THE PERCEIVED INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE RETENTION AT KENYA INSTITUTE FOR PUBLIC POLICY RESEARCH AND ANALYSIS

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DECLARATION

I declare that this is my original work and has not been presented for a degree in any university

Signed: _____ Date: _____

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This research project is submitted with my approval as university supervisor

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DEDICATION

This research project is dedicated to my children Michelle, Henry and Hawi, for they keep me actively engaged in my most noble assignment- motherhood!

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LIST OF ABBREVIATIONS

E Views   Econometric Views

HR   Human Resources

HRM   Human Resource Management

KIPPRA   Kenya Institute for Public Policy Research and Analysis

M   Mean

SD   Standard Deviation

SPSS   Statistical Package for Social Scientists

ABSTRACT

The objective of the study was to evaluate the perceived influence of Human Resource Management Practices on Employee Retention at Kenya Institute for Public Policy Research and Analysis. The study adopted a descriptive survey design. The design was suitable for the study since it involved collecting data from several respondents. Primary data was obtained using self administered semi- structured questionnaire which was the main data collection instrument. The study targeted 70 employees of the institute. The researcher used percentage formula and employed a census. The collected data was then summarized coded, edited, and analyzed using Statistical Package for Social Science (SPSS) application. Descriptive statistics especially frequency percentages, Mean and Standard Deviation was applied to establish the pattern and trends so as to make it easier to understand and interpret the implications of the findings. Quantitative data on the variable were entered E-Views version 8. The analysis employed the Least Squares Estimation method. This study found that three human resource practices such as Reward, career development, and training have a positive and significant impact on employee retention. This research did not find any significant influence of performance appraisal on employee retention. However when Performance Appraisal is linked career development, there is a positive and significant influence on employee retention. Also when performance appraisal is linked with reward and compensation there is a positive and significant influence on employee retention. The study found the Human Resource Management Practices have significantly influenced retention of employees at Kenya Institute for Public Policy Research and Analysis: training and development; Career Development, Performance Appraisal and Reward. The results are consistent with previous research findings for example in terms of career development a positive and significant relationship with employee retention. This is confirmed by previous studies in terms of training and development, Performance appraisal, Reward and their relationship with employee retention.

CHAPTER ONE

INTRODUCTION

1.1   Background of the study

Human Resource forecasting has a goal of making sure that an organization has the number of people with the correct expertise needed to meet the organizations planning needs. Several activities involve Human Resource forecasting and include development planning, demand, forecast planning and success planning. Employee retention within an organization forms part of the Human Resource forecasting which is concerned with employees and has a direct effect on reducing staff turnover Amstrong (2009). Employee retention is an important issue facing administrative many organizations brought about by scarcity of qualified human resource, cost-effective development and the increased employee exits from the organization (Michael, 2008). Attracting superior employees is vital for getting an organization to be established. Nevertheless, a clear strategy for retaining brilliant and talented employees is very important as the organization assets the employees benefit from what the organization has already investment in them.

Retention of the organizations employees is valuable for the organization as well as the member of staff themselves. Employees nowadays are different, as soon as the employee feels disgruntled with their existing employer or the employment; they change over to the next occupation. It is therefore the duty of the organization to maintain its top workers (Branham 2005). The capability to maintain highly talented employee is a key difference between those institutions that make high return and those that do not. "Good to Great" author Jim Collins (2001) argues that the most important driver of development of a great organization is the capability to recruit and maintain the right people. Skinner (1981) contends that, since a higher caliber of human resources creates the most significant and influential planned improvements, human resources management should receive highest precedence. A steady workforce creates a momentous economical advantage and if an organization has an unbalanced working condition, it may be mandatory to participate seriously in employing, placing, training and management. Skinner (1981) observes that a

large number of companies appear to have made their workforce into competitive assets and moderate progress has occurred everywhere.

Social Exchange is the deliberate actions of individuals when they are motivated by what they will get in kind for a service that they offer. In getting to understand the connection that Human Relations has when its foundation is factored on reciprocity in interactions between a supervisor and their employee exchange theory focuses on (Blau, 1964). Fredrick Herzberg two factor theory argued that employees are satisfied by what boosts them at work and are natural to their duties. He defined them as motivators and they include accomplishments, employee respect, the work an employee does, accountability, advancement, and career growth. On the other hand, there are some subject matters in an organization that make employees disgruntled they are referred to as hygiene factors. They do not motivate employees to work but have to be present in the workplace to make employees to be satisfied they include an organizations policies, reward, team work, and leadership styles (Bassett-Jones and Lloyd, 2005). Douglas McGregor developed a theory based on human behavior at work was developed by Douglas McGregor he based them on two extremes with a range of possible behaviours in between they included theory X and Y. He went further to describe both theories and noted that theory X employees were individuals who had no goal, did not like to be accountable for their actions, preferred to be directed on all issues in the work place and they favored a safe and protected work environment. These employees work has to be constantly monitored and a management style of control and punishment was used to achieve the organizations mandate. On the other hand, the theory Y Employees are characterized as make an exertion to deliver their targets at work, they have no issue when given duties (McGregor 1985).

Elton Mayo developed the Human Relations school of thought was and he believed that employees within an organization are not only concerned with the rewards they get but could also be motivated by having their other needs met at the same time including their social needs. He proceeded to conduct a test at a factory in Chicago where he secluded a group of women and monitored the effect on their outputs in terms of work this included the lighting and also the working conditions.

This study was motivated by the fact that KIPPRA is a Kenyan government think tank which produces rigorous analysis of public policy issues through evidence based research that gives policy makers both long term and short term recommendations that are county and regional specific. The institute comprehensively counts on the inferred knowledge from its highly competent technical researchers. Its function is distinctive, as it provides public policy research, analysis and advice; it operates independently from the government. The main function of the institute is to aid government comprehend and make well-versed decisions about issues on economic policy development. Research is significant to the economy as it systematically plans and investigates on a specified problem, with a predetermined outcome, which will contribute to our understanding of the phenomena. Research is also evidence based and this assists in interrogating existing polices, advice policy makers and improve on resource efficiency.

1.1.1 Concept of Perception

Perception is a conviction held by individuals, or many people grounded upon how they see the world around them. It is the process of choosing, establishing and understanding information in order to understand what is going on around us. (Bratton 2010, 500).The energetic and many-sided way in which persons select information from the environment, deduce and interpret it so that a meaning is allotted which will result in a pattern behavior (Mullins 2010, 829). Often the main feature of awareness in an organization is how an individual views others, as this can be a major point in how that person will behave within the organization. It is also a characteristic of how an individual is motivated within an organization. If employees are watched over in a way that they do not have faith in or if they are disliked and are overlooked by their supervisor their motivation to work will be reduced. This is why in organizations there needs to be a way of making sure employees fit before being employed and then when they are appointed their first perception of others needs to be admirable. To achieve a good first impression, organizations will often introduce new employees and current employees in way that shows off key expertise that highlight the

importance of these people to the team, so that perceptions are built around optimistic instead of pessimistic. (Mullins 2010).

How people behave is determined by what they believe in and their impression of what is the truth and not on what is happening in the world around them. How human beings behave can be very simple or can be unique with a multifaceted understanding and appreciation of what is believed. When employees understand and appreciate each other's perception or belief there is effective management and leadership (Grossman 2009). For an organization to be successful and to have their work plans completed it is imperative that there be a perception that is accepted by all the staff. It is important for the supervisor to clearly supervise their staff and work in teams, improve output of the organization, reduce the high administrative costs. Various perceived views are vital to assist the organization carry out their activities in different ways as varied points of view are brought to the table. To make successful result (Kreitner& Kinicki, 2010; Grossman 2009) indicated that variances between employees' perceptions of inconsistencies between the endorsed and adopted organizational values that affect employees' performance and high turnover. Cultural acceptable or employee perception surveys help managers to determine the similarity between endorsed and adopted organizational values.

1.1.2   Human Resource Management Practices

Human Resource Management Practices are activities that are used by employers to organize their staff by developing their skills, competencies and experiences that are related to the organizations core technical area. This enables the organization to remain relevant and withstand competition (Minbaeva 2005). The practices are guided by policies that are considered to attract talented employees, retain, develop and motivate them so as to remain in business. An organization that values their worth treat their human resource as their key strategy and encourages team work, individual responsibility and ownership with a positive work culture by involving the organization and their staff (Wang 2005). When Organization's develop and introduce different products, new ways of doing things develop including inventive and talented staff who work with minimum resistance and avoid taking

unnecessary risks with an open-mind and minimal vagueness (Chen Huang, 2007). The high performing employees are known in the business because of their continued success and also contribute to the organizations main reason for remaining in business. It is vital for an organization to be compliant with the various HRM Practices in place that provide the positivism in the various business aspects (Gupta & Singhal, 1993). Human Resource Management practices are different as the researchers have a tendency to to choose a set of HRM practices depending on the theoretic view used (Guest, 2001). There are many celebrated researcher who have been known to combined all of them in different research have only had to combine some specific areas of specialization. Organizations are encouraged to keep up and invest in human resource management best practice. Research claims that some of the practices do better than others. It has also been noted that they focus on only specific areas. Some of the practices including reward, training and development, career development and performance appraisal were used in the study (Khan 2010).

1.1.3 Employee Retention

Employee retention is the capability to cling to those workers that an organization wants to keep longer than their rivals (Johnson 2000). It is also defined as retaining the employees that keep the organization afloat (Leign 2002). These are the performers not the incompetent, mismatched, disillusioned, plateau or burnt out employees. They must be the employees that an organization cannot afford to lose, the crucial ones, the most difficult to replace. A growing number of organizations are figuring out on how to win the war of talent. They are committed to keeping their valuable employees because they know that those are the people who keep the organization in business. They comprehend that if people stay for an extended period of time, their work gets better, and they build stronger networks with their most valued clients that lead to long-term success in the organizations core area of service. Leighn (2002) sees the frontrunners of combat for talent as the conquerors of conflict for customers, market share, profits and long-term value. Employee retention is therefore a method where workers within an organization are encouraged in various ways to remain in employment for a specific period of time or until they conclude an assignment as

it is favourable for both the employer and the employee. In the current work environment employees behave differently when they feel disgruntled in employment they look for greener pastures and move on. Employers have a greater responsibility of making sure that their most vital asset is retained (Branham 2005).

