

**EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE
RETENTION IN SELECTED SUPERMARKETS WITHIN NAIROBI COUNTY**

BY

RUTH JEROTICH KIPSANG

STUDENT NO. 22/08691

**MASTERS DEGREE IN BUSINESS ADMINISTRATION (HUMAN RESOURCE
MANAGEMENT)**

KCA UNIVERSITY

2024

**EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE
RETENTION IN SELECTED SUPERMARKETS WITHIN NAIROBI COUNTY**

BY

RUTH JEROTICH KIPSANG

STUDENT NO. 22/08691


**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTERS DEGREE IN BUSINESS
ADMINISTRATION HUMAN RESOURCE MANAGEMENT IN THE SCHOOL OF
BUSINESS AT KCA UNIVERSITY**

OCTOBER, 2024

DECLARATION

I declare that this Dissertation is my original work and not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

Student Name...Ruth Jerotich Kipsang..... Reg No. 22/08691

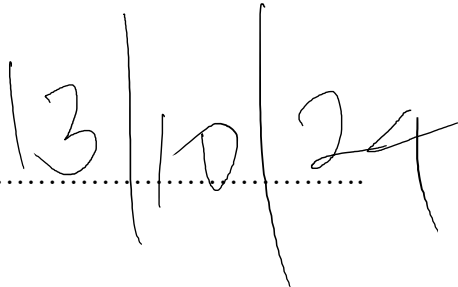
Signed  Date...13/10/2024.....

I do hereby confirm that I have Examined the Masters Dissertation of.

Ruth J. Kipsang

And have approved it for examination.

Signed 

Date 

Dr. Asenath Onguso

Dissertation Supervisor.

ABSTRACT

Maintaining important workers remains an essential tool of competitive advantages for every business, since it carries consequences for its ability to compete over an expanding international market. The general objective of this research proposal was to determine the effect of Human Resource Management practices on Employee retention in selected Supermarkets in Nairobi County. The specific objectives were: To determine the effect of Compensation and benefits on employee Retention in Nairobi County supermarkets, to establish the effect of training and development initiatives on Employee Retention in Supermarkets within Nairobi County, to find out the effect of work-life balance on Employee Retention in Supermarkets within Nairobi County and to examine the effect of Stress management on Employee retention in Nairobi County supermarkets. This study was guided by four theoretical frameworks: the theory of Job Characteristics Theory, Vroom's Expectancy Theory, Herzberg's Two Factor Theory and Human Capital Theory. A descriptive research design will be used for this study. A quantitative research method was used to acquire the detailed data through the use of questionnaires with 200 employees of the three selected supermarkets within Nairobi County. Three specific supermarkets in Kenya were chosen for the study: Carrefour supermarkets, Naivas supermarkets, and QuickMart stores. The study analysed using descriptive & inferential statistics. Target population of this study was employees of Naivas supermarket, Carrefour Supermarket and QuickMart Supermarket totalling to 200 employees. Structured questionnaires were used to collect the primary data which was then be analysed using statistical tools like SPSS, (Statistical Package for the Social Sciences), which is used to study human behaviour in research. The effect of HRM policies on supermarkets of retaining was examined using a model based on regression. Its findings showed an important and beneficial connection between training and development and retaining of staff. The findings also showed a favorable and important connection between staff retention with stress management. The findings also showed a favorable and helpful relationship between work life balance and retaining of employees. Finally, the findings demonstrated a favorable and significant relationship between reward management and retention of employees. The study concludes that human resource management practices affect employee retention although some organizations differ on how they implement these practices. The study examined broadly human resource management practices but future studies on specific components of HRM practices to examine how they affect employee retention. Further studies can be conducted in other sectors to compare the findings on the retention rates.

ACKNOWLEDGEMENT.

I thank Almighty God for the opportunity He Has given me and the resources for this study. More so, I wish to extend my sincere gratitude to Dr. Asenath Onguso for sparing her time for discussions and her tireless efforts in ensuring that this research proposal is up to standard. I enjoyed working with this selfless, competent, caring and friendly supervisor. I am grateful as well for the efforts of all the staff members of the KCA University and the project committee. The support, scholarly advice and positive criticisms I received from them was extremely crucial towards completion of this research proposal. The final product of this work would be far poorer quality without the efforts of these individuals. Gratitude to my family, Professor Dame Henrietta L. Moore for her outstanding support in my career development, colleagues and friends for their relentless prayers and moral support.

TABLE OF CONTENTS.

DECLARATION.....	iii
ABSTRACT.....	iv
ACKNOWLEDGEMENT.....	v
DEDICATION.....	xi
LIST OF TABLES.....	xii
LIST OF FIGURES.....	xiii
ACRONYMS AND ABBREVIATIONS.....	xiv
OPERATIONAL DEFINITION OF TERMS.....	xv
CHAPTER ONE	1
1.0 INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.1.1 Human Resource Management Practices.....	5
1.1.2 Employee Retention.....	6
1.1.3 The Supermarkets in Nairobi County.....	9
1.2. Statement of the Problem.....	10
1.3 Research Objectives:.....	11
1.3.1. General Objective:.....	11
1.3.2. Specific Objectives:.....	11
1.4. Research Questions of the Study.....	12
1.5 Justification of the Study.....	12
1.6 Significance.....	13
1.6.1 Supermarket Industry.....	13
1.6.2 Management.....	13

1.6.3 Researcher	13
1.7 Scope of the Research Study.....	13
CHAPTER TWO	15
LITERATURE REVIEW	15
2.1 Introduction.....	15
2.2 Theoretical Review	15
2.2.1 Vroom’s Expectancy Theory.	15
2.2.2 Herzberg’s Two Factor Motivational Theory.	17
2.2.3 Human Capital Theory.....	18
2.3 Empirical Review.....	20
2.3.1. Training and Development and Employee Retention.	20
2.3.2 Work-Life Balance and Employee Retention	24
2.3.3 Compensation & Reward Management and Employee Retention	27
2.3.4 Stress Management and Employee Retention.....	30
2.4 Chapter Summary	32
2. 6 Conceptual Framework.....	34
CHAPTER THREE	37
METHODOLOGY	37
3.1 Introduction.....	37
3.2 Research Design.....	37
3.3 Target Population.....	38
3.4 Sampling and Sampling Procedure.....	39
3.5 Research Instrument.....	42

3.6 Validity and Reliability of the instrument	42
3.6.1 Pilot Test	43
3.6.2 Validity.....	43
3.6.3 Reliability.....	44
3.7 Data Collection Procedure	45
3.8 Data Processing and Analysis.....	45
3.9 Diagnostic Tests.....	46
3.9.1 Normality Test	46
3.9.3 Heteroscedasticity	47
CHAPTER FOUR.....	48
FINDINGS AND DISCUSSION.....	48
4.0 Introduction	48
4.1 Response Rate.....	48
4.2 Pilot Test Results	49
4.3 Demographic Information.....	50
4.3.1 Gender	51
4.3.2 Age	51
4.3.3 Highest level of Education	52
4.3.4 How long have you worked for this organization?	53
4.4 Descriptive Analysis	54
4.4.1 Compensation and Benefits.....	55
4.4.2 Training and Development Initiatives.....	57
4.4.3 Work-life Balance	58

4.4.4 Stress Management	60
4.4.5 Employee Retention	62
4.5 Diagnostic Tests	63
4.5.1 Multicollinearity	63
4.5.2 Heteroscedasticity	64
4.5.3 Normality Test	65
4.6 Correlation Analysis	66
4.7 Regression Analysis	68
4.7.1 Model summary	68
4.7.2 Anova	69
4.7.3 Coefficient of determination	70
4.8 Discussion of findings	71
CHAPTER FIVE	75
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	75
5.1 Introduction	75
5.2 Summary of Findings	75
5.2.1 Compensation and Benefits	75
5.2.2 Training and Development Initiatives	76
5.2.3 Work Life Balance	76
5.2.4 Stress Management	77
5.3 Conclusion	77
5.4 Recommendations	78
5.5 Limitations of the study	79

5.6 Areas for Further Research	79
REFERENCES.....	80
APPENDIX I: Data Collection Tool.....	91
APPENDIX II: WORKPLAN.....	97
APPENDIX III: RESEARCH BUDGET	98
APPENDIX IV: SUPERMARKETS IN NAIROBI COUNTY.....	99

DEDICATION

I would like to dedicate this research dissertation to my husband, children, friends and Supervisor for being a great source of inspiration and your support during the entire period of my research. May God Almighty bless you abundantly.

LIST OF TABLES

Table 1 Operationalization of Variables	36
Table 2 Target Population.....	38
Table 3 Sample Population	42
Table 4 Reliability Test Results	50
Table 5 Age.....	52
Table 6 Highest level of Education.....	53
Table 7 Descriptive Outputs on Compensation and benefits.....	55
Table 8 Descriptive Outputs on Training and development initiatives	57
Table 9 Descriptive Outputs on Work-life balance	59
Table 10 Descriptive Outputs on Stress Management.....	60
Table 11 Descriptive Outputs on Employee Retention.....	62
Table 12 Multicollinearity	64
Table 13 Heteroscedasticity	65
Table 14 Normality Test	66
Table 15 Correlation of Study Variables	67
Table 16 Model summary	69
Table 17 Anova.....	69
Table 18 Coefficient of Determination	70

LIST OF FIGURES

Figure 1 Conceptual Framework	35
Figure 2 Response Rate	49
Figure 3 Gender	51
Figure 4 How long have you worked for this organization?	54

ACRONYMS AND ABBREVIATIONS

HRM -	Human Resource Management.
T & D -	Training and Development.
GDP -	Gross Domestic Product.
HRM-	Human Resource Management.
FKE-	Federation of Kenyan Employers.
WLB-	Work Life Balance.

OPERATIONAL DEFINITION OF TERMS

Human Resource The process of hiring, developing, evaluating, and compensating employees while maintaining labor relations, ensuring employee justice, and maintaining health and safety is known as human resource management (Dessler, 2020).

