission statement accomplishment					
Goals/objectives achievement					
Efficiency in performance of Roles and responsibilities					
Results achievement within timelines					
Effective planning possibility					

13. The challenges of successful human resource practices results from lack of cultivation of strong values to meet the changing organizational needs” to what extent do you agree with the statement?

Strongly Agree [] Agree []

Neutral [] Disagree []

Strongly Disagree []