1.1.4 Kenya Institute for Public Policy Research and Analysis

KIPPRA is an autonomous public institute, was established in May 1997 through a Legal Notice and commenced operations in June 1999. In January 2007, His Excellency the President signed the KIPPRA Bill into law and the KIPPRA Act No. 15 of 2006. The principal activity of the institute is to provide quality public policy advice to the Government of Kenya and other stakeholders by conducting objective research and analysis and through capacity building in order to contribute to the achievement of national development goals. KIPPRA continues to be an international centre of excellence and a source of objective research and analysis as well as an institute of building policy capacity for professionals, to holistically ensure Kenya's national development goals are met. The institute Produces rigorous analysis of public policy issues through its evidence based-research giving policy makers both long, medium and short term recommendations that are county and national specific. It also engages the government of Kenya and its agencies, the private sector, academia and civil society organizations in policy debate on issues affecting the country, both in technical and advisory services, through an array of dissemination forum. Further to this it Undertakes capacity building for government and private sector officers on the public policy make process. Demand for KIPPRA's research and its technical capacity to advice key stakeholders continues to grow. In responding to this demand, the Institute has focused on; deepening its areas of research that pose the country with both challenges and opportunities such as Devolution, the extractives and national cohesion and increasing capacity of government and private professionals through its Young professional Programme.

In the 15 years that KIPPRA has been in existence, investment in effective governance has paid off. When KIPPRA was being established to support policy formulation within the

Government of Kenya, it was recognized that both operational autonomy and an effective governance framework were needed for the institute to effectively achieve its mandate. Thus, proper skills mix and representation in Board membership, development of and adherence to a Board Charter, performance contracts and evaluation systems, ISO 9001:2008 certification, and regular reporting, monitoring and evaluation of governance systems have enabled KIPPRA to improve its performance and productivity, enhance stakeholder confidence, attract partners, induce more stable sources of financing, and enable the institute realize its mandate. Effective governance is the most fundamental among imperatives for successful, effective and sustainable think tanks.

In ensuring good corporate governance in its work, the Board of Directors carries out its responsibilities in accordance with the highest ethical standards. It is the focal point of corporate governance in the institute, and ultimately accountable and responsible for the performance and affairs of the institute. The Board strives for consensus in decision-making, and conducts informed decision-making and exercises good judgment in the establishment of the institute's strategic direction, safeguarding the institute's resources, and monitoring corporate performance. The size of the Board comprises 13 members as outlined elsewhere. Besides the Chairman being appointed by the President, members of the Board are appointed by the Cabinet Secretary, through a gazette notice,   a three (3) year renewable term, as deemed necessary by the Government. There are four oversight committees, namely: Finance, Audit, Programmes, and General Purposes committee. Committee members are appointed based on their skills and expertise in relation to the role/function of each committee. The Board Committees and the full Board are expected to hold at least four meetings each year, on quarterly basis. The Committees and the Board may hold additional meetings as circumstances may require. Organizational goals and values of the institute are stated and articulated in the institute's Strategic Plan, Annual Work Plans, and the Service Charter. The institute runs a five-year strategic plan that is reviewed periodically and annual work plans. The Strategic plan is reviewed mid-way, while work plans are reviewed on a quarterly basis. Implementation of the Strategic Plan, Work Plan, and Service Charter is monitored through the annual Performance Contract agreement signed between the Board

and the government (parent ministry), between the Executive Director and the Board, and between the Executive Director and Heads of Divisions.

1.2   Research problem

The scarcity of skilled labour and a continuing national change has increased high requirement of experienced employees; organizations have to keep up with the increased job movement amongst organizations most talented staff. Previously employees hardly changed employment during their employee life cycle but there is a growing tendency to continuously switch from one employment to another (Chambers, 1998). In the international business environment, Employee obligation, output and maintenance issues are developing as the most important challenge that is facing the immediate future; this is driven by lack of employee loyalty, business reform efforts and tight competition for talent. For many organizations, when an employee decides to leave suddenly a momentous effect on had on the implementation of the planned work activities may eventually cause a decline in output brought about by the gap created by the exit. High Employee turnover can lead to disruptions, increased additional in recruitment costs, there is loss of efficiency, incomplete assignments, customer dissatisfaction, scheduling difficulties and depletion of the company's academic investment. Research has indicated that employees leave companies in search of better a payments package, better career and development opportunities and job satisfaction among other factors (D' Souza 2008).

Between the year 2000 and 2008 KIPPRA was on a growth pattern and employee turnover was below 2%. However, in the last few years the organisation has staff move to other organisation at an average of 12% each year. This has affected the organisations productivity especially where senior researchers have left the organisation. In addition, there has been a great challenge in recruiting for research positions. For example in the financial year 2009, 2010 and 2011, KIPPRA lost senior researchers of whom it has not yet found replacements despite repeated advertisements. Arising out this, a survey was carried on the perceived influence human resource practices on employee retention at Kenya Institute for Public Policy Research and Analysis.

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Various researches have been done in regard to the study. One of the studies done at the United States Federation of Nurses and Health Care Professionals has indicated that, almost half of the professional nurses surveyed in the study had seriously considered exit from employment due to discontentment in their job arising from increased workload and pitiable working conditions (Pearson 2001). In United Kingdom, a research that was done at the London health service presented that deprived working conditions and lack of basic facilities and reward were some of the top on the list of factors affecting retention (Pearson, Reilly and Robinson 2004. In Kenya a survey carried out on factors that attract and retain presenters in Kenya noted that reward ranked highest on factors that employee would consider while moving to another organization. (Njoroge 2007) carried out a survey on factors related to employee retention in industrial firms in Nairobi and concluded that organizational culture is the one of the factors considered to have the influence on employee retention in the industry followed by job satisfaction. Abuti (2006) in her survey of factors influencing employee turnover among Kenyan broadcasters cited lack of training strategies as a major cause associated with staff turnover. Pegg (2009) studied the impact of benefits on talent retention, motivation and output levels and how organizations are choosing to inform their people about the type of benefits on offer. Mulwa (2010) carried out a research on factors that influence high staff exits at the World Vision and has suggested reviewing of the existing pension plans to deal with employees expectations.

However, none of these studies has sought to validate the connection between the various human resource management practices and employee retention in research based institutions. As demonstrated in the above studies there is no known study that has focused on addressing this gap. This study therefore has sought to answer the following question: What is the perceived influence of human resource practices on employee retention at Kenya Institute for Public Policy Research and Analysis?

1.3   Research Objectives

The objective of this study was to evaluate the perceived influence of human resource management practices on employee retention in Kenya Institute for Public Policy Research and Analysis.

1.4   Value of the study

The Research will have a positive impact senior managers and board of directors of the Institute. The Human resource department at KIPPRA will benefit from the analysis and feedback, and can guide on implementing strategies for change and enhance the growth of the institution. Human Resource managers in other organisations would also be enlightened on various aspects of employee retention for the enhancement of their employee productivity.

The Government of Kenya will benefit from the study as it will achieve national long term development goals and improved public policy making and implementation. This will be by enhanced through quality and public policy advice, Capacity building and dissemination of quality research out puts by the institute.

Public and private institutions will benefit from the study as they will get information on how to effectively enhance employee retention. Scholars and academicians will benefit as they will be furnished with information which can form basis for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

The literature review and theoretical foundation of the research are presented in this section. Theories including social exchange theory and motivation theories to advance the literature review on human resource management practices, factors influencing employee retention and the connection linking human resource practices and employee retention. The literature was assessed from peer reviewed journals, various reference books, discussion papers and various reports.

2.2   Theoretical Foundation of the study

This research study used Social exchange theory and motivational theories to advance the literature review. This is because retention is based on reciprocity in relationships between supervisors and employees and the motivation theories that present a reason on how employee satisfaction and inspiration have an effect on employee retention and other conducts and actions by employees in the organization.

2.2.1   Social Exchange Theory

In getting to understand the connection that Human Relations has when its foundation is factored on reciprocity in interactions between a supervisor and their employee the Social exchange theory focuses on this relationship. Social exchange is defined as the deliberate actions of individuals when they are motivated by what they will get in kind for a service that they offer (Blau, 1964). Social There are various research that support the social exchange theory where an employee has the direct impact on their obligation to an organization and what the organization gives them in return (Wayne, Shore, & Liden, 1997). It is believed that the responsibility and actions of the connection between the supervisor

and the staff is one that is of just exchange and they both benefit from the interaction (Pinder, 1984). One of the notable impressions of this theory is that an individual will do an unselfish deed for another person and expect a kind of return for the service rendered. The returns in this theory is not specific in that when the theory is compared to financial exchange that has an immediate return, where as social exchange theory is maintained on a long term and unclear and distinctive management. The theory has captivated many researchers as it is suggests a groundwork and in-depth analysis for the study on the employee actions and inspiration. The theory has directed the preparation of worthwhile networks. In an employee and supervisor environment the social exchange theory is based on kindness from the supervisor towards the employee and this is done in kind. It is vital to know that the good deed between the two parties is commenced by a good turn for example an offer of a reward which can either be extrinsic or intrinsic in nature (Cropanzano & Mitchell, 2005; Organ, Podsakoff, & MacKenzie, 2006; 1996).

2.2.2   Frederick Herzberg two factor theory

Employees are motivated by what they can get within the organization rather than what they can get outside their work. Herzberg's two factor theory argues that the employees derive great satisfaction the two factor theory provides theoretical surroundings for the research. Fredrick Herzberg argued that employees are satisfied by what boosts them at work and are natural to their duties. He defined them as motivators and they include accomplishments, employee respect, the work an employee does, accountability, advancement, and career growth. On the other hand, there are some subject matters in an organization that make employees disgruntled they are referred to as hygiene factors. They do not motivate employees to work but have to be present in the workplace to make employees to be satisfied they include an organizations policies, reward, team work, and leadership styles (Bassett-Jones and Lloyd, 2005).

When the cause of discontent is eliminated in a work environment he noted that it would not result in satisfaction of the employees instead he observed that there would be a balance and motivation of the workers will only be noted when there was use of natural inbuilt factors

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He argued further that Various research have revealed extrinsic aspect within the organization such as a competitive salary, good links between supervisor and staff, welcoming working environment, and job safety and security were some of the noted motivational issues that encouraged retention. (Kinnear and Sutherland, 2001; Meudell and Rodham, 1998; Maertz and Griffeth, 2004) The outcome implied that an organization's executive should not only rely only on built-in factors to influence the organizations employee retention but to a certain extent, combine of both built-in and external variables so as to maintain an effective retention plan (Herzberg 1959).