HRM Practices. Human Resources Management procedures are a method of drawing in, inspiring, and keeping workers in order to maintain the sustainability of the business, (Lakiss, 2022)

Training & Development. According to Khandelwal and Shekhawat (2018), workers are typically captivated by a company that consistently prioritizes their professional growth. This indicates that workers choose companies that consistently carry out activities that advance professional growth, like training.

Work-Life Balance A state of equilibrium where an individual's personal and professional demands are equal. (Brough, Timms et al. ,2020) presented balance between work and life as a matter of complementary instead of conformity between categories, implying that having a variety of responsibilities can improve a person's feeling of general happiness.

Reward Management & Compensation According to Ricardo (2022), this is one of the key components of a company's HR management strategy. It includes a number of concepts, including compensation scale, structure, allowances, and promotions.

Employee Retention The numerous initiatives that leadership team does to persuade staff members to remain with the business. (Ma, Mayfield & Mayfield, 2018).

Stress Management The term "Stress Management", describes the collective as well as personal actions taken by organizations to lessen and minimize the amount of pressure that workers endure on a daily basis. This include establishing an enjoyable working atmosphere, offering stress-reduction tools, encouraging a balance between working and personal life, and raising staff members' knowledge of their psychological issues. Nam, Y. S. (2022)

CHAPTER ONE

1.0 INTRODUCTION

This chapter presents the background information of the study whereby the link between Human Resource Management practices on employee retention is explained. Also it dwells on the study's objectives, Research questions and, statement of the problem are the main topics of this chapter. The study also examined research problem statement, objectives, study scope, and justification.

1.1 Background of the Study.

Because of rising rivalry, the overall commercial area has seen fast change throughout time. Companies now need to formulate strategies for getting as well as keeping their competitive edge. Given the intense rivalry within the current marketplace, keeping employees has emerged as a critical factor in strategy for all businesses (Fernando, K. J. M., & Nishanthi, H. M. (2021). There are many additional aspects of keeping workers that must be promptly addressed in addition to offering promotions and a discernible increase in base pay annually, (Yousuf & Siddiqui, 2019). Therefore, it takes an ongoing equilibrium amongst the requirements of an organization in terms of strategy and finances and human aspirations for managing and retaining the best staff (Sousa, 2019). Talented, effective, and dedicated employees are the key to any the company's achievement and competitive edge (Swamy, Nagesh & Nanjundeswaraswamy, 2019). Nevertheless, among of the biggest issues that businesses are dealing with in the current market climate is retaining staff members (Silva, Amorim& Dias 2019).

The term Human resource management practices refers to a collection of cohesive as well as internally consistent and procedures designed to facilitate and improve employee retention by keeping qualified, devoted, and driven workers (Elrehail et al., 2019). Additionally, human resource management processes including career development,

Compensation and benefits, as well as education and training and talent management and skill preservation to meet the objectives of the business (Ana et al., 2019). Human Resources Management procedures are broad and constantly evolving, with multiple words contributing to the definition of the core principles. Workers interpretations of human resources management procedures varies in a number of ways (Santhanam et al., 2017). According to earlier research, the human resources management procedures that was among the most frequently mentioned in connection with retaining staff members were payment, incentives, and employee recognizing (Malik et al., 2020; Imna & Hassan, 2015). These were accompanied by advancement in career (Sari & Dewi, 2020), evaluations of achievement (Bibi et al., 2018), and learning as well as growth (Bibi et al., 2018).

According to Uma et al. (2017), employee retention has a major role in the achievements of various firms, regardless of sizes, including supermarkets. This highlights the importance of keeping highly skilled and competent staff members (Ong et al., 2019; Ong & Koh, 2018). A theoretical structure comprising several underlying hypotheses served as the foundation for human resource management practices when it first came up in the 1980s (Armstrong & Taylor, 2017). According to Akanda, M. H. U., Bhuiyan, A. B., Kumarasamy, M. M., & Karuppanan, G. (2021). concept of employee retention, encouraging workers to work harder and stay with the organization longer is how we define employee retention. Thus, this study makes the case that businesses can keep their workers by implementing a number of advantageous HRM procedures. Good HR practices are believed to contribute to improved employee retention.

In Global view, according to Super markets chain groups in Hong kong, given the current challenging economy, stores can hardly manage wasting its skilled workers. According to Stamolampros et al. (2019), management face difficulties in attracting, keeping, and inspiring their staff members in order to lower the level of employee's retention. To grow and realize their full abilities, workers require to be rewarded in ways other than money. When implementing organizational development techniques, they must adopt an increasingly flexible and methodical strategy (Whysall, Owtram & Brittain, 2019). Furthermore, a lot of institutions remain finding it difficult to determine the variables that affect retaining employees, and there is a lack of actual data in this area. Non-monetary awards actually have a big influence on how well the HR department performs and how profitable a corporation can be. They are having a favourable and substantial impact on retaining of employees Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021).

Regionally, HRM Practices are very important to most African firms. According to Rantsimako's (2019) report on working conditions in Botswana, pay and earnings in the private sectors are 45% less than what is now being paid on the market. The government may have to pay at least P1.4 billion if salary and wages rise by 20%. The Botswana Federation of Trade Unions (BFTU) contends that the recently introduced minimum wage rates doesn't correspond with costs of living and calls for an appropriate salary, not a minimum wage, notwithstanding a rise in the minimum wage to BWP (Botswana Pula) 7.34 per hour Phiri, J., Malec, K., Sakala, A., Appiah-Kubi, S. N. K., Činčera, P., Maitah, M., ... & Otekhile, C. A. (2022). Businesses can achieve excellent retaining staff by putting procedures and guidelines in force which cater to the various demands of their workforce

and actively cultivating a working atmosphere that motivates existing workers to stay on the job Sinha, S., Likheshbhai Momaya, H., & Nidhi Kamleshkumar, P. (2022). A working environment that fosters an atmosphere of identity benefits workers. HR regulations that are liberal can help companies maintain and fulfill their workforce by giving workers a reasonable amount of confidentiality and adequate oversight of their working conditions. This increases their inspiration and increases the likelihood that they will stick within the company over a long period of time.

Research done locally indicates that it is the organizational responsibility to establish a setting at work where employees may realize their full potential, feel purposeful in what they do, and love what they do. HR practices like workplace job fulfillment, employee relations, safety and health concerns, conditions at work, happiness, efficiency, and involvement are all positively and negatively impacted by motivation. Osman, O., & Muathe, S. M. (2021), provided proof that the Economy of Kenya is significantly influenced by the retail sector. Many persons have been working in this line of work. Still, the survey revealed that many businesses in the sector are facing high issues of employee retention, and several large firms have had to this challenge over and again. In order to identify the variables contributing to a rise of this industry turnover and a decline in profitability, the study examined a large number of inside and outside sources. The analysis showed that rising competition leading to shift of workers and lack of leadership are the main issues affecting the retail market. The report claims that certain supermarket executives are dishonest and take from their organizations. So, establishing strong moral ethics will be essential to guaranteeing the stores' continued existence, retention and higher revenue.

This study investigated the human resources management procedures and their impact on retaining employee's in three specific supermarkets: Naivas, Quick Mart, and Carrefour. Work-life balance, stress management, remuneration and reward management, and training and development will all receive special attention.

1.1.1 Human Resource Management Practices.

The term Human resource management practices refers to a collection of cohesive as well as internally consistent and procedures designed to facilitate and improve employee retention by keeping qualified, devoted, and driven workers (Elrehail et al., 2019). Additionally, human resource management processes including career development, Compensation and benefits, as well as education and training and talent management and skill preservation to meet the objectives of the business (Ana et al., 2019). Human Resources Management procedures are broad and constantly evolving, with multiple words contributing to the definition of the core principles. Workers interpretations of human resources management procedures varies in a number of ways (Santhanam et al., 2017). According to earlier research, the human resources management procedures that was among the most frequently mentioned in connection with retaining staff members were payment, incentives, and employee recognizing (Malik et al., 2020; Imna & Hassan, 2015). These were accompanied by advancement in career (Sari & Dewi, 2020), evaluations of achievement (Bibi et al., 2018), and learning as well as growth (Bibi et al., 2018).

According to Uma et al. (2017), employee retention has a major role in the achievements of various firms, regardless of sizes, including supermarkets. This highlights the importance of keeping highly skilled and competent staff members (Ong et al., 2019; Ong & Koh, 2018). A theoretical structure comprising several underlying hypotheses served as the foundation for human resource management practices when it first came up in the 1980s (Armstrong & Taylor,

2017). According to Armstrong and Taylor (2017), HRM techniques include managing and training staff to guarantee good performance as well as supervising employee relationships. They also include broad ideals and guiding principles to manage people in practical tasks. In order to achieve the objectives of a company and see workers remain extremely devoted to the company by giving it their all, human resources management procedures are anticipated to produce optimal working conditions along with a favourable workplace.

Human Resource Management Practices constitute vital asset of an organization within which offers businesses an edge over their competitors. Employee retention plays a major role in the success of various firms, big or small, including food shops Narayanan, A., Rajithakumar, S., & Menon, M. (2019). This highlights the need of keeping workers having superior abilities and competency levels (Koh, J. M. Y., Ang, H. G., Lee, J., & Pua, Y. H. (2022). When it comes to retaining employee, training and developing employees (T&D) is the HRM activity that has been studied the most. The majority of research revealed that training and development (T&D) significantly and favourably affected employee retention Hassan, Z. (2022). Additionally, it was discovered that the intention to leave is decreased when T&D practices are seen as beneficial Qasim, A., & Saleem, F. (2022); Santhanam, Kamalanabhan, Dyaram, & Ziegler, 2017). According to Ahmed, A. A. T., & Rahman, Nabi, M. N., M. S. (2017), T&D improves job satisfaction, which increases employee retention.

1.1.2 Employee Retention

Keeping employees in an organization for long is described as a worker's sentiment or desire to stick with the company, depending on the benefits the company has provided (Kurdi & Alshurideh, 2020). On the other hand, retaining staff members describes workers who stick with a company

because of the supportive working atmosphere, as well as the perks and remuneration that meet their needs and aspirations (Pittino, Visintin, Lenger, & Sternad, 2016). Retaining of employees describes how a company attempts to lower turnover of personnel through sustaining a workforce that is devoted, involved, and happy with what they do, Kossivi, B., Xu, M., & Kalgora, B. (2016).