2.2.3 Douglas McGregor theory X and Y

A theory based on human behavior at work was developed by Douglas McGregor he based them on two extremes with a range of possible behaviours in between they included theory X and Y. He went further to describe both theories and noted that theory X employees were individuals who had no goal, did not like to be accountable for their actions, preferred to be directed on all issues in the work place and they favored a safe and protected work environment. These employees work has to be constantly monitored and a management style of control and punishment was to be used to achieve the organizations mandate. On the other hand, the theory Y Employees are characterized as make an exertion to deliver their targets at work, they have no issue when given duties. Work can be considered as a source of punishment or satisfaction by the employee who seeks accountability of their targets. It is therefore prudent to note that theory X employees are motivated by rewards to achieve the organizations goal and mandate while on the other hand theory Y are committed and do not need incentives to do their work well. It is a challenge to management to create a work environment and way of life that develops their talents and broad resourceful ideas (McGregor 1985).

2.2.4   Elton Mayo Hawthorne Theory

The Human Relations school of thought was developed by Elton Mayo he believed that employees within an organization are not only concerned with the rewards they get but could also be motivated by having their other needs met at the same time these include social needs. He noted that human relations focused on supervisors taking a more hands on concern on the outputs that the employees provide. Further to this they are to treat the employees as assets who are important to the organization and who have very vital information and understanding of the organization and its main activities. He proceeded to conduct a test at a factory in Chicago where he secluded a group of women and monitored the effect on their outputs in terms of work this included the lighting and also the working conditions. He noted that employees are motivated by clear communication between them and their supervisors, working as a team and being involved in the working lives of their employees it is therefore very important for organizations to have a team spirit, change production and encourage use of teams, put in place human resource support departments, look into employee interests Mayo's hypothesis most closely fits in with an authoritarian way of managing employees. (Elton Mayo 2003).

2.3   Human Resource Management Practices

The practice in organizations and policies that influence behaviour is defined as Human resource management (HRM) (De Cieri et al., 2008). The practice entails choosing HR requirements, reference checks, recruitment, training, reward, assessing and also labour relations, health and safety and fair concerns (Dessler, 2007). These practices have been defined in several characteristic these include; A system that catch the attention of employees, improves their experience, encourages them to work, and maintain them for a period of time so as to comply with the effective conclusion and continued existence of the business entity and employees (Schuler and Jackson 1987). In addition, some of the Human Resource practices are perceived as a set of reliable guiding principle that are within planned and employed to ensure that an organizations employees add to the achievement of the organizations goals (Delery & Doty, 1996). In the same way, it is also a set of activities

put into practice used by a business entity to direct human resources by assisting the improvement of employee competencies that are organization precise, produce multifaceted collective relation and also generate an organization's intellect so as to sustain cutthroat competition with the organizations opponent. HR Practices are also related to clear guidelines and formal policies, and procedures that are planned to catch the attention of new employees, encourage them to grow, inspire them to improve, and maintain employees who make certain the organization remains successful and its implementation and continued existence are key (Minbaeva 2005).

Human Resource Management practices have the potential to get better with a sustained and clear institutional output. Some of the practices in play include importance on employee recruitment and selection based on best fit and talent with the company's culture, highlighting on code of conduct, outlook, and the necessary technical skills required for the position, reward should dependent on employee output, and employee empowerment so as to promote clear teamwork. There are several practices that are proposed to improve employee retention include job Security, hiring of new employees based on merit, Self directed groups and cascading of decisions and work plans as the basic doctrine of organizational plan, relatively high reward dependent on an organizational performance, wide-ranging and relevant training, reduced status dissimilarity and barriers (Pfeffer 1998).

2.3.1 Reward Management

The formulation and executing of plans with the intention of getting a remuneration which is fairly, justifiably, transparently and consistently in accordance with the organizations vision, mission and core values so as assist an organization achieve its strategic goals is defined as Reward Management. (Thompson 2002). It also encompasses the largest part of the employee retention strategy. Most workers always expect a high return on their reward package. Reward varies from organization to organization. So an eye-catching remuneration motivates employees and is vital for the retention of the employee. Some of the main rewards that are paid to employees include salary and wages, bonuses, benefits, vacations among many others. On the other hand recognition comprises of the non-monetary reward

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that the employees receive. Organizations should keep various components in mind when considering compensation package for their employees some of which include Salary and periodical wages, bonus, long-standing incentives, medical health insurance, group life cover pension and other varied compensations. The gross salary is a large component of an employee's remuneration package it includes the basic pay, house rent and commuter and transport allowances. The grading of the Salary represents the level of competence and years of experience of an employee. A benchmarking on the current market rates should be done from time to time so as to be within the market rates. There should be a clear outline on what a salary increase is based on and this should be clearly stipulate in the organizations operational manual (Armstrong 2009).When employees does not find their work rewarding they look for alternatives that are satisfactory to them. In this regards, managers have an enormous responsibility to ensure that they provide their employees with rewarding work in a bid to retain them. It becomes complicated for competitors to imitate what motivates an employee to remain in an organization that it is to increase their compensation The focus on effective reward within an always requires a package that is eye-catching enough to deter employees from being disgruntled and looking somewhere else for career growth opportunities. (D' Souza 2008).

2.3.2 Career Development

A challenge in today's work environment is the retention of talented employees who play a critical role in the operations of the organization. The Career growth of an employee is one of the main human resource management practices that give a staff the chance for employees to continually be a part of a changing work environment (Waiganjo 2012). The growth of an employee career entails a number of activities that include recruitment and selection, Individual growth, lateral moves and transfers, special duties in internally and externally, career connection and the supporting of the employees who want to develop within the organization. Several of the career management practices include mentoring, career therapy, performance appraisal, assessment centres, succession scheduling, and retirement package. Employee enlargement and expansion are the essential component of

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every employee's career growth. If an employee is unable to forecast on their career path within the organization they will be discontented and strategize to leave the organization as soon as they are able move. Employees look for work outline, individual progression growth and training and capacity building. The employee outline should not be too low or very high. In relation to individual progression, the staffs duties and responsibilities assist in their personal goals and targets many business entities are unable to step aside from individual interests and the organizational goals. An individual will put their interest first and then the organization second and if they are not satisfied with their personal growth they will not be able to contribute effectively to the organizations development. Some of the career management involvement in developing careers in organizations includes internal advertisement, clear profession growth, opportunities for training and development, individual employee development plans, mentoring and coaching programmes, job enlargement and rotations (Armstrong 2009).

2.3.3   Employee Training and Development

The training and development of an employee is the organized accomplishment of the comprehension, skills and attitudes necessary for an employee to effectively execute in their duties and assignments. If training that an employee gains is significant and if it is designed efficiently and is also effective, an employee can gain new knowledge and skills that meets the organizations goals and achieve the set targets (Latham 1988). When the post training evaluations are done and they reflect an improvement in an employee's performance including accuracy of work and easier way of getting work done which improves the relevant skills that have been gained and also the transfer of knowledge achieved. (Salas, 1999).The Improvement in performance is reflected in the output, quality and services that an organization needs to achieve their targets and goals. For an employee if their gaps are identified and the relevant capacity building done the required result of retaining the best talented employee will be achieved individual employee, if their desired needs are fulfilled through the training programs provided, there is no doubt that the desired outcome by the organization, retention on employees, will be reached (Huselid 1995).

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2.3.4 Performance Appraisal

The development and critically examining and assessing an individual employees outputs in their various responsibilities so as to make possible their career growth is defined as Performance appraisal It looks into an individual's all round contribution to the organization and measures their characteristics, performance at work and their capabilities in their duties and if they are capable of work in a higher position (Gruman & Saks, 2011).For an organization to survive through an unstable work environment most organizations are very keen on the performance of their staff and they strive to maintain their most talented staff as they are essential for the overall organization success. An organization should be thus very strategic in understanding and keeping their talent so that the organization is aligned to the mission, vision and core values of the entity. Appraisals is key in the link between the employer and employees as their roles are clearly defined and this results in enhanced employee development, clear structures in place and improved satisfaction of the staff and management as well.

2.4   Factors Influencing Employee Retention

There are a number of key issues that add on to an employees' decision to depart or stay with an organization. This involves an employee assessing the cost and benefits that they will get if they remain against what is currently on the ground and what they can get in return when they leave and if it exceeds both monetary and their emotional satisfaction when they leave. If either is beneficial and does not have an impact or change the employee will think twice about changing jobs (Ehrenberg and Smith, 1994).

2.4.1   Employee Commitment

Various theorists have fashioned a number of important characteristics of research that adds on to the extent to which employee commitment is guided by an organizations belief that the employee has a direct link on the how they are committed towards what the organization

gets in return (Wayne, Shore, & Liden, 1997). One of the ways of understanding employee commitments and behaviour is how they relate between supervisor and employee and also pegged upon fair exchange and clear guidelines (Pinder, 1984). Some of the employees approach to work is based on various unique characteristics, performance on the job, duplicate their awareness and expectations, and also imitate how they are treated by the employer. In this way they link their varying human resource practices and employee reactions to their jobs, which portray the relationships and suggest that the human resource practices are significantly associated with employee perceptions and employee attitudes (Ostroff and Bowen 2000).

2.4.2 Employee Work Environment

A high involvement in the contribution of an employee's work that focuses on a set of targets based on decision making, authority, and access to information, individual training and incentives. Benson et al (2006). It is important to note that an employee will associate themselves with an organization if they are given the opportunity to direct and implement their work. This is where an employee is treated as a partner in the company whose overall interest is appreciated and who has a say in the issues that involve them. The relationship between management and employees impacts on an employee's decision to stay or depart from the organization. (Armstrong 2009). Employers are at times unable to provide their human resource with a conducive and encouraging work environment and culture in both individual and professional relationships. There are also times when the staffs begin to feel some resentment towards management. The employee will have a reduction in their interest at work leading to even less contentment and eventually they voluntarily leave the organization for better prospects. A supportive work environment helps the employee to grow in their careers and the organization to get the most benefit from this. When an organization has good professional relationship with their employees including mutual respect, cordial relationship between peers and promoting an employee based on merit this leads to trust and confidence in the organization and increased retention of the employees.