The majority of research examining the relationship between T&D and employee behavioral outcomes don't talk about staff turnover. In a similar vein, a large body of prior research indicates that there is little to no impact of T&D on the retention of employees or staff turnover intention (Santhanam et al., 2017; Murtiningsih, 2020; Jehanzeb, Aldakhil, Hamid, & Khan, 2017). Likewise, certain studies have not yielded adequate proof that training and development (T&D) has a noteworthy impact on staff retention Hassan, Z. (2022). At the same time, a number of international studies Hassan, Z. (2022). have demonstrated the positive and noteworthy impact of T&D on employee retention and have suggested that T&D is a necessary means of increasing retention of staff. This demonstrates a large research gap in terms of expertise and techniques for gathering empirical data. Moreover, thorough training and development initiatives are critical to providing staff members with the abilities and information required for their positions will enhance employee motivation hence employee retention. In order to promote employee engagement and loyalty, Dessler highlights the significance of chances for career advancement and ongoing learning. For businesses in all sectors—including retail, where turnover rates are sometimes particularly high—staff retention is a critical issue. Supermarkets in Nairobi County, Kenya, face considerable difficulties in keeping their employees.

In addition to other HRM policies like, rewards and remuneration have a big mediation effect on retaining staff members. It promotes an indirect impact on worker retention via rewards

and remuneration, according to Hassan, Z. (2022). In a similar way it was discovered that when such practice is connected with incentives and benefits, it has a positive and substantial effect on staff retention Kalyanamitra, P., Saengchai, S., & Jermisittiparsert, K. (2020). Riasat, Aslam, and Nisar (2016) discovered that an incentive program has important but a partial influencing impact on the link among both extrinsic and intrinsic rewards, work efficiency, and job satisfaction, despite the paucity of studies investigating the intermediary impact of compensation and incentive programs on the connections among human resources management procedures and retaining workers. For instance, it was established that pay and rewards acted as a moderator in the association involving work fulfilment and staff engagement (Bayraktar, Araci, Karacay & Calisir, 2017). Furthermore, this was discovered that rewards and incentives acted as a mediator in the link amongst retaining staff members and various forms of worker engagement (Khalid & Nawab, 2018). In recent years, it came to light that acknowledgment and rewards have a favourable and noteworthy effect (Rombaut & Guerry, 2020).

Finding an appropriate balance between work and personal life is essential for the overall health of employees and their career contentment. Employers who acknowledge and value the balance between work and personal life stand to gain from increased satisfaction with job and efficiency as well as higher employee retention rates. Balance between work and personal life has a major effect upon retaining staff members, so it's critical for owners of businesses to understand the main tactics that will enable them to foster a culture that encourages and retains their finest workers, (Brewster, D. (2023). on Impact of Work life balance on employee's retention. Distress is cited by over 25% of workers as their cause for wanting to quit, while burnout is cited by 23% of them. According to 54% of women in a similar survey, having time off at work may make them

reconsider quitting their employment. As a result, maintaining important personnel and reducing staff turnover are two benefits of a balanced life at job, (A. Jamela,2023).

1.1.3 The Supermarkets in Nairobi County

A major economic force in the GDP of Kenya retail sector are supermarkets. A sizeable amount of Kenya's GDP is derived by the retail industry (GDP). Furthermore, retail is expected to provide roughly fifty percent of the total formal job opportunities and constitutes one among six major sectors. In fact, the potential for the industry falls in complete alignment within the financial component of the 2030 Agenda for Kenya, that aims to enhance the standard of living for every Kenyan by attaining a rise in gross domestic product (GDP) around 10%. In keeping with Oxford Business Group research (Nzomo, 2017; Kanyora, 2019; Demmler, Ecker & Qaim, 2018), the GDP of Kenya retailing industry constitutes the quickest expanding economy across the continent and one of the highest established, behind just South Africa.

The retailing layout in Kenya is similar to the ones of the largest economy in Europe and Asia. Using Nairobi's Two River's Mall as an example, Muchiri (2019) describes the retail industry as gadgets some types of men's clothing, supermarkets, and dry goods (grains and cereals, packaged meals, toiletries, and home products). Dry groceries have become specifically appealing as a result of the abundance of products and brand names that have helped increase sales margins on two fronts: first, suppliers have to match retailers' better terms to obtain shelf space because these are packaged goods; and second, they mimic the strategies used by upscale supermarkets like Naivas in Nairobi's central enterprises district, which draw clients in with their higher-quality selection and frizzed foods. The selected supermarkets are Naivas, QuickMart and Carrefour. I

used probability sampling to arrive at the choices made. The supermarkets in Nairobi County will be used to measure the Effect of human resource management practices on employee retention.

1.2. Statement of the Problem.

Human Resource Management Practices has a significant impact on retaining employees in retail supermarkets, the impact of the HRM Practices on Employee retention in Kenyan supermarkets has not been adequately explained by prior employee retention research hence a clear indication of underutilization of HRM practices like Learning and Development, Work life balance, Stress Management and Reward and Compensation management. Mary W. & John K, (2018), on Effects of Human Resource Management practices on Employee Retention in the Hotel Sector in Kenya. Z. Hassan, (2022) in Maldives did a research on employee retention through effective Human Resource Management Practices. A research done on Effects of retention strategies on organizational performance by, (Karanja, Anastacia ,2021), has pointed out employee retention as being a major challenge for supermarkets in Kenya. It's therefore for this reason that as a researcher I feel the need to evaluate factors that are affecting employees' retention in supermarkets within Nairobi County. Also a research done on Relationship between Human Resource Management Practices and Employee retention in selected referral Hospital in Kenya, (G. Aden, Roba,2022).

High movement of employees may incur expenses that exceed the benefits, which would severely impair the efficiency of organizations (An,2019). A Federation of Kenya Employers in their survey portrayed that high compensation assumptions for employees (26%) and a shortage of adequate applicants in the area (29%) were two of the causes of retaining employee's issues.

Amongst additional impacts, these obstacles prevent the company from expanding by 25%, cause revenue reduction by 24% and reduce sales by 21%, (FKE reported in 21 NOV 2023).

Although a number of contemporary companies consider retaining workers as an important problem, little research that has been examined thus far has specifically shown a connection amongst worker longevity as well as the aforementioned aspects of HR procedures. Thus, it is unknown how learning and growth, pay, as well as balancing between work and personal life affect retaining of workers, especially in the setting of supermarkets in organizations. Having this perspective in mind this study seeks to close this gap in the literature.

1.3 Research Objectives:

1.3.1. General Objective:

To determine the effects of Human Resource Management practices on Employee retention in selected Supermarkets in Nairobi County.

1.3.2. Specific Objectives:

- i. To determine the effect of Compensation and benefits practices on employee Retention in Nairobi County supermarkets.
- ii. To establish the effect of training and development initiatives on Employee Retention in Supermarkets within Nairobi County.
- iii. To find out the effect of work-life balance practices on Employee Retention in Supermarkets within Nairobi County.
- iv. To examine the effect of Stress management practices on Employee retention in Nairobi County supermarkets.

1.4. Research Questions of the Study

The study in achieving its objectives answered the following question:

- I. How does Compensation and benefits practices affect employee retention in Nairobi County supermarkets?
- II. What is the effect of training and development programs on Employee retention in Nairobi County supermarkets?
- III. What is the effect of work-life programs have on employee retention in Nairobi county supermarkets?
- IV. How does Stress management practices affect staff retention in Nairobi County supermarkets?

1.5 Justification of the Study

The purpose of this research dissertation was to determine how human resources management practices affect retaining workers in Nairobi County supermarkets. The retail industry faces a number of retention-related difficulties. The research is significant in a number of ways. For example, the findings of the research give grocery chains greater understanding of human resources management techniques and how they impact the retention of staff. Also, upper management at the organization will be able to comprehend employees resigning reasons. They will be able to create HR plans and procedures as a result, which will improve the retaining of workers. This investigation should, in theory, fill a vacuum in the existing research by examining how human resources management procedures affect retaining workers. Ultimately, this study will serve as a foundation for additional study in this area for other academics who may be motivated in conducting so.

1.6 Significance

1.6.1 Supermarket Industry

It is predicted that the study's projected findings will advance knowledge of HRM procedures and how they affect employee retention in Nairobi County's retail industry. Additionally, by developing and implementing HRM strategies that are specifically customized to the needs of supermarkets in Nairobi County, the knowledge gained from this research can help improve organizational performance and employee retention.

1.6.2 Management

To the management of the selected Supermarkets within Nairobi County, the findings are expected to provide answers to the fundamental question of why employees stay and what would cause them to leave, how training and development affect employee retention and to help the retail supermarkets formulate appropriate retention policies and strategies to enhance employee satisfaction leading to company performance and productivity.

1.6.3 Researcher

To researchers, the result of the study will serve as literature to throw more light on the Human Resource practices that may affect retention in Nairobi Supermarkets. The outcome will further serve as secondary data for future research on the topic.

1.7 Scope of the Research Study

This study focused on effects of human resources practices on employee retention in selected supermarkets within Nairobi County. It focused on employee training and development, Compensation and benefits, Work-life balance and Stress management policies. Employees and HR managers from particular supermarkets in Nairobi County participated in the study. The study

targeted 200 employees and stratified questionnaires that were used. Managers and staff from other kinds of companies or sectors were not included. The goal of the study was to comprehend the variables affecting worker retention in a subset of Nairobi County's supermarkets. It looked at job satisfaction, organizational commitment, employee turnover rates, and inclinations to leave.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this section it examined the written work and the conceptual examination on the human resources management procedures as well as the idea of retaining of employees. The concepts pertaining to human resources management and retaining of employees was covered. Additionally, it focused on human resources policies with a scientific examination regarding how these procedures as well as retaining workers are related.

2.2 Theoretical Review

It is the research's theoretic basis that guided and promoted its efforts to address the fundamental issues. It also offered a framework that facilitated an all-encompassing strategy for handling this topic. This research was guided by the following three concepts: Vroom's Expectancy Theory, Herzberg's Two Factor Motivational Theory and Human Capital Theory.