2.4.3 Leadership

Management and their strategy in creating an environment that encourages employee retention are emerging as reasons as to why employees stay in the organization and also the same that sense the employees away. A Research that was done by the Gullop organization that includes interviews with thousands of employees and hundreds of managers concluded that if a company has a difficulty in retaining its core employees it should the center on the managers first before any other person in the organization. An organizations recruiting and selection practices, rewards, training and performance management all play pertinent roles in but it is the management of the organization that makes the difference Diane (2001). The most significant aspect of keeping the employees is a manager who has good planning skills and clear goals and guidelines to assist in their role in management. Trust should be a key aspect in building a climate that is conducive for developing and monitoring talent. The perception of leadership is further collaborated by Bernatovicz (1997), who see supervision as linked to employee retention. Many researches have agreed that employees' perception during their work life is one of the keys that enable them to cope with the successful and stresses that are associated with their work and this also makes them remain in their current positions.

2.4.4 Organizational Culture

The perceived belief by an employee towards an organizations link between the management and the staff, their attitudes towards their business and clients and the way they carry out their operations is part of Organization culture that is how we do things around here (Donald and Catt 1989). The employees who do not align themselves with the way the organization does its activities will not be able to remain in the organization for long. Organization culture is vital for employee retention as it is significant as the role the employees and management play in the organization. When recruiting and selecting an employee to fit in with the organizations beliefs the culture and way of life should be presented to them as it is so that they make an informed decision. This can be done through as realistic job preview. A number of employees usually leave a company when they do not

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conform to the culture that is in place and cannot fit in. The most important step in employee retention is to make sure that the staff has a clear outline of the mission, vision and core values and a clear strategic plan. All the documents mentioned should be provided to staff and be communicated clearly over and over again so that they internalize the various policies and procedures (Sheridan 1992) in a research that was done it was observed that organizational culture was significantly connected to performance and employee resignations. Results other studies also conclude that conclude that the resemblance between individual values and organizational values are related and a strong organizational culture breeds employee commitment and motivation and also impacts the organizational performance (Kreitner and Kinicki 1997).

2.5   Human Resource Management Practices and Employee Retention

Research indicates HRM has a very vital function in preparation guiding and putting into practice an organizations policies and procedures (Myloni et al., 2004). It has also be noted that it affects the overall strategy of the organization Human Resource managers have become one of the key stakeholders in an organizations decision making and implementation of the strategies (Rozhan and Zakaria, 1996) A research that was carried out I n Malaysia showed that when managers are involved in the organizations policy and strategy formation there has been an enhanced effectiveness in the organization process and there has also been a high retention of talented (Dessler, 1999). Lawler (1986) developed a model that suggests that there are some organization practices that influence work related attitudes and behaviors they include communication, giving employees the leeway to lead on their core areas of expertise, competence and career growth and reward and benefits. There are some studies that have shown that reward is varied and may not at times be fully understood without the various fundamental aspects of an organization that includes namely financial and non financial recognition (Milkovich and Newman 1998).

For an organization to attain organizational accomplishment in their mission, vision and core values the HRM practice have to be well defined and be clear so at to attain a cleat and sustainable competitive advantage (Barney,1991; Jackson and Schuler, 2000; Pfeffer, 1994).

Empirical researches have been done on the impact of HRM Practice in the organization including Becker and Gerhart (1996), Becker and Huselid (1999), and Dyer and Reeves (1995). The research findings reveal that organizations that align themselves with clear HRM practice have achieved greater outcome and there has been increased productivity and employee retention as well. Other studies have revealed that there are some HRM practices that impact on business performance and they include training and development, reward, teamwork, performance, employee safety and Human resource forecasting. These practices have helped organizations improve on their productivity and quality of service. It has also been shown that there are other HRM practices that have a high impact on organizations operations that include an employee's productivity and also flexibility in terms of performance and also the quality of work done. The findings of research have revealed that there is a major impact on an organizations performance when the practice is adopted (Chang and Chen, 2002; Ahmad and Schroeder, 2003; Kuo, 2004).

The practices such as training, teamwork, performance appraisal, health and safety, recruitment and selection have a lot of impact on employee productivity. Human Resource forecasting on the other hand has a moderate effect on employee retention. Some of the HRM practices which include job security, reward, teamwork training and information sharing have a high impact on the operational performance (Ahmad and Schroeders 2003). Some studies have also verified the relationship between an organizations performance and productivity in relation to employee retention (Tangthong, 2014). A business entity with the correct type of practices in place enjoys sustainable growth this encourages the organization for fully utilize its financial obligations and also meets the organizations strategic plan (Tanveer, et al., 2011).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

This section gives into details the methodology that was used in carrying out the research. Also included in this section is a detailed description of the research design, target population, sampling design, data collection and analysis methods.

3.2   Research Design

The Study was a Descriptive survey which was used in establishing the perceived influence of HRM practices on employee retention among KIPPRA staff. Descriptive research studies are planned to get hold of relevant and accurate information relating to the present state of observable fact and there after represent applicable wide-ranging conclusions from the evidence discovered (Lokesh, 1994).

3.3   Target Population

A target population is a collective of all the objects, subjects or members that conform to a set of condition (Pout and Hungler 1999). The research covered a population of all the employee of KIPPRA who are 70 in number and are categorised as full time, contract, research associates, administrative staff, young professionals and research consultants. The study was conducted at KIPPRA offices where all the employees are based and are accessible. Since the population of the study is small, a census was carried out.

3.4   Data collection Instrument

The study used Primary data for the research using a structured questionnaire that was used to obtain the employees opinions and perceptions in relation to the perceived influence of

Human Resource Management practices on employee retention at the work place. The questionnaire sought information relating to the key variables affecting retention. A questionnaire is used for data collection because it offers substantial advantage in the management. It will present an even motivation potentially to a great number of individuals concurrently and provides the survey with easy gathering of data (Kiess & Bloomquist, 1985).A survey was used to gather primary data from the respondents through distribution of questionnaires. The tool included fifty three questions had been designed to assess respondents' retention in employment. There were demographic questions giving pertinent information about the respondents and which are possible determinants of retention. One unrestricted question was included to allow for broad comments and from respondents. The main element of the model for HRM practices on employee retention was measured when selecting the questions used in the survey. The model suggests that in order for individuals to be completely engaged in their jobs, the psychosomatic conditions of career development, Leadership, reward, employee work environment and a good organization culture must be met in the work environment Kahn, (1990). Questions one to six were demographic. Question seven to eleven addressed reward. Questions twelve to eighteen addressed issues on career development. Questions nineteen to twenty two addressed the issues on training and development while question twenty three to twenty six addressed the issues of Performance Appraisal. Question twenty seven to fifty three addresses issues on employee retention issues including leadership, organization culture, and work environment and employee commitment. The instrument was distributed via electronic mail for staff with an electronic mail account as well as hand delivered copies to associates without the email account. The responses were rated using Likert scale which response options were strongly disagree, disagree, moderate, agree, and strongly agree.

3.5   Data Analysis and presentation

The collected data was checked for comprehensiveness and clarity. It was then summarized coded, edited, and analyzed using (SPSS) application. Descriptive statistics especially frequency Mean and Standard Deviation was used to ascertain the trends so as to make it

easier to understand and infer the inference of the findings. Quantitative data on the variable were entered in E-Views version. The analysis employed the Least Squares Estimation method to derive the significance of the perceived influence of Human Resource Management Practice on employee retention. The significance of the relationship between HRM Practice and employee retention was tested at a confidence level of 95% using t-values. The summarized data was presented in tables and charts.The following regression analysis model was applied:

$Y = A + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + E$

Y= Dependent Variable ER (Employee Retention)

X= Represents the independent variables (Human Resource Management Practices)

Where:

B_1 to B_4 = Beta Coefficients

X_1= RC (Reward and Compensation)

X_2=CD (Career Development)

X_3=TD (Training and Development)

X_4=PA (Performance Appraisal)

A=Constant Term

E = Error Term

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

The section details a depiction analysis of the data, Interpretation of the findings and discussion of the results within the structure of main aim of the study to establish the perceived Influence of Human Resource Management Practices on Employee Retention at Kenya Institute for Public Policy Research and Analysis.

4.2 Response Rate

There was an overall number of 70 feedback form that were issues to the respondents from the target list at KIPPRA. Out of the overall numbers issues 54 questionnaires were completed and were returned. This signifies (77%) of the forms were returned. A response rate of above (60%) is indicated to be trustworthy (Mugenda & Mugenda 2002).

4.3 Demographic Characteristics

This section presents common information regarding the respondents. These include their gender, age bracket, length of service at the institute, academic qualifications and level of management in the organization

4.3.1 Gender

The respondents were asked to indicate their gender. The table below shows the responses.

Table 4.1: Gender of the respondents

Gender	Total (Number)	Percentage (%)
Male	36	66.7
Female	18	33.3
TOTAL	54	100

 (Source: Research data 2016)

4.3.2 Age Distribution

The age group revealed that (9.3%) represented age bracket of 20-29 years, (48.1%) represented age bracket of 30-39 years 33.3% represented 40-49 years and (9.3%) represented 50 years and above. This implies that the information shows that the respondents were drawn from all the levels in the organizations and therefore the information could be generalized.

Table 4.2: Age distribution

Age	Frequency	Percentage (%)
20 -29	5	9.3
30-39	26	48.1
40-49	18	33.3
50- Above	5	9.3
TOTAL	54	100

(Source: Research data 2016).

4.3.3 Length of Service at KIPPRA

The researcher wanted to ascertain the number of years of service of the respondents at KIPPRA. The statistics indicate in Figure 4.1, a greater proportion of the respondents (33.3%) had worked at KIPPRA for a period between 0-2 years, (29.6%) had worked for KIPPRA for a period of 3-5 years, while 25.9% had worked for KIPPRA for 6-10 years and 11.1% had worked for KIPPRA for 11 years and above. This means that a number of respondents have been employed in the organization realistic period and therefore had been there for long enough to be aware of the issue relating to HR practices and retention at KIPPRA.
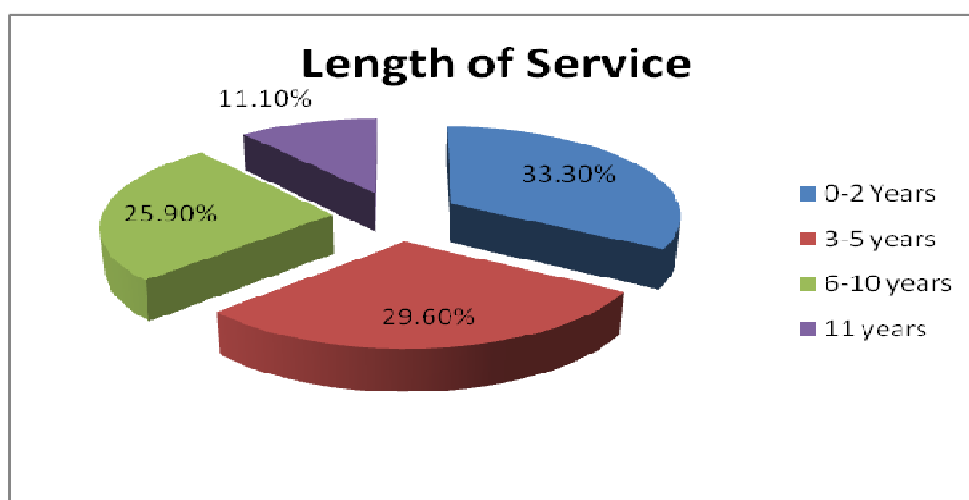
Figure 4.1: Length of service at KIPPRA

 (Source: Research data 2016).

4.3.4   Level of Education

The data in Figure 4.2 presents the findings on the education grade that the respondents attained. The statistics indicate 59.3% of the respondents had a Master's degree, 14.8% had PHD, 14.8% had Bachelor's degree, 5.6% had diplomas and 5.6% had KCSE qualification. The findings imply that KIPPRA recruits employees with varying education qualifications which ensures diverse professional skills and expertise within the workforce.
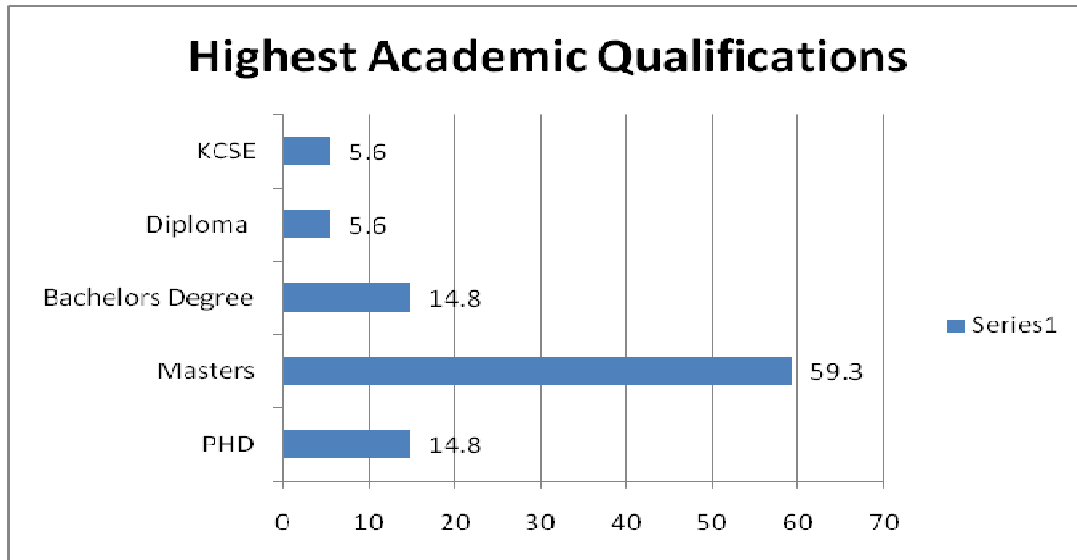
Figure 4.2: Level of education

(Source: Research data 2016).

4.3.5 Level of Management at KIPPRA

The researcher wanted to establish the level of management of each of the respondents. The data in Table 4.3 presents the finding the highest list of respondents with (44.4%) were the lower level employees, (35.2%) were middle level management, 14.8% were senior level management and 5.6% did not indicate their level of management. This indicates that both junior staff and senior managers expressed a lot of interest in the study as they saw it as an opportunity to voice their recommendations for improving the work their work environment.

Table 4.3: level of management

Management Level	Frequency	Percentage (%)
Senior Management	8	14.8
Mid- Level Management	19	35.2
Lower - Level Management	24	44.4
Not Indicated	3	5.6
Total	54	100

(Source: Research data 2016)

4.4 Human Resource Management Practices

The main purpose of the research was to determine the perceived influence of human resource management practices on employee retention at KIPPRA. The HR practices studied included; Reward, Career Development Performance Appraisal and Training and Development. The study used a likert scale in which 5,4,3,2, and 1 represented continuum scores Strongly Disagree, Disagree, Moderate, Agree and Strongly Agree. For purpose of interpretation, a mean score if (M) 0≤1.5 means that the respondents Strongly Disagreed, between 1.50≤ 2.50 means they disagreed, 2.50≤ 3.50 means the rating were moderate, 3.50≤ 4.50 means they were in agreement, and a mean above 4.50 means they strongly agreed. Standard deviation was used to indicate the variation of the mean. The data with a low SD is very close to the mean, whereas data with a high SD indicates a stretched out and large array of values. This is given in more details in the table and narratives below which show the respondents and the statistics.

4.4.1 Reward

To gauge the effectiveness of compensation in employee retention, the respondents were asked to rate the competitiveness of their compensation package compared to other players

in the industry. The analysis of table 4.4 indicates that the respondents are moderate that they are provided with good reward and benefits compared to competitors in public and private entities (Mean of 3.06, SD 1.106) they were also moderate that their pay is fair based on performance (Mean of 3.15, SD 1.156). However results show that employees disagree that they are satisfied with the benefits provided to staff (Mean of 2.98 SD 1.124) and are moderate on job recognition and rewarding of outstanding performance (Mean of 2.74, SD 1.185). On average compensation offered by KIPPRA is fair. In conclusion, the research results indicated in general that salary at KIPPRA is fair in comparison to the pay from the other firms in the same sector. However, KIPPRA does not always reward high performing employees neither does it give positive recognition to employee who produce high quality of work.

Table 4.4: Reward

Reward	N	Mean	Standard Deviation
My pay is similar to what our competitors (private / public) pay	54	3.06	1.106
I am compensated fairly based on performance	54	3.15	1.156
I believe employees doing the same job in this organization are compensated equally	54	3.06	1.123
I am satisfied with the benefits provided to me	54	2.98	1.124
Our organization does a good job of recognizing and rewarding outstanding performance	54	2.74	1.185

 (Source: Research data 2016).

4.4.2 Career Development

Results from the Table 4.5 below indicates employee career development are moderate if promotions were based on proven performance (Mean of 3.02, SD 1.055), they agreed that to be retained for as long as possible in the organization (Mean 3.28, SD 1.036) and they

agreed that hard work and dedication are the best way of advancing in their career (Mean 3.43 SD 1.092). In addition respondents strongly agreed that they have gained valuable experience while working for KIPPRA (Mean 4.43 SD 0.570) and further agreed that the institute is committed to development of the staff (Mean 3.61 SD 1.017). From this analysis, employee are encouraged to participate in deciding their career path is moderate, the responsibility of career advancement is not an obligation of individual staff and their supervisors and KIPPRA does not always promote employees who complete their career advancement program and ultimately, employees are not equally offered opportunities for career advancement to increase performance. There is a high level of knowledge and experience garnered by the respondents and there is commitment by the institute to develop the staff but the process is not clear to the staff.

Table 4.5: Career Development

Career Development	N	Mean	Standard Deviation
Promotional decisions are made based on proven performance	54	3.02	1.055
I intend to stay with this organization as long as I can	54	3.28	1.036
This Organization provides me with a clear development plan	54	3.13	1.100
Hard work and dedication are the best ways to advance in this Organization	54	3.43	1.092
I have career advancement opportunities within the Organization	54	3.39	1.188
I have gained valuable experience while working at this Organization	54	4.43	.570
The Institute is committed to the development of its staff members	54	3.61	1.017

(Source: Research data 2016)

4.4.3 Employee Training and Development

Table 4.6 shows summarized findings of the respondents view on how well training is implemented based on the training needs and performance appraisal The respondents were moderate if training assessed is based on training need s analysis (Mean 3.37 SD 1.186) as to whether training done includes social expertise, solving difficult work related issues and knowledge of an organizations mandate, respondents agreed (Mean of 3.43, SD 1.207). The respondents were moderate that the institute offers an opening for employees to discuss the training needs with their supervisors (Mean 3.39 SD 1.089). From the above analysis, employees at KIPPRA have acquired training and development which has helped them improve performance and training assessment to establish the skill gap is moderately carried out at KIPPRA.

Table 4.6: Training and Development

Training and Development	N	Mean	Standard Deviation
The training needs of the employees in our organization are assessed on the basis of their performance appraisal	54	3.37	1.186
Training in our organization includes social skills, general problem solving skills and broader knowledge of the Organization and business	54	3.43	1.207
The Organization shares new knowledge and skills with employees periodically to improve the performance	54	3.28	1.156
The Organization offers opportunities for employees to discuss the training and development needs	54	3.39	1.089

(Source: Research data 2016)

4.4.4 Performance Appraisal

Table 4.7 indicates that respondents agree that Performance Appraisal is intended for the improvement of the staff performance and enhance their competencies on the job. (Mean of 3.57, SD 1.039). However, respondents disagreed (Mean of 2.80, SD 1.139) that Performance Appraisal facilitates promotion and transfers, the respondents also disagreed that Performance Appraisal encompasses mentoring coaching of employees. The analysis from the above investigation reveals that sometimes a few employees at KIPPRA get clear job instruction while other do not and that employee and supervisors agree on work plan. However, at KIPPRA, supervisors to some extent do not give their employees open, honest and constructive feedback on their performance.