2.2.1 Vroom's Expectancy Theory.

This study's conceptual framework incorporates Vroom's Expectancy theory. Inspired Employees are engaged workers, as well as satisfied employees may produce more. In accordance with Vroom's (1970) expectation theory, individuals could be encouraged to behave in a certain way depending on how three crucial variables interacted. These three main factors are: (a) Valence meaning the emotional appeal for the anticipated results; (b) Expectancy, or the amount of trust in personnel' accomplishment; (c) the instrumentation, or the conviction that success can lead to work-related fulfilment. According to Vroom, expectation is the belief

that hardworking will end in exceptional results because of the expected benefit and sense of fulfilment from one's work. Actions taken by workers are the results of deliberate decisions made to maximize enjoyment as well as minimize suffering (Chopra, 2019). In order to understand a number of workers voluntarily leave behaviours caused by the absence of motivational stimuli, investigators used the expectancy theory Gant, (2021). Emotional choice-making was investigated by this expectancy theory. Through identifying motivating drivers utilizing the three categories of expectancy theory, management in retailers can lower rate of turnover Saunders, (2021). A worker is driven to deliver quality work in order to receive recognition.

Workers recognition and acknowledgement are improved by financial rewards (Masri & Suliman, 2019; Oppel et al., 2019). Thus, an increased rate of staff leaving the company is as a results from giving minimal or no benefits (Kotni, & Karumuri, 2018). Engagement among workers is increased and voluntarily leaving is decreased when accomplishments are acknowledged Mansaray, (2019). Appreciating and retention of workers are fuelled by employment-related rewards these interpersonal rewards, advancement chances, and fair remuneration in addition to financial benefits (Agyapong et al., 2019). Employers may utilize the concept of expectancy to connect staff beliefs and educational training resources to that of the strategic plan of the Company in order to lower employee turnover and encourage employee to work for the company more through motivation and other ways.

This theory postulates how employees are incentivized to put forth more energy that enhance their performance since they anticipate increases income, career advancement, acknowledgement hence all these together leading to Employee retention. The Expectancy Theory is significant because it provides reinforcement for adjustable remuneration

through positing that employees will be more driven do their job well if they anticipate privileges like retirement savings schemes, health care, among other bonuses.

2.2.2 Herzberg's Two Factor Motivational Theory.

This two-factor approach, was established by Frederick Herzberg in 1959, indicates that hygienic and motivational elements can both be used to encourage people. According to Herzberg, workers may regard some aspects of their jobs to be fulfilling or unsatisfactory Lo, Lin, and Hsu, (2016). Those are elements—known as satisfying or motivators—include accomplishment, responsibility, development and progress as well as the work itself. The Herzberg theory also asserts that unrelated circumstances may contribute to an unsatisfactory work experiences for employee. Hence, through inspiring the employees as well as dealing with the primary causes of discontentment that the HR must tackle with the goal to optimize the factors that increase fulfilment whilst reducing the elements that may contribute to discontentment, it will be achievable to attract and keep workers by employing the Herzberg theory.

Moreover, the literature on human resources management extensively discusses HertzBerg's Two Factor theory, particularly consists of “motivators” and “hygienic” aspects that enhance retaining workers Thompson, E. M. (2023). Employee retention is influenced by cleanliness variables, for example pay or basic wages Almaaitah, M. F., Harada, Y., Sakdan, M. F., & Almaaitah, A. M. (2017). Payment and wages plans had been put in place to be an aspect of the process of compensation as part of human resources management procedures to affect the objective of employees to leaving the company (Hanai & Pallangyo, 2020). Additionally, it is believed that incentives like acknowledgment, progress, and employees development has a big impact on keeping employees on board (Murtiningsih, 2020). To increase retaining of employees,

methods from human resources management including as learning and development, profession and advancement, as well as recognition along with pay are being used (Hanai & Pallangyo, 2020; Burnette et al., 2020). As a result, the human resources management procedures that the company used to increase retaining of employees correspond with this Two factors hypothesis (Fahim, 2018). Numerous methods of human resources management clearly describe the how staff are inspired to stay longer with the company. Herzberg's Two Factor Motivational Theory is often relevant to Human Resource Management strategies that enhance employees' retention, and as such, it will be relevant throughout this research proposal.

2.2.3 Human Capital Theory

The human capital theory was advanced by Becker and Mincer, (1975). The theory explains the decisions of the individuals to invest in human capital (training and education) and the trend of the person's earnings. According to the Human Capital Theory, people's skills, expertise, and abilities are important monetary assets or "capital", According to that principle, it's critical to make investments in employees' growth, learning, and development in order to increase their efficiency and add value to the company (Mellander & Florida, 2021). Human capital is seen as the key to an enterprise's achievement (Manolescu et al., 2020). Numerous companies, particularly those operating in specialized fields or industries, have significant challenges due to a shortage of highly skilled workers (Cizmic & Ahmic, 2021). Organizations that want to continue achieving exceptional performance should prioritize hiring and selecting talent, whether from within or outside the company (Cizmic & Ahmic, 2021). Gifted people, as a company's.

The expected returns from investment determine how an individual will place different levels of investment in education and training. Investments in training and education attract direct costs e.g. tuition fees and indirect costs such as earnings foregone during the investment season.

Therefore, persons anticipating for higher returns in future are likely to invest more. The individuals who put lesser effort in the labour market have limited labour market opportunities. For instance, minorities and women often invest in human capital. Consequently, these minorities and women may have less earnings and thus more culpable to poverty. The idea of Human Capital Theory may be used for studies on worker concerns, claim Ahmed et al. (2020). This is because the concept describes why individuals put money into oneself to enhance their ability to solve issues, communicate, technological, and other skill development, which in turn raises worker output levels. According to this belief, focusing on furthering one's learning and development might make one more effective and successful. Additionally, it is predicated on the idea that a larger human capital base fosters innovative thinking and creativeness, including the argument positing that the knowledgeable people are more effective than the average population since they will both possess and as well as earn higher personal incomes.

According to the human capital hypothesis, training increases workers' output and effectiveness by raising their mental stock, which is the outcome of an employer's inherent commitment to them (Atieno, 2019). With the underlying assumptions which the present generation requires to be provided a foundation of expertise, trained to innovate and invent fresh goods and services, and inspired to continue coming up with innovative ways to meet the requirements of the community as well as consumers, this concept emphasizes on investing in human capital. As a result, this model may be used to comprehend how human resources management methods like professional growth, appraisals, empowerment of staff members, and learning help keep people in their jobs hence the theory is suitable for this research proposal.

2.3 Empirical Review

In this section, it was reviewed the literature of the dissertation independent variables such as: Training and Development, Work life balance, Reward Management and Compensation and Stress Management and their effect on the on the dependent variable Employee retention.

2.3.1. Training and Development and Employee Retention.

A study on the impact of on-the-job training on retaining of employees among 3 Somali telecommunications firms was carried out by Damei (2020). "Its survey sample consisted of 180 respondents out of a total of 260 workers of the 3 Somali telecommunications providers." when checked at a confidence level of 95%, the outcomes revealed a beneficial significant connection between the job instruction and employee retention, a positive significant relationship between job rotation and employee retention, and a positive significant relationship between mentoring and training and retaining workers. In an effort to boost worker productivity and keeping them, the researcher concludes by advising managers of these organizations to develop ways to create staff development policies based on staff efficiency and engagement.

A number of the most crucial aspects of human resources management is learning, which can provide a business with a competitive edge in its sector up to a point where it can be viewed from a worldwide point of view Ooi, J. Y. (2023). Alharthy & Marni (2020) define learning and development as a strategy that helps workers improve their expertise and skills related to their job in addition to improve and change their mind-sets and actions at work. The ultimate objective is to increase workers' happiness at work and help the company achieve its objectives. A system called learning is provided by the firm to its workers in order to support the acquisition of new work-related skills and to give them opportunities to better themselves and further the goals of

the organization (Alharthy & Marni, 2020). It is a type of investments in employee developing which gives workers specific abilities and increases effectiveness to help so that business minimizes sales disadvantages and improve its capacity so that it is capable of carrying out its vision goals while keeping talented workers (Muis et al., 2021). Additionally, learning gives staff members the chance to pick up new competencies that can raise their productivity in a setting that is evolving quickly (Bibi et al., 2018). As a result, workers who receive learning will be to satisfy the requirements of their careers as well as the objectives of the organization, as they're going to be equipped to thrive and operate more effectively in their current roles while also improving worker value, which will eventually benefit the business.

According to a 2019 research study conducted by Aluko, there is a connection involving worker turnover intentions and HRM procedures. 200 workers from 20 pharmacy firms participated in a poll about pharmacological production facilities within Nairobi. The outcomes of both the regression and correlation analyses showed that staff retention was a function of learning and growth. According to the research, workers who received training were better able to perform their jobs with more productivity and job satisfaction, which reduced their likelihood of wanting to quit the company. Aluko (2019), nonetheless, concurred that the only things that kept workers longer were training and development programs including workshops, job-related material, and initial orientations for newly hired. This demonstrates that training on the job proved to be more beneficial than off the job training since it was more hands-on and allowed workers to put the information they had learned into effect right away.

Basalamah, (2021) "found their research upon 5 major Greek companies, that wanted at looking into the connection involving fulfilment with work, drive, and devotion on workers as well

as lower levels of management as well as perceived training for worker's efficiency." The results of the research showed that there's a strong relationship involving employees' perceptions of the efficacy of their training and their commitment, job fulfilment, along with inspiration, with the latter three components showing particularly strong connections. A company needs efficient training programs that can influence employee motivation and dedication to a certain business objective in order to help workers acquire the necessary information, skills, and talents and thrive successfully on the job.

Book, Gatling, and Kim, J. (2019)"examined the impact of the top leadership of the organization's staff turn over plans as well as U.S. retaining staff plans and programmes." The findings demonstrated that the tradition of the work, hiring, advancement, and educational programs all have an impact on retaining workers besides supervision. Furthermore, the objective of the company, administration, acknowledgment, incentives, including pay policies all work to lower the non-executives' employee turn rate. Among the variables mentioned herein that influence leadership continuity is hiring and advancement. Successful reward schemes were going to keep guarantee retention as well as satisfaction for staff members along with what will prove to advantageous to both workers as well as employers, it was found through extensive information research.