Table 4.7 Performance Appraisal

Performance Appraisal	N	Mean	Standard Deviation
Performance appraisal in our organization aims at improving employee performance and strengthening our job skills	54	3.57	1.039
The organization has an effective and transparent performance appraisal process in place	54	3.30	1.075
Performance appraisal is always done to facilitate promotion and transfer of employees	54	2.80	1.139
Performance appraisal system encompassing mentoring and coaching of employees in the work place	54	2.80	1.105

(Source: Research data 2016)

4.5 Employee Retention

This section provides information on the perceived influence of Human Resource Management Practice on Employee Retention on a 5-point scale, Employee Retention

practices under investigation were, Leadership, Organization culture, Employee work environment and Employee Commitment. The study used a likert scale in which 5,4,3,2 and 1 represented continuum scores for: Strongly Disagree, Disagree, Moderate, Agree and Strongly Agree. For purpose of interpretation, a mean score if (M) $0 \leq 1.5$ means that the respondents Strongly Disagreed, between $1.50 \leq 2.50$ means they disagreed, $2.50 \leq 3.50$ means the respondents were moderate, $3.50 \leq 4.50$ means they agreed, and a mean above 4.50 means they strongly agreed. Standard deviation was used to point out the difference "mean. Data with a low SD point closer to the mean, whereas an elevated SD points to that the data is stretched out over a huge array of values. This is well detailed in the table and narratives below which show the respondents and the statistics.

4.5.1 Leadership

The respondents were requested to rate the level to which they perceived their leaders as excellent leaders with the essential leadership skills. The results are presented in the table 4.8 respondents agree that their supervisor do not show favoritism (Mean 3.72 SD 1.07I). The respondents further agree that their work has good morale (Mean 3.80 SD 1.053). Employees at the institute are opposed to to centralized management and this has affected their retention. Various positions should be revamped and the jobs clearly defined. The supervisor and staff should have a sit in and clearly agree on what is expected of the staff The hierarchy in terms of management is also very clearly defined. There is also a clear understanding of span of control.

Table 4.8: Leadership

Leadership	N	Mean	Standard Deviation
My supervisor does not show favoritism	54	3.72	1.071
My work/unit/department has good morale	54	3.80	1.053
My supervisor and I mutually agree on specific and measurable job expectations	54	3.94	.899
My supervisor recognizes me for my accomplishments	54	3.76	1.063
My supervisor respects me and values my work	54	3.96	.990
My supervisor acts with integrity	54	3.78	1.022
I have the support I need to do my job	54	3.78	.965

(Source: Research data 2016)

4.5.2 Organization Culture

The respondents were requested to state if organization culture practices helps enhance organizational performance at KIPPRA. Table 4.9 shows the respondents view on the culture within the institute. Findings reveals that the respondents agreed that they are proud of their organization and they can tell others about it (Mean of 3.96, SD 0.868), the respondents further agreed that and that they were aware of organization's core values, goals, strategy and vision, (Mean of 4.26, SD 0.556). They further agreed that KIPPRA was a good place to work. (Mean of 4.07, SD .797). From the above analysis employees at KIPPRA are proud of their organization and can tell others about their organization, they are aware of their organization core values, goals, strategy and vision and that employees are willing to make an effort to assist the institute advance its performance. However, the corporate culture at KIPPRA is moderate on promotion of work life balance.

Table 4.9: Organization culture

Organization Culture	N	Mean	Standard Deviation
I am aware of how decisions are made in my department	54	3.57	1.126
I believe our Organization is both customer focused and committed to quality	54	3.96	.800
The culture of this organization is positive and optimistic	54	3.46	1.193
KIPPRA is a good place to work	54	4.07	.797
I would recommend this organization to others as a great place to work	54	3.96	.868
I have a clear understanding of the Organization's mission, values and goals	54	4.26	.556
My Organization supports continuous learning and development	54	3.72	.960
My Organization provides meaningful service to its customers	54	4.06	.712
This Organization champions and promotes work-life balance	54	3.31	1.061

(Source: Research data 2016)

4.5.3 Employee Work Environment

The respondents were asked if work environment and socialization was conducive for best organizational performance. The table 4.10 indicates the respondents agreed (Mean of 4.43, SD 0.602) that teamwork is valued at KIPPRA and that provision for employment security, is practiced, in addition, the respondents further agreed that the staff were committed to quality work (Mean 4.48 SD 0.574) that their individual principles well connected to that of the organization and enjoy their work (Mean 4.22 SD 0.769). The assessments reveal that, teamwork spirit is valued at KIPPRA; the employees are committed to quality work and work as a team.

Table 4.10: Work Environment

Work Environment	N	Mean	Standard Deviation
My work goals are realistic and attainable	54	3.94	.787
I am committed to doing quality work	54	4.48	.574
I am committed, enthusiastic and passionate about my job	54	4.28	.712
I enjoy my job	54	4.22	.769
I look for new ways and better ways to do things.	54	4.37	.653
I work cooperatively with others	54	4.43	.602

(Source: Research data 2016)

4.5.4 Employee Commitment

Table 4.11 shows the respondents view on employee commitment. There is an immense enthusiasm of respondents to put in more effort than what is expected so as to facilitate the accomplishment of KIPPRA (Mean 4.41 SD .790). The respondents agreed that they are proud to tell others about KIPPRA (Mean 4.30 SD 0.685). The respondents disagreed on strong sense of belonging at KIPPRA (Mean 2.19 SD 1.290). The result implies that there is a high level of commitment and dependability of employees towards the institute. However there is a strong feeling where the employees feel that they do not belonging to KIPPRA

Table 4.11: Employee Commitment

Employee Commitment	N	Mean	Standard Deviation
I am willing to put in a great deal of effort beyond that normally expected in order to help KIPPRA be successful	54	4.41	.790
I feel very little loyalty to KIPPRA	54	2.31	1.315
I am proud to tell others that I am part of KIPPRA	54	4.30	.685
Often I find it difficult to agree with KIPPRA's policies on important matters relating to its employees	54	2.78	1.298
I do not feel a strong sense of 'belonging' to KIPPRA	54	2.19	1.290

(Source: Research data 2016)

4.6 Ranking pursuing of career in order of preference

Table 4.12 shows the respondents view in terms of ranking of their preferred career in order of preference including for working at only KIPPRA, other boards of Parastatals and other organizations. In terms of ranking first (27.8%) ranked they would pursue their careers at only KIPPRA (25.9%) ranked other boards or Parastatals and (38.9%) ranked one that they would like to pursue their career in other organizations. This implies that a significant number of respondents ranked other organizations high in terms of pursuing their career.

Table 4.12: Ranking pursuing of career in order of preference

	Only at KIPPRA		Other Boards or Parastatals		Other Organizations	
	Frequency		Frequency		Frequency	
Rank	Number	Percent (%)	Number	Percent (%)	Number	Percent %
Rank 1	15	27.8	14	25.9	21	38.9
Rank 2	14	25.9	24	44.4	7	13.0
Rank 3	18	33.3	9	16.7	17	31.5
Not Ranked	7	13.0	7	13.0	9	16.7
Total	54	100.0	54	100.0	54	100.0

(Source: Research data 2016).

4.7 Open ended Questions

The respondents' responses were grouped into thematic issues and their frequencies indicated in the tables provided.

4.7.1 Least liked at KIPPRA

Grading in order precedence up to a maximum of 4 the least liked issues was done by the respondents. From the 83 remarks provided, the issues least liked are as relate to Poor Communication, leadership, career progression, pay and working space in that order as shown below. The issues related to work environment has to do with limited working space, inappropriate allocation of work. The other themes that emerged and their frequencies (number of comments on the issues) are as shown in table 4.13

Table 4.13 Least liked at KIPPRA

Issue Raised	Total	Percentage (%)
Poor Communication	20	24%
Leadership & Management	13	16%
Work environment	12	14%
Training & Promotions	12	14%
Pay & benefits	11	13%
Facilities	8	10%
Policy	5	6%
Resources	2	2%

(Source: Research data 2016)

4.7.2 Most valued at KIPPRA

From the responses obtained, what is most valued at KIPPRA is the stimulating work environment with qualified staff and networks. Of concern is that teamwork is both a major challenge at work and is also what employee's value most. In contrast to those who do not like the pay and benefits, majority considered it fair and seemed to be making reference to annual increments but they feel it may not be commensurate with the value of work done.

4.7.3 What KIPPRA can do to increase retention

Respondents were asked to rank in what KIPPRA can do to increase employee retention of employees From the 59 remarks provided, the issues that can be increase retention at KIPPRA include pensionable terms, clear career progression, Salary increment and allowances, improved communication between management and staff and increased office space in that order as shown below

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Table 4.14 what KIPPRA can do to Increase employee retention

Issue Raised	Total	Percentage (%)
Pensionable terms	23	38.9%
Clear career progression	17	28.8%
Salary increment and allowances	9	15.25%
Improved communication	7	11.86%
Work space	3	5.08%

(Source: Research data 2016)

4.8 Effect of Human Resource Management Practice on Employee Retention

Retention was measured in number of months of service since employee employment; Reward was measured using the cumulative basic pay in the financial year 2015/16 from July 2015 to June 2016. Career Development was measured as a copy variable taking a value of 1 if staff member was promoted in FY2015/16; or a value of "0" if he/she was not promoted in FY2015/16. Training was measured by the total number of days a staff member received training during the financial year 2015/16. Performance Appraisal was measured by the score if staff members during the financial year 2015/16 measured in percentage. Quantitative data on the above five variables was collected on all the 54 staff members who filled the qualitative (semi-structured) questionnaire and entered in E-Views version 8 software. In order to take care of variability in the data (since each of the five variables used different units of measurement), all the variables (except the dummy variable "CAREERDEV") were transformed into Logarithmic form:

Hence the regression equation was estimation in Log-Log format as:

LRETENTION = C + β_1 LREWARD + β_2 CAREERDEV + β_3 LTRAINING + β_4 LPERFORM

Where:

C   =>   The constant (intercept) term

β_1 =>   the estimated coefficient for REWARD   (X1)

β_2 =>   the estimated coefficient for CAREERDEV (X2)

β_3 =>   the estimated coefficient for TRAINING (X3)

β_4 =>   the estimated coefficient for PERFORM (X4)

The analysis employed the Least Squares Estimation method to derive the significance of the independent variables of reward, Career Development, Training and Performance Appraisal in determining employee retention at KIPPRA. The results in table

Table 4.15: Regression analysis result

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-4.018517	4.469508	-0.899096	0.3730
X1	0.615933	0.192575	3.198405	0.0024
X2	0.149265	0.241183	0.618888	0.5389
X3	0.240870	0.100187	2.404201	0.0200
X4	-0.214985	0.972352	-0.221098	0.8259
F-statistic	3.144966	Prob (F-statistic)		0.022237

(Source: Research data 2016)

Table 4.15 shows the regression analysis table where reward and training are statistically significant at 95% confidence level since the values of their t-statistic are greater than 2.0 and the corresponding probabilities are less than 0.05. Career Development carries a positive sign it is not statistically important at 95% level of significance. The variable Performance Appraisal is not significant at 95% significance level. It also carries a negative sign.

4.9 Regression coefficient on effects of HRM Practice on employee retention

Including coefficients into the model, the equation is written as:

LRETENTION = - 4.02 + 0.62 X1+ 0.15 X2 + 0.24 X3 + 0.21 X4

The model is interpreted as A 1% percent increase in Reward (X1) will increase possibility of Retention by a percentage of 0.62 p; A 1% percent increase in Career Development (X2) will increase possibility of Retention by a percentage of 0.15; A 1% percent increase in Training (X3) will increase possibility of Retention by a percentage of 0.24; A 1% percent increase in Staff performance appraisal (X4) will reduce possibility of Retention by 0.21 percent. With reference to the above figure, the results show that some of the dimensions of Human Resource Management Practices including Reward, Career development, training and development have strong relation with employee retention while others including performance management did not have a strong relation.

4.10 Discussion of Major Findings

The results of the study indicate significant relationship between Human Resource management practices and employee retention at KIPPRA. Thus, when Human Resource management practices are considered positive, retention is high. The result of this research has been proven by Zingheim & Shuster (2008) in which he found that reward practices impact on employee retention. Non competitive reward practices have been identified as the main reason why employees leave their jobs (Barak et al., 2001). Many studies (For example, Chan and Morrison, 2000; Ghiselli et al., 2001) have reported a significant relationship between reward and retention. Training and Career development is important but the study found that at KIPPRA, training is offered moderately and having clear career progression guide and training policy within KIPPRA so to motivate staff when they know their growth pattern. This is in line with Accenture, (2001) who asserts that training, skill and career development are the key factors of attraction and retention. KIPPRA need to come up detailed training and career development policy which should be uniformly applied to all employees. Compensation plays significant role in attracting and retaining good employees, especially those

employees who gives outstanding performance or unique skill which is indispensable to the organization because company invest heavy amount on their training and orientation. This is in line with Lawler, (1990) who emphasizes that high compensation package, helps organizations to create culture of excellence. KIPPRA need to do a survey within and without the Research industry to benchmark on the pay package to standardize their offer in line of what their co-players are offering. There is no considerable influence of performance appraisal on employee retention. The research shows that if performance appraisal is done without relating it to any other variable for example rewards or career development, it is not perceived as positive practice to remain in the organization to a certain extent it creates more disagreement and gaps between the Supervisors and employees. Therefore performance appraisal conducted by relating it with reward or career development has a major influence on employee retention.

The study shows KIPPRA working environment is not conducive. The work environment is considered one of the most important factors in employee's retention, this is in line with Galbreath, (2010) who contends that having a working environment that is fair is essential in order to reduce the rate of employee turnover and improve performance. At KIPPRA'S Head office, spacing is limited making the working environment not conducive but plans are underway to move the HQ to a campus that KIPPRA is planning to build. Leadership style is considered an emotional factor in employee retention this is in line with (Ontario, 2004) who asserts that if the relationship among workers and their supervisors is well-built, the workers will never seek any other new employment opportunity rather they will stay in the organization and vice versa,   employees leave the leaders not jobs so leader support is also essential. Culture is a powerful way of controlling and managing employee behaviors than organizational rules, this is in line with Joan and Harris, (1999) who contend that in order to recruit and retain new employees organizational culture is more important than the job itself. The study indicated that the KIPPRA staff keen on being on permanent and pensionable terms instead of three year renewable contracts. Effective communications improve employee identification within their work environment and build openness and trust culture. This is in line with Smith & Rupp, (2004) who contend that effective communication is where employee are free to discuss and voice their opinions in projects, as it results to increased performance as the best solutions are offered and applied. The survey did not find any relationship between the demographic

profile of the respondents and retention. The gender of the respondents was almost equally spread between male and females. The position grade of the respondents did not provide any link with retention. Most respondents were lower management level. Most respondents have worked for the organization for between 2 and 7 years. The respondents returned a balanced view towards KIPPRA, s retention practices. Most respondents indicated satisfaction with the human resource management practices including Reward, Career development, and Training and Performance appraisal.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section presents a review of the summary, conclusions and recommendations of the study, and suggestions for further research.

5.2 Summary of findings

The objective of the research was to establish h the perceived influence of Human Resource Management Practice on Employee Retention at Kenya Institute for Public Policy Research and Analysis. The respondents were employees of the institute. On the demographic characteristics of the respondents, the research revealed that although male were more than female, the difference was not significant and therefore the study was not skewed toward any gender. It was established that a large number of respondents were low Level Management, Middle level management and senior managers implying that they understand the relationship of employee retention practices and Human Resource Management Practice and that they are in a position to tell to what extent has KIPPRA implemented these practices to improve the retention of employees at KIPPRA. The study also established that most of the respondents that are above 60% have been employed within the institute for a period of not more than 5 years. It is apparent that many of employees are not established meaning their fate to stay or leave the organization is still varying. The education levels of the respondents showed that majority were masters graduates meaning they had the required academic credentials to understand the employee retention practices that organization need to offer to employees to ensure commitment and employee retention. This also implies that the respondents had the competence to give quality response for the purpose if the study.

The Human Resource management practices studied were; Reward, Career Development Performance Appraisal and Training and Development. This research finding shows that in

general KIPPRA offers a fairly moderate salary in comparison to group of actors in the same sector. However, KIPPRA does not reward high performing employees neither does it give optimistic recognition to employee who produce high excellence work. On average compensation offered by KIPPRA is fair. In conclusion, the research results indicated in general that salary at KIPPRA is reasonable even in comparison to the pay from the other firms in the same sector. However, KIPPRA does not reward high performing employees neither does it give positive recognition to employee who produce high quality of work. Analysis on Career development, the study found that employee are moderately encouraged to participate in deciding their career path, From this analysis, employee are encouraged to participate in deciding their career path is moderate, the responsibility of career advancement is not an compulsion of individual staff and their supervisors and KIPPRA does not always promote employees who complete their career advancement program and ultimately, employees are not equally offered opportunities for career advancement to increase performance. There is a high level of skills, competencies and knowledge brought together by the respondents and there is responsibility of the institute to develop the staff but the process is not clear to the staff. On performance appraisal The analysis from the above investigation reveals that sometimes a few employees at KIPPRA get understandable job instruction while other do not and that employee and supervisors agree on work plan. However, at KIPPRA, supervisors to some extent do not give their employees open, honest and constructive feedback on their performance. The study about training and development concludes that employees at KIPPRA have acquired training and development which has helped them improve performance and training assessment to establish the skill gap is moderately carried out at KIPPRA. However, the analysis established that there is no clear policy on Training and Development at KIPPRA and that assessment of training programme is not consistence to measure the success of the training nor is it clearly aligned to the performance appraisals of staff.

The retention practices that influencing HRM Practice on Employee Retention under investigation were, Leadership, Organization culture, Employee work environment and Employee Commitment. There were indications that employees did not like to be managed

centrally and that this has affected their retention. Various positions should be revamped and the jobs clearly defined. The supervisor and staff should have a sit in and clearly agree on what is expected of the staff.

The hierarchy in terms of management is also very clearly defined. There is also a clear understanding of span of control. From the analysis on KIPPRA's Organization culture employees at KIPPRA are proud of their organization and can tell others about their organization, they are aware of their organization core values, goals, strategy and vision and that employees strive towards improving the institute's performance. However, the corporate culture at KIPPRA is moderate on promotion of work life balance. In terms of work environment the study indicates that teamwork is valued at KIPPRA and that provision for employment security, is practiced and the staff are committed to quality work. The employees feel that their individual principles go hand in hand with those of the organization and they enjoy their work. The assessments reveal that, teamwork spirit is valued at KIPPRA; the employees are committed to quality work and work as a team.

The employees have a high level of committed and are keen on to putting greater effort beyond what is expected of them so as to make sure that the institute is flourishing. The respondents are confident and willingly tell others the positive aspects of being part of institute. However there is a strong feeling sense of not belonging at KIPPRA by the staff.

5.3 Conclusion

From the findings, it is concludes that Training and Development, Career advancement, compensation of staff, reward, performance appraisal, conducive working environment, efficient leadership, and employee commitment and organization culture are important in the organization since they greatly influence the employee retention. The achievement of these practices is significant to an organization. Continuous improvement of employee knowledge competency and skills through training is imperative for organization's performance this assisted by carrying out continuous training need assessment on all the staff so as to identify the gaps to and to identify the acceptable and right training. Career

progression is also vital to help employee to strategically position themselves for growth. It also helps in Human resource forecast in an organization. Compensation and reward is in the same way significant as it is the main reason employees will put more effort in their work keeping them committed to a particular organization. It is therefore, important that organization have fairness and a clear structure in their s processes and services that they offer and extend to the employees. The link between managers and employees and well-organized management is crucial to improve performance and proper policies should be formulated to enable clear span of control and an efficient work environment Organization culture should be a guide the employee obligation into their work. Employee contribution is very significant into organization performance and thus they need to be encouraged constantly to stay dedicated into their work for better productivity and eventually improve organizational performance.