A research investigation on the impact of staff enlightenment for retaining workers was carried out by Asimwe, L. (2020). "There was a cross-section poll with 220 workers from the non-profit Partnership with Healthcare. Applying a methodical selecting randomly from up to date employee registry. A representative group comprising 44 workers was selected through the most recent workers' registration. Utilizing an online survey, information was gathered. Staff willingness to alter techniques which improve productivity is enhanced by general learning,

according to research on the impact of staff development on job performance and employee retention. The findings showed that staff members are open to adopting productivity modifications and learning fresh abilities in order to produce outstanding job. According to this, when workers perform better, they realize how much they are contributing to the objectives of the company; workers are also given the opportunity to take on more responsibility, which makes these employees adore what they do.

"Suitable educational initiatives alter worker capabilities," claim Wright and Gerory (2021). In addition to helping people do their present positions more successfully, this also helps them develop the expertise, skills, and mind-sets that will help them advance to subsequent roles, all of which will contribute to higher employee productivity within the company. Staff abilities are acquired via learning, enabling employees to carry out work-related tasks effectively and competitively accomplish company goals. However, other external elements that impact worker productivity include the techniques of groups, business culture, layout of the business, job descriptions, as well as rating methods. Power and politics within the company and play a role. Staff efficiency declines because there are issues within the company, not because they lack the necessary skills, expertise, or attitudes, of abovementioned hurdles. These factors need to be carefully considered into account in order the education to work efficiently as well as to guarantee that it will improve worker efficiency. Since people are the intellectual property the company, they can provide an edge over the competition. The only way for cultivating institutional intellectual assets via strengthening the skills of staff members is through learning (Wright & Geroy, 2021).

Research conducted in Kenya has indicated that retaining staff is influenced by learning and growth, however such investigations didn't exclusively concentrate on this aspect. In this

regard, Ng'ang'a (2019) determined how human resources management procedures affected Kenya Women Finance Trust workers' retention. Utilizing combined correlation and regression evaluation, the statistical investigation, which investigated a random group comprising 196 workers discovered that retaining of employees can be positively impacted by learning and advancement up to 0.414. The research broadly concluded that educational programs kept workers, despite the fact that Ng'ang'a (2019), like most worldwide research studies, failed to determine the kind of learning and growth that occurred both on and off the job and kept people most effectively. Ng'ang'a (2019), concluded that the one of the main causes for staff absences and presentism at job is a lack of competence, and that learning and growth plays a crucial role in enhancing personnel' productivity. Additionally, one of the the main causes for unintentional leaving in the workplace is a shortage of necessary abilities. By ensuring that workers have the knowledge, abilities, and experience to carry out necessary duties, learning and growth helps to improve employee retention rate.

2.3.2 Work-Life Balance and Employee Retention

Raghuwanshi, S. (2023) found that retaining of employees is impacted by balance between work and personal life by 4.4%. Workers who create timetables are more prepared to manage between work and private commitments, claim Dubey, P., Bachhil, R., Sharma, S. D., & Singh, A. (2022). A number of studies have come to the conclusion that job schedules that are flexible improve company productivity, whereas many have demonstrated contrary results. Retaining employees is the process by which an enterprise tries to hang on to its employees whom have shown themselves to be essential members of the team via their commitment and diligence in employment, and who are also those who actually help the organization obtain things performed. Decreased

hours of labor as well as flexibility hrs. of activity plans, like those used throughout the COVID-19 crisis, can help businesses, employees along with economy all throughout the world achieve a more satisfactory and healthier balance between work and personal life.

Rombaut and Guerry (2020) assert that managers have a big influence on the long-term retention of employees and assist staff members in setting long-term goals at the same place. Nevertheless, it has already demonstrated that management's flaws may also result in a high rate of resignation such Businesses are finding themselves regularly engaged in developing programs to promote retaining staff in order to retain personnel for an extended period of time. Increased levels of turnover tend to be expensive in respect to hiring, training, and decreased efficiency. Typical activities included in these schemes include offering competitive pay and benefits, creating career progression routes, cultivating a positive work environment, and supporting a healthy balance between work and life.

More businesses are trying to establish up environments wherein the level of productivity along with punctuality—rather than attendance—are used to gauge performance. Businesses that embrace transformation stand to gain many advantages from workers' growing appetite for flexibility as a means of achieving a healthy balance between work and life. According to Radonic et al. (2021), enhanced opportunities enabling an equilibrium amongst enjoyable and important duties, decreased exhaustion, and increased productivity are some of the major advantages of bridging job. By giving professionals greater freedom in how they choose to handle their responsibilities, combination approaches aid improve produce. Most people agree that the continuing combination plans for action are crucial for workers' productivity and well-being. According to Radonic et al. (2021), half-and-half job considers their extra time that partners may have to spend at work, while they may become aware of one other and interact. However,

combination work necessitates more thorough planning of groups and schedules, such as determining when individuals are available and at the office and ways to facilitate crossing meetings.

A research investigation that supports balancing work and life as a tactic to keep workers at small and medium-sized enterprises in Spain (Lamane-Harim et al., 2023) suggests that it fosters an encouraging atmosphere at work. The impact of work-life balance, tracking during COVID-19 for excellence-driven impacts on sustainability healthcare leadership is discussed, with an emphasis on the significance of this observation for high-quality outcome in suitable hospital administration (Lorber and Dobnik, 2023). For instance, a research investigation conducted in a medical facility setting found that employment divisions which had a balanced work-life cultures had greater retention intents and increased worker involvement (Perrigino et al., 2018). Any worker requirements are to aid and has requirements that extend beyond the workplace (Perrigino et al., 2018). Employee balance between work and life is achieved by non-cash advantages extracurricular interests, including schedules that are flexible (Rodríguez-Sánchez et al., 2020). Workers could become irate if they don't get time off for such demands and assistance. Consequently, attaining a better balance between work and private life can be crucial to raising retention rates among workers.

Doctor retention in emergency medicine: A scoping review of emergency medicine physician retention (Darbyshire et al., 2021). Perceptions of internal support in public and non-profit organizations are examined in the study of perceived organizational support (Prysmakova and Lallatin, 2023). The additional elements on the image's right-hand side relate to related research on remote working, work-life balance, job satisfaction, and intentions to leave. The majority of these studies are from 2023, showing a current and pertinent body of literature on these

topics. The collection of elements jointly offers opinions on aspects impacting work-life balance, retaining staff members, and fulfilment with work in a variety of professional contexts, and they are probably part of a literature review or bibliography for research purposes.

2.3.3 Compensation & Reward Management and Employee Retention

Although firms count on their staff's skills as well as productivity to uphold their competitive edge in the marketplace, individuals depend on their remuneration to preserve equilibrium in their daily lives (Kim & Jang, 2020). When looking for influences on retaining workers, remuneration came up. Remuneration is the money that staff members get as a reward for what they do throughout a company (Kim & Jang, 2020). Retention of staff members and pay are significantly correlated (Bibi et al., 2018). Nonetheless, the connections involving pay and retaining staff members is moderated by the workplace (Bibi et al., 2018). The impact of both the direct and the indirect types of employee participation on retaining staff members is moderated by salary (Khalid & Nawab, 2018).

In Trans Nzoia County, Kenya, Karani (2019) investigated the impact of remuneration on National Police Service (NPS) productivity. "The purposes of this investigation were to identify the types of pay given to NPS, look into the impact of fundamental reward and Compensation techniques, and ascertain the impact of exogenous incentive programs on NPS staff productivity. A design based on correlation was employed in the research investigation. According to the survey, NPS workers received a variety of benefits, including salaries as well as incentives equity monetary time off, paid time off for sickness, purchasing offers, requested work duties, and maximum security while on duty. Additionally, the study found that unit change had a significant impact on NPS worker satisfaction.

The effect of pay on retaining of workers at Ethiopian university was studied by Admassie (2020). 280 instructors and administrative personnel from various university departments made up the research's sampling. Information was gathered through the use of organized surveys. The statistical package for social science was used to handle information, as well as inference and descriptive statistics were used for analysis. The results of the investigation showed that there was a minimal significant positive relation among equitable pay and staff fulfillment alongside uniformity and continuity of reward and staff member fulfillment, as well as an average important optimistic interactions among equal a reward and worker happiness and retaining staff members. The research discovered that the overall impact of pay management structures for retention of workers is noteworthy.

Pay as well as incentives are the most common methods of human resource management used to support workers' productive ways of working (Syahreza et al., 2017). The research conducted by Malik et al. (2020) and Kadir et al. (2019) supports the notion that staff members and business achievement are impacted by compensation and rewards. Businesses that provide workers with greater pay and benefits packages shall be likely to develop quickly and retain excellent staff performance levels. This happened as an outcome of the workers' feelings of pride in the organization, which is consistent with study by Kurdi et al. (2020) showing a verified correlation among worker efficiency and retention-oriented pay. Competitive pay and benefits foster a strong sense of loyalty in workers, which will help to foster an environment of excellence and encourage them to put in greater effort at job. This will also increase in retaining of workers and decrease intentions to leave (Kadir et al., 2019). Compensation is an offer, either internal or external, which and organization makes to its workers to compensate for attempting to inspire ethical conduct and contribute to the business. Rewards are important given that they

have a long-lasting effect on workers, bolstering their sense that their contributions are valued and instilling an understanding of worth in them (Hassan2022).

Any revenue in the manner of cash or product acquired either directly or indirectly by a worker as reward for service provided to the organisation" is the definition of remuneration used in a number of earlier research. Jaleta and associates (2019). This phrase describes the financial and other advantages that a company offers to a worker in return for labor performed. Workers earn financial as well as non-monetary awards for successfully completing duties and goals. Among a company's main priorities is staff retention. Managers' best tool for achieving this goal is pay with bonuses and other incentives (Liu & Liu, 2022). Paying workers well is essential to keeping them on for a long time. Additionally, recruiting workers with new talents requires offering an attractive benefits packages. It also enhances the satisfaction of the current staff. Once their needs are satisfied, workers will stay with the same company. Staff inspiration is also enhanced when they receive sufficient compensation in the form of bonuses, incentives, salary, and other resources. Accordingly, salary has a significant impact on keeping employees (Manzoor et al, 2021). Retention rates are a good indicator of worker fulfilment in a firm.

Al-Harthy and Yusof's (2022) research indicates that pay plays a major role in retaining staff members and has a good effect on output. Studies claim that paying workers well is essential to attracting and keeping talent. It is an essential tool for drawing in potential clients. Monetary and other perks ought to constantly be taken into account by job candidates. Companies with high salary structure are more probable to hire and keep employees. It is recommended that businesses establish an effective compensation structure in order to improve retaining staff members.

2.3.4 Stress Management and Employee Retention

When an individual experiences strain, it is due to the perceive an imbalance amongst the capacities of the social, mental, and biological processes and the needs of the environment, either physically or psychologically (Johnson et al., 2020). Distress doesn't just happen; occurring elements that have an impact on a one's psychological well-being typically follow the sources of leading pressure. His inner being has been stifled by the situation because the incident happens outside his control. Stressful situations at work is defined by the International Labor organization as both physical and psychological reactions that occur whenever an employee's talents, authority, and working circumstances fail to meet the demands of their job (ILO, 2016). A simpler way to define workplace stress is as a mental and bodily response to intense stress that is experienced at job.

Stress at a personal stage, anxiety associated with the duties performed, as well as the duties associated with occupying a position in the workplace are all causes for work-related stress. Such causes involve conflicting duties, a lack of clarity in duties, heavy workloads, obligations to others, and the chance to advance one's profession. The confluence of requirements and standards imposed on workers or others elements of the organization that results in the role stress is known as conflicting roles (Nikmah et al.,2020). The term "ambiguous" or "unclear" positions refers to a situation when an individual is unsure of the exact duties and obligations associated with their job (Lal et al., 2020). Both quantitative and qualitative overload are possible (Omar et al.,2020). Van Zyl,(2019) adopted a mental position, contending that workers' feelings are related to their job make them devoted to their employers. According to Aldabbas et.al. (2023), for instance as well as Uddin et al. (2021), staff participation is an ongoing initiative that involves behavioral

factors that affect worker effectiveness, such as dedication contribution, a connection, voluntary power, a positive mindset, and psychologically existence.

According to Lin et al. (2021), staff commitment is highly influenced by satisfaction with work. Sustaining a motivated, excited, and happy staff boosts both client and company fulfilment. If workers don't care about the achievements of the company as a whole, they are likely to be less successful. Offering training on stress management to staff members can increase their job happiness along with retaining them. Workers must learn ways to minimize the negative impacts of stress in the workplace while simultaneously developing personally because it is an inevitable and global occurrence. Distress may be controlled, and in fact, utilized to one's benefit to boost productivity and adaptability, as Lin et al. (2021) noted. Therefore, in order to keep its employees, service organizations need to place a high premium on their pleasure at workplace. Empowering employees to improve strike a healthier equilibrium between work and their individual life is a straightforward way to manage their sense of well-being.

According to the American Academy of anxiety, 80% of the total employment-related losses as well as 40% of the financial pressure on a job are caused by anxiety. The main causes of strain for healthcare professionals, who are known for possessing challenging and demanding job needs and obligations, have been highlighted as being positive expectations, a great deal of obligation, and very little authority (Babapour et al., 2022). Employees stress at work is a common impediment to a firm's productivity in today's work place. Employers must be able to manage stress to achieve improved performance and employee retention, (Latham,2020). Anxiety has a big impact a lot of things, like organizational inefficiency as well as high staff retention, stress-related absences, growing medical bills, and declining fulfilment with work. Hence, one of the objectives

of excellent medical care is to give physicians a free of anxiety, healthful work environment. As a result, managing of stress is quite labour-intensive.

Also if the physical work environment is unsupportive and under-resourced, which results in the loss of the professional nurse workforce due to resignation letters, the physiological work environment is affected when staff members experience sentiments of guilt, frustration, tension, feeling unsafe and uncared for—all potential catalysts (Nanda et al., 2020). A nursing job is extremely demanding, and caregivers frequently deal with stressful deaths and circumstances involving mortality deaths in workplaces. It causes anxiety within the nursing profession. Pressures at work can cause both physical and health problems. Fatigue and job strain continue to be major issues within healthcare, damaging people as well as companies. To mitigate the adverse effects, managing stress ought to be a consideration taken into account (Kumar & Jin, 2022). Thus, research into how managing anxiety affects clinicians' employee retention at their jobs is necessary.

2.4 Chapter Summary

This section includes a thorough analysis of earlier research on the effects Human Resource Management Practices on Employee retention. The area of study and the existing body of study on the topic in question have both been thoroughly reviewed in the literature evaluation. Prior research has mostly concentrated on the direct effects that particular factors can have upon company success in relation to how they affect personnel involvement and dedication. The study hypotheses and the conceptual structure will require to carry out the investigation are described in this chapter. This chapter's philosophical framework will form the foundation for the study design, as well as the information evaluation and fictitious validity that will come in later chapters.

Every research factor and its apparent relationships revealed in previous research have been covered in this section. There has been discussion about the possible consequences of these relationships as well as the best topics to investigate for this study. Thus far, tendencies have primarily been observed conform to the culture and economical surroundings of the organizations. This offers the investigator a great chance to investigate the occurrence under the investigation in the particular setting and in a way which can demonstrate the interrelated relationships between each of the variables as well as the facilitating function of the sub variables or sub-variables that make up the main independent variable Human Resources Management Practices.

2.5 Critique of the Literature Review

The impact of various approaches to resource management on retaining staff members has already been extensively studied both nationally as well as internationally. However, the impact of incentive administration techniques, including Training and development, work-life, compensation and reward management and stress management, on employee retention in Supermarket industry has not been included in these studies.

Important variables influencing retaining workers in County of Nairobi have been identified by Musyula (2022), Njoroge (2022), Ndinya (2017) and Njoroge & Nzulwa (2019) within an effort to determine the reasons for the frequent employee leaving the organization of INGO personnel in the county. There's a lack of expertise in this area because these investigations were unable to conclusively demonstrate the link among an INGO staff member's choices to remain with or leave their company as well as their job surroundings. Thus, the in the purpose of this study I will be looking into the connection among

retaining employees and human resource management practices in three selected supermarkets within Nairobi County.

2. 6 Conceptual Framework

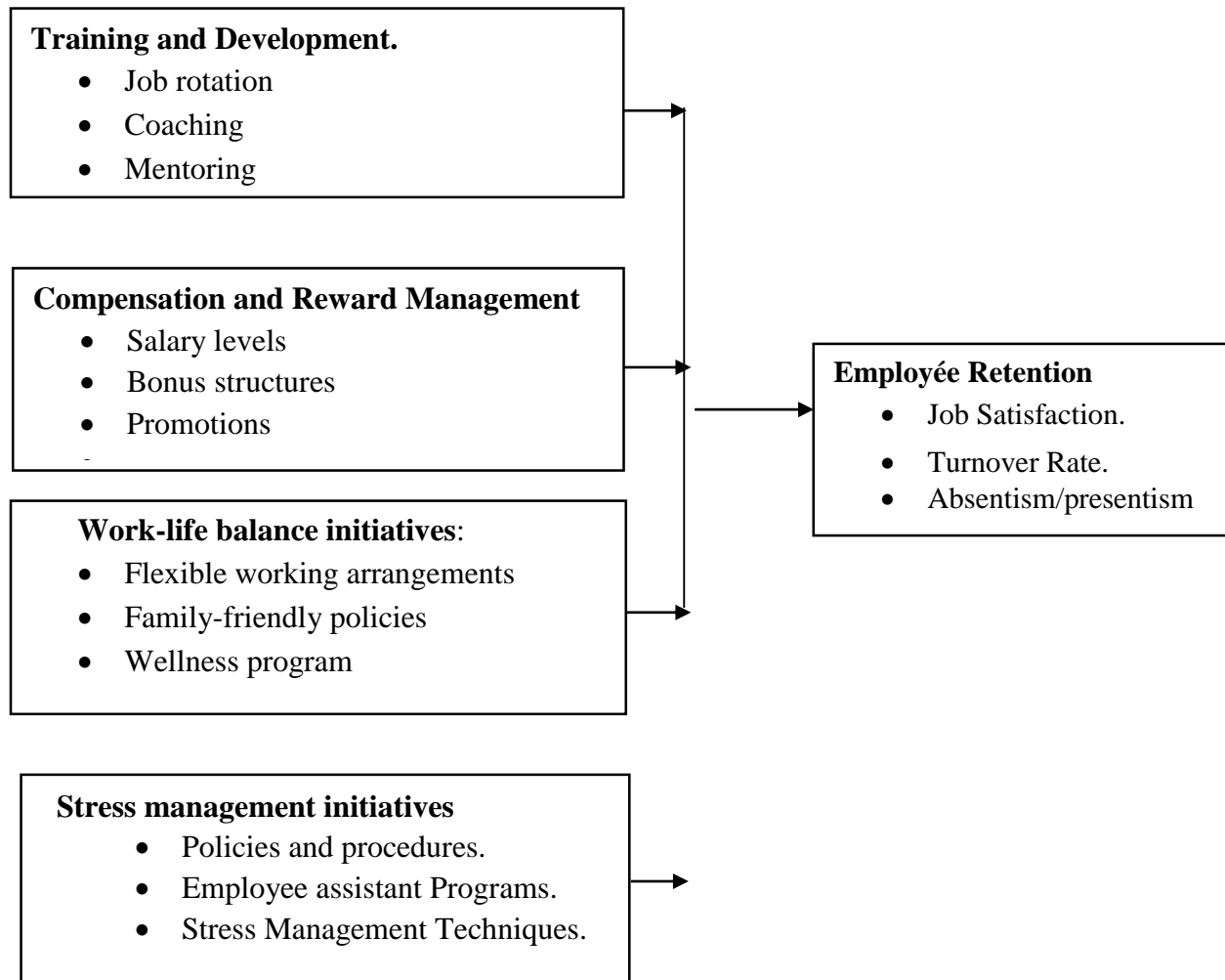
The Conceptual framework makes it easier for readers to swiftly and visually understand the suggested connections amongst the variables being studied. Figure 2.1 illustrates the connection interconnecting the methods used in Management of Human Resource and reward management this constituent parts, including Training and development, Compensation and, Work-life balance and Stress Management.