5.4 Recommendations for policy and Practice

Based on the findings of the research on perceived influence of Human Resource Management Practice on Employee Retention at KIPPRA, it has been recommended that KIPPRA should formulate detailed written HR policy on Employee Retention Practices that ensure lively and conducive working environment at the Institute to promote employee retention. This will not only encourage employee but will help increased productivity in the Institute. This research has established that supervisor-employee relationship mostly affect employee productivity at KIPPRA. A training need analysis need to be carried out particularly on Managers to establish the gap in the training needs. In terms of compensation and reward KIPPRA should carry out a survey within the research sector to establish what they offer their employee and try to equal with their offer to their employees. This will assist in retaining professional employees who are being head hunted by those firms. Academically, this study has important implication for studies aimed to understand why employee turnover is on the increase lately. By highlighting the significant employee retention practices, this study hopes to develop on such a focus. The world today is increasingly becoming highly knowledgeable in HR Practices which are considered as very vital in the sustained existence of organizations. In the new standard it is imperative that

entities hold on to their most talented employees who tolerate reformation, retrenchment, and business restructuring. The research suggests that a comparable delve into to be done on perceived Influence of Human Resource Management Practices on Employee Retention in other think tanks in Africa. This would allow for generalization of study findings on perceived connection linking employee retention practices performance.

5.5   Limitations of the study

Availability of respondents as they were busy working on assignments around the country with the government ministries and this delayed the responses received. The research was done at one organization which is a government think tank. Further research should focus on other think tanks in other countries and a comparison on the research findings done.

5.6   Suggestions for Further research

Further research should be done in other Human Resource Management Practices including Health and Safety, balancing of personal and work life, recruiting and selecting of talented staff. It is also necessary to replicate the study in other industries in Kenya

The present study used only a government funded research institutions, future studies should consider expanding their scope to include other private research institutions.

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APPENDIX II: **Data Used in the Regression Equation**

	RETENTION- NO OF MONTHS OF SERVICE	BASIC PER YEAR -REWARD	CAREER DEVELOPMENT- NO OF STAFF PROMOTED 2015/16	TRAINING- NO OF DAYS	PERFORMANCE APPRAISAL - IN PERCENTAGES
1	206	1,206,432	0	15	70
2	206	711,420	0	15	74.02
3	195	4,680,000	0	5	78
4	176	3,393,816	0	2	86.4
5	151	2,183,496	0	2	82.11
6	150	2,183,496	0	2	85.3
7	150	2,317,512	1	2	93.75
8	132	1,206,432	0	2	70
9	120	711,420	0	15	78.94
10	120	539,796	1	15	84
11	114	2,183,496	0	10	82.49
12	111	2,491,344	0	2	80.86
13	107	2,183,496	0	5	80.25
14	104	1,761,768	0	15	82.1
15	104	1,761,768	0	20	81.2
16	104	1,761,768	0	10	82.9
17	101	979,716	1	20	78.6
18	100	1,206,432	0	15	73
19	93	2,040,108	0	2	86.01
20	92	2,183,496	0	2	90.43
21	92	2,040,108	0	2	87.5
22	92	1,537,980	0	15	83.2
23	87	1,761,768	0	10	87
24	79	1,897,764	1	10	75.15
25	79	1,761,768	0	10	84.78
26	78	1,761,768	0	10	78.14
27	71	2,183,496	0	2	84.3
28	67	1,761,768	0	2	68.8

29	67	1,897,764	1	2	68.93
30	66	2,317,512	1	2	80.94
31	62	1547928	0	1	70.8
32	60	1,646,076	0	10	81.6
33	56	2,183,496	0	2	61.56
34	56	2,183,496	0	15	82.47
35	56	2,317,512	1	2	94.59
36	52	2491284	0	1	69.88
37	50	1638852	0	1	71
38	49	580,284	0	2	69
39	49	1,537,980	0	2	86
40	49	1,537,980	0	2	89.55
41	48	1,761,768	0	2	76.2
42	47	2,183,496	0	2	72.25
43	42	1,537,980	0	2	77.84
44	41	1,906,152	0	2	73.9
45	39	1,531,236	0	2	75.625
46	39	1,248,960	1	15	88
47	38	1,048,572	0	10	87.5
48	32	1,784,304	0	10	83.5
49	31	1,436,988	0	5	71.78
50	22	1,339,884	0	2	87.5
51	17	329,892	0	10	72.9
52	17	329,892	0	10	82.68
53	15	1,336,740	0	5	71.87
54	12	2,008,080	0	2	81.58

(Source: KIPPRA 2016).

Descriptive Statistics

	N	Mean	Std. Deviation
Reward-1	54	3.06	1.106
Reward-2	54	3.15	1.156
Reward-3	54	3.06	1.123
Reward-4	54	2.98	1.124
Reward-5	54	2.74	1.185
Career Development- 1	54	3.02	1.055
Career Development- 2	54	3.28	1.036
Career Development- 3	54	3.13	1.100
Career Development- 4	54	3.43	1.092
Career Development- 5	54	3.39	1.188
Career Development- 6	54	4.43	.570
Career Development- 7	54	3.61	1.017
Training-1	54	3.37	1.186
Training-2	54	3.43	1.207
Training-3	54	3.28	1.156
Training-4	54	3.39	1.089
Performance Appraisal-1	54	3.57	1.039
Performance Appraisal-2	54	3.30	1.075
Performance Appraisal-3	54	2.80	1.139
Performance Appraisal-4	54	2.80	1.105
Leadership-1	54	3.72	1.071
Leadership-2	54	3.80	1.053
Leadership-3	54	3.94	.899
Leadership-4	54	3.76	1.063
Leadership-5	54	3.96	.990
Leadership-6	54	3.78	1.022
Leadership-7	54	3.78	.965
Org.Culture-1	54	3.57	1.126
Org.Culture-2	54	3.96	.800
Org.Culture-3	54	3.46	1.193
Org.Culture-4	54	4.07	.797
Org.Culture-5	54	3.96	.868
Org.Culture-6	54	4.26	.556
Org.Culture-7	54	3.72	.960
Org.Culture-8	54	4.06	.712
Work Environment -1	54	3.31	1.061
Work Environment -2	54	3.94	.787
Work Environment -3	54	4.48	.574
Work Environment -4	54	4.28	.712

Work Environment -5	54	4.22	.769
Work Environment -6	54	4.37	.653
Employee committment-1	54	4.43	.602
Employee committment-2	54	4.41	.790
Employee committment-3	54	2.31	1.315
Employee committment-4	54	4.39	.685
Employee committment-5	54	2.78	1.298
Employee committment-6	54	2.19	1.290
Valid N (listwise)	54		

APPENDIX III

Study Title: The Perceived Influence of Human Resource Management Practice on Employee Retention at Kenya Institute for Public Policy Research and Analysis

<u>**Questionnaire**</u>

PART A: BACKGROUND

1. Please indicate your gender (*please tick one*)

Male		Female	

2. Please indicate your age by ticking the relevant box: *(please tick one only):*

20-29		40-49	
30-39		50>	

3. How long have you worked in KIPPRA (indicate in months):

    0-2 years ☐ 3-5 years ☐ 6-10 years ☐ 11 years and above

4. Marital Status   ☐ Single ☐ Married ☐ Divorced ☐ Widowed

5. Academic Qualification

    PHD ☐

    Masters ☐

    Under Graduate ☐

    Diploma ☐

    KCSE level certificate ☐

    KCPE Certificate ☐

6. Indicate your current level in the organization

    ☐ Senior level Management ☐ Middle level management ☐ Lower level management

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Human Resource Management Practices

Rate the extent to which each of the statements in the matrix represented below influences employee retention at KIPPRA. Use a scale of 5-1 where 1= Strongly Disagree, 2= Disagree, 3= Not sure, 4= Agree and 5= Strongly Agree. (Please tick one per statement).

	Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
PART B: Reward						
7	My pay is similar to what our competitors (private/public) pay.					
8	I am compensated fairly based on performance.					
9	I believe employees doing the same job in this organization are compensated equally					
10	I am satisfied with the benefits provided to me.					
11	Our organization does a good job of recognizing and rewarding outstanding performance.					
PART C: Career Development						
12	Promotional decisions are made based on proven performance.					
13	I intend to stay with this organization as long as I can.					
14	This organization provides me with a clear development plan					
15	Hard work and dedication are the best way to advance in this organization					
16	I have career advancement opportunities within the organization					
17	I have gained valuable experience while working at this organization					
18	The Institute is committed to the development of its staff members.					
PART D: Employee Training and Development						
19	The training needs of the employees in our organization are assessed on the basis of their performance appraisal.					
20	Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization and business.					
21	The organization shares new knowledge and skills with employees periodically to improve the performance.					
22	The organization offers opportunities for employees to discuss the training and development needs.					
PART E: Performance Appraisal						
23	Performance appraisal in our organization aims at improving					

	Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
	employee performance and strengthening our job skills.					
24	The organization has an effective and transparent performance appraisal process in place.					
25	Performance Appraisal is always done to facilitate promotion and transfer of employees					
26	Performance appraisal system encompassing mentoring and coaching of employees is in place.					
PART F: Employee Retention						
Leadership						
27	My supervisor does not show favoritism.					
28	My work unit/department/ has good morale.					
29	My supervisor and I mutually agree on specific and measurable job expectations.					
30	My supervisor recognizes me for my accomplishments.					
31	My supervisor respects me and values my work.					
32	My supervisor acts with integrity.					
33	I have the support I need to do my job.					
Organization Culture						
34	I am aware of how decisions are made in my department					
35	I believe our organization is both customer focused and committed to quality.					
36	The culture of this organization is positive and optimistic.					
37	KIPPRA is a good place to work.					
38	I would recommend this organization to others as a great place to work.					
39	I have a clear understanding of the organization's mission, values and goals.					
40	My organization supports continuous learning and development.					
41	My organization provides meaningful service to its customers.					
42	This organization champions and promotes work life balance.					
Employee Work Environment						
43	My work goals are realistic and attainable.					
44	I am committed to doing quality work.					
45	I am committed, enthusiastic and passionate about my job.					
46	I enjoy my job.					

	Statement	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
47	I look for new and better ways to do things.					
48	I work cooperatively with others.					
Employee Commitment						
49	I am willing to put in a great deal of effort beyond that normally expected in order to help KIPPRA be successful					
50	I feel very little loyalty to KIPPRA					
51	I am proud to tell others that I am part of KIPPRA					
52	Often I find it difficult to agree with KIPPRA's policies on important matters relating to its employees					
53	I do not feel a strong sense of 'belonging' to KIPPRA					

I would like to pursue my career	*Rank this in order of preference*
Only at KIPPRA	
Other Boards/ Parastatals	
Other organizations	

SUGGESTIONS AND OPINIONS

What do you like least about working at KIPPRA?
What do you value most about working at KIPPRA?
What can KIPPRA do to increase retention of employees?

END