FIGURE 1

Conceptual Framework

Independent Variables

Dependent Variables



2.5 Operationalization of Variables

TABLE 1
Operationalization of Variables

Variables	
Independent Variables	Operationalization
Training and Development	<ul style="list-style-type: none">• Job rotation• Coaching• Mentoring• On the job training.
Compensation and Reward Management	<ul style="list-style-type: none">• Salary levels• Bonus structures• Promotions• Recognition
Work-life balance initiatives	<ul style="list-style-type: none">• Flexible working arrangements• Family-friendly policies• Wellness program
Stress management initiatives	<ul style="list-style-type: none">• Policies and procedures.• Employee assistant Programs.• Stress Management Techniques.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlines the research method that was used in the study. Research methodology is the specific procedures or techniques used to identify, select, process, and analyse information about the topic of the study. The methodology used in the research study include research design, population of the study, sample and sampling technique, and data collection.

3.2 Research Design

According to de Silva and Salazar (2020), research design is an empirical procedure whereby a researcher gathers first-hand information from various sources in dependable environments. A research design is a strategy that specifies the way data for research will be collected, including the tools that are to be utilized, their administration, and the organization and analysis of the collected data (Kipleting, & Kisilu, 2023). Because the study is quantitative, a descriptive research design will be used. The features of the investigation's elements were described using qualitative investigation. Its purpose was to learn more about a number of components related to a specific area of research. Its objective was to present an image of a circumstance as it would normally occur. Because the study aimed to characterize a single variable in a population at the supermarkets within Nairobi County, a method known as descriptive research will be chosen. The number of people to be provided will be precisely defined in the aim.

3.3 Target Population

Target population of this study was employees of Naivas supermarket giving 80 respondents, Carrefour Supermarket (70) and QuickMart Supermarket (70) totalling to 200 employees. The study's target population was the staff members of three selected supermarkets named above from the various departments, namely Administration, Human Resource and Marketing Department, Front Line employees, Procurement, Finance, Audit and the branches. The study however targeted the supermarkets in Nairobi County which have a staff establishment of over 200. The target population for this study was therefore be 200 employees. The table 3.1 present the staff distribution per department and branches for the supermarkets within the Nairobi County.

TABLE 2
Target Population

Category	Target Population	Percentage %
Customer care	50	25
Front Line staff	100	50
Marketing Department	50	25
Total	200	100

Structured questionnaires were used to collect the primary data which was then be analysed using statistical tools like SPSS, (Statistical Package for the Social Sciences), which was used to study human behaviour in research. Tables and graphs were used in data presentation. According to Chishti, Zaheer & Zehra, K. (2023), the audience to be targeted is defined as a specified set of items or people from whose inquiries can be made to generate the necessary

information formats as well as data. Therefore, irrespective of the site, the targeted population are from some selected Supermarkets from Nairobi County.

According to Asiamah et. al. (2017) the research's participant population has to have at least one thing in commonality. The main source of research information for the present investigation was the study's sample. The reliability of information is heavily influenced by the sample, and information authenticity directly affects the validity of study and its conclusions, (Asiamah,et.al.,2017;Gill,2020).When selecting respondents from huge population, qualitative investigators should be mindful of the resource commitments (such as travel time, cost, and being accessible), as carefully establishing the population being studied enables the selection of a sample that yielded the most precise information (Asiamah et al., 2017).

3.4 Sampling and Sampling Procedure

A sample is a smaller group representing a target population. The process of selecting a sample is known as sampling. This subgroup was carefully select so as to be representative of the whole population with the relevant characteristics. A sample can also be defined as that part of the population which were selected for observation and analysis. (Ogula, 2005). Sampling is a technique or process choosing a sub-group from a population to participate in the study. It is the process of randomly selecting a number of individuals for a study in such a way that the individuals selected represent, in all aspects, the larger group from which they were selected. This method enabled the researcher to source information from different people who were representatives of the larger population. The technique to be used was stratified sampling technique. The importance of stratified sampling method is that it helps the researcher to

highlight a subgroup within a specific population also it helps to ensure presence of a key subgroup within a sample.

Accordingly, a researcher conducting this research dissertation selected the number of sampling strategies that enabled them to effectively address the study topic (Cohen, Bingham, & Hallen, 2019). The study chose a population composed of three selected supermarkets within Nairobi County for this investigation. The study selected an appropriate sample size that can be random or non-random sample size for my case study given that I will think that the respondents will be best suited to offer first-hand information that that will aid in my response to my research questions.

An investigator should not only achieve fullness of information but also effectively address opponents' criticisms by demonstrating how the study's sample size is sufficient (Braun et al., 2021; Forward & Levin, 2021). The main justification for case-study research is that a high number of respondents does not ensure comprehensive examination (Braun et al., 2021; Forward & Levin, 2021).

In order to get information that was helpful for the study's completion, a researcher should be diligent in organize herself as well as allocate enough time to get ready before establishing things up and organizing the case study investigations Ammari, S. (2023). In as far as an investigator is able to gather sufficient, comprehensive information to finish the research project, choosing the method of getting data arrangements is an individual choice along with their obligation.

Sample Size Determination

Considering the Yamane method is clear-cut, easy to apply, and overcomes unfairness concerns, Uakarn et al. (2021) claim that the present research will be employed to determine the study's population.

From the above population of two hundred employees from the three supermarkets, the sample size will be determined using the Yamane method (1967)

$$n = N / (1 + Ne^2)$$

n = is the desired sample size (when population is less than 10,000)

N = is the target population

e = is the acceptable margin of error estimated at 0.05 (at 95% confidence interval)

Therefore, Sample size (n) =

$$200 / (1+200(0.0025))$$

$$= 200 / (1+0.5)$$

$$= 133$$

By using Yamane's formula of sample size with an error 5% and with a confidence coefficient of 95% Yamane. (1967), the calculation from a population of 200, came up with 133 as total sample size.

TABLE 3
Sample Population

Strata	Population Frequency N	Calculations	Sample Size n
Customer care	50	$(133*50)/200$	33.25
Frontline	100	$(133*100)/200$	66.5
Marketing Depart	50	$(133*50)/200$	33.25
Total	200		133

3.5 Research Instrument

These refers to the devices used to collect data from respondents, such as questionnaire with well-set questions which are closed to collect primary data which was analysed and interpreted. To accomplish the research's objectives, the author of the research study will create survey questions with a set of questions. For the questionnaire I used a five-point Likert scale for its inquiries. Out of the research that were modified from Sobhani, Haque & Rahman, 2021; Wulandari & Nawangsari, 2021; Jamal et al., 2021; and Aust et al., 2020, five represent (to a very great extent), and one represents (not at all).

3.6 Validity and Reliability of the instrument

The extent that indicates whether a measuring device or instruments precisely measuring the subject it is intended for measuring is referred to as validity. Conversely, the stability and uniformity of the measurement's exactness throughout the course of time and under various

circumstances is referred to as reliability. Validity and dependability are crucial components of the study technique which guarantee reliable, precise, and consistent results, (Linn, R.L,2019).

3.6.1 Pilot Test

A convenience sample of thirty workers participated during an initial test at the Naivas, Quick Mart, and Carrefour supermarkets to evaluate the validity of the research tool. Cooper & Schindler (2003) state that the number of participants in a pilot study can range from 25 to 100. The investigator will be able to determine which sections need to be adjusted. By correcting variations resulting through the devices, the analyst will be able to guarantee that the data collected will be accurate.

3.6.2 Validity

Validity basically means “measure what is intended to be measured” (Field, J. (2013). A research instrument is said to be valid if it measures what it is supposed to measure (Gall, 2009). There are two types of validity; face validity and content validity. Face validity involves deciding if a logical relationship exists between the variables and the proposed measure. Content validity involves two particular steps, one is determining the full range or domain of the substance of a variable and also to determine whether all those domains are represented by the items that constitute the measuring of device, (Monette, 2018). Healy & Perry (2000), explain that validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. A pilot study was also be conducted on the data collection instrument to pre-test the instrument before the main survey. The pilot study will enable the researcher to assess the clarity of the questionnaire so that those items found to be redundant and misunderstood will be either discarded or modified to improve the quality of the research instrument, thus increasing its validity.

3.6.3 Reliability

A set of measuring elements' uniformity is what determines their dependability (Cronbach, 1951). The accuracy of the questionnaires measurements was assessed using Cronbach's alpha (Cronbach, 1995). Reliability when conducting studies is an issue, as well as transcription assessment including participant verification help accomplish this (Hawkins & Hoon, 2020; Mays & Pope, 2020; McGrath et al., 2019). In order to achieve transactional authenticity and higher precision, participant verification is a method that involves expanding and deepening, reiterating and changing the process of collecting as well as analyzing information involving respondents (Caretta & Pérez, 2019). The present research's reliability will be attained by triangulating as well as verification of participants. A method for guaranteeing the validity of qualitative study results is client verification or respondent verification (McGrath et al., 2019). Submitting questionnaires recordings of interviews to the respondents for a debriefing as well as consent to verify the information is known as client verification (Candela, 2019; McGrath et al., 2019). The investigator takes advantage of this procedure to provide clarification.

Healy & Perry (2000), assert that reliability is the extent to which results are consistent over time and an accurate representation of the total population under study. Cronbach's Alpha was used as a measure of reliability and internal consistency. Reliability in this method increases with the value of Cronbach's alpha where the alpha values are used. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. It measures the inter-correlations among test items, with a measure of 1 being higher in terms of internal consistency and reliability and 0.7 to 0.9 being acceptable Revelle, W., & Condon, D. M. (2019).

3.7 Data Collection Procedure

The questionnaires were distributed in the thirteen strata mentioned in the sample population table of the three selected supermarkets within Nairobi County. The departments to collect the data from are Customer care, Branches, Help Desk, ICT, Finance, Audit, Planning, Procurement, Human Resource, Administration, Marketing, Branches and Security Departments. Its distribution was via physical delivery of the questionnaires. Using proper data collection techniques is critical to establishing rigor in qualitative research. Reviewing and examining a company's records may also enhance reliability.

The study required an extensive inquiry, therefore the investigator is free to employ any information gathering strategy that best fits the goals of the research project (Ebneyamini & Moghadam, 2018; Priya, 2020). The accuracy of information could be impacted by the absence of crucial respondents, a network of proof, and various data streams (Eden & Nielsen, 2020; Mitchell & Rich, 2020; Yin, 2018).

3.8 Data Processing and Analysis

Processed data helps in obtaining information from it as the raw data is non-comprehensive in nature. Data analysis starts with the collection of data followed by data processing and sorting it. Presenting the data includes the pictorial representation of the data by using graphs, charts, maps and other methods. According to Blumberg, B., Cooper, D., & Schindler, P. (2014), the method allows a researcher to digest and understand large quantities of data and effectively communicate their importance aspects in a research study. Data was analysed using Statistical Package for Social Sciences (SPSS) which is a software tool for data analysis. Descriptive statistics such as

means; standard deviation frequencies was used in the analysis of data. The regression model equation used was as follows:

$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon)$: Whereby

Y = Employee Retention

X₁ = Training and Development

X₂ = Work-life Balance

X₃ = Reward Management and Compensation.

X₄ = Stress Management.

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression Coefficients

ε = Error term

3.9 Diagnostic Tests

To determine whether there's a direct relationship connecting the variables that are both independent as well as dependent, diagnostic testing is performed Mugenda, N. G. (2023). The continuous nature of the relationship involving human resources management procedures with retaining staff in this study was examined using the test of normality. Kurtosis, as stated by Sloman (2010), uses the Kolmogorov-Smirnov test to demonstrate the standardized distribution, the standardized top of the variables, plus normalcy of the independent variable.

3.9.1 Normality Test

Making reliable statistical deductions following an experiment with hypotheses is made possible by the assumption of normalcy (Field, 2009). "To check if the remaining values are normal, this investigation used the Jarque-Bera test statistics (Bera & Jarque, 1982).

The information is normal, as a general rule. The data is considered regularly dispersed if the p-value is greater than the crucial 0.05.

3.9.2 Multicollinearity

When a plurality of explicating factors within a design that uses multiple regression have a strong linear relationship, this is referred to as multiple correlations. Utilizing the variability of the inflating component, multicollinearity was examined. If the Variable Inflation Factor is greater than ten multiple linearity was found to be prevalent. This is in keeping with Mukoya, E. M., & Sasaka, P. S. (2021), which suggest that multiple collinearity is present when Variable Inflation Factor is greater than 10. Multicollinearity was adjusted by eliminating extremely linked variables that are independent when the values were greater than ten.

3.9.3 Heteroscedasticity

In validating the hypothesis, heteroscedasticity leads to an inaccurate finding since it provides the same significance to all data, discriminates against common mistakes, and so on (William, 2016). To determine whether there was heterogeneity throughout the information, Breusch-Pagan Breusch-Pagan was employed. As a general principle, the information was assessed at the level of significance equal to 0.05 as well as is uniformly distributed. It can be determined that the findings are not heterogeneous if the p-value is greater than the crucial 0.05.

CHAPTER FOUR

FINDINGS AND DISCUSSION

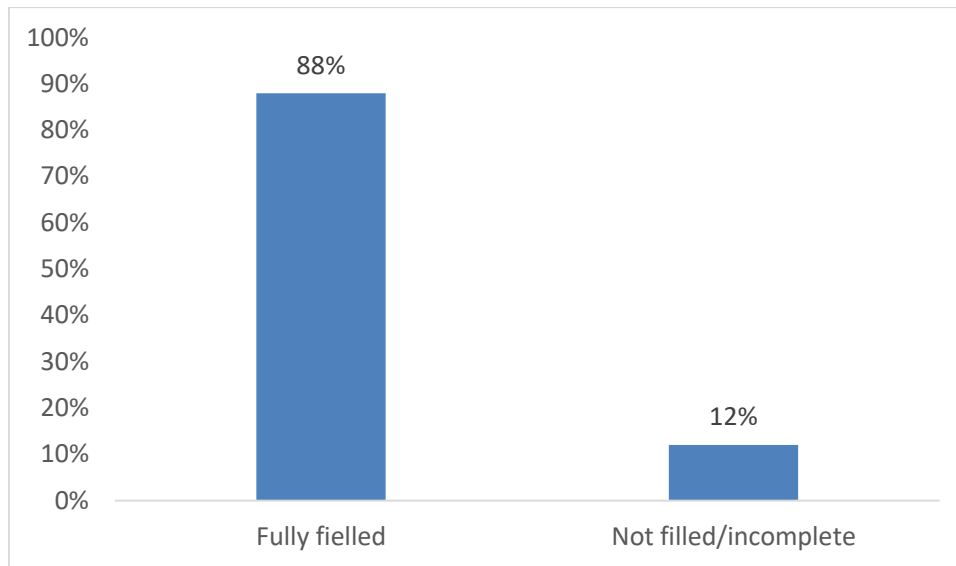
4.0 Introduction

This study sought to examine the effects of human resources management practices on employee reputation in selected supermarkets within Nairobi county. Data was collected through questionnaire with closed ended questions from the study respondents. The data was edited and reconciled before data analysis begins excel 1 sheet and exported to SPSS for analysis.

4.1 Response Rate

A total of 133 questionnaires were constructed and administered to the selected respondents. At the end of data collection, 117 questionnaires were returned fully filled with 16 questionnaires returned unfilled or fewer questions answered.

FIGURE 2
Response Rate



Source: Field Survey Data (2024)

As shown in Figure 1, the study analysed data contained in 117 questionnaires and the overall response rate is 88%. According to Dulman (2011) a response rate of 70% is considered adequate and achievable and been achieved in samples across many studies. In other studies, Silzia and wood (1998) in a sample of 199 found an average of 76% is adequate for studies chosen to analyze. Therefore, a response rate of 88%, for this study deemed fit for analysis.

4.2 Pilot Test Results

4.2.1 Reliability Test

Table 9 presents results of pilot tests conducted among 25 respondents selected from a list of participants who did not participate in the actual study. The questionnaires were entered into excel before exported to SPSS for analysis.

TABLE 4
Reliability Test Results

Variable	Cronbach's Alpha
Compensation and benefits	0.79
Training and development	0.86
Work-life programs	0.84
Stress management	0.87
Total Alpha	0.84

As shown in Table 9, the study calculated Cronbach's Alpha of 0.84 for a 5-item survey and this shows very good internal consistency. Therefore, the survey items were reliable in measuring the intended construct and no major revisions were necessary on the data collection instruments.

4.2.2 Validity Test

The study used both content and face validity test. Under construct validity, questionnaires were divided into subsection to ensure each section of objective were assessed. To ensure the study achieved high validity, project supervisors were asked to evaluate statements in the questionnaire and found that the test strongly correlates with other similar tests and this shows the test is valid in measuring the intended construct.

4.3 Demographic Information

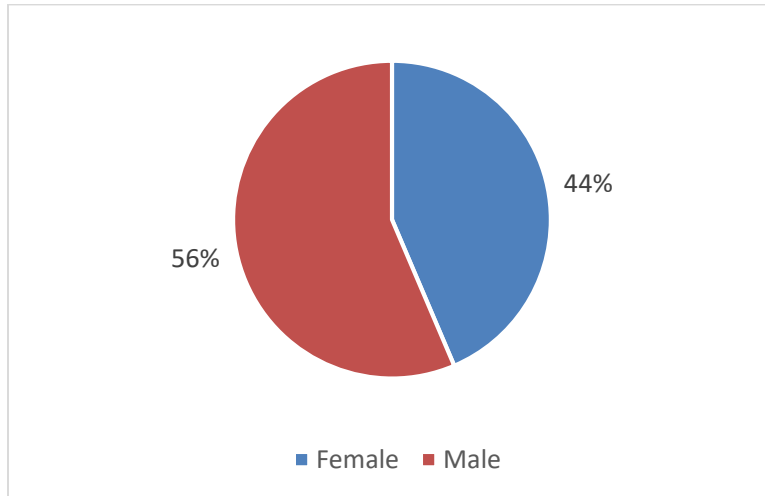
In this section, the study presents a breakdown of demographic characteristics of the respondents who participated in the study. In particular, the section presents distribution of respondents by gender, age, highest level of education and number of years worked for the organization.

4.3.1 Gender

The study sought to understand distribution of respondents by gender. The findings have been presented in Figure 2.

FIGURE 3

Gender



Source: Field Survey Data (2024)

The study found that majority 56% of the respondents who participated in the study were male compared to 44% female. This means that both male and female respondents were fairly well represented and their views were captured.

4.3.2 Age

Table 1 presents distribution of respondents who participated in the study by their ages.

TABLE 5

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
	18-27	36	30.8	30.8
	28-37	28	23.9	54.7
Valid	38-47	40	34.2	88.9
	48-57	13	11.1	100.0
	Total	117	100.0	100.0

Source: Field Survey Data (2024)

The findings show that majority 34.2 were aged 30 and 47 years followed closely by 30.8% who were aged 18-27 years old. Moreover, some of the respondents were aged 28-37 years constituting 23.9% while those aged 48-57 years comprised 11.1% of the total numbers of respondents.

4.3.3 Highest level of Education

Respondents were asked to indicate their highest level of education and the findings have been presented in Table 2.

TABLE 6

Highest level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	71	60.7	60.7	60.7
Postgraduate	1	.9	.9	61.5
Valid Secondary	31	26.5	26.5	88.0
Undergraduate	14	12.0	12.0	100.0
Total	117	100.0	100.0	

Source: Field Survey Data (2024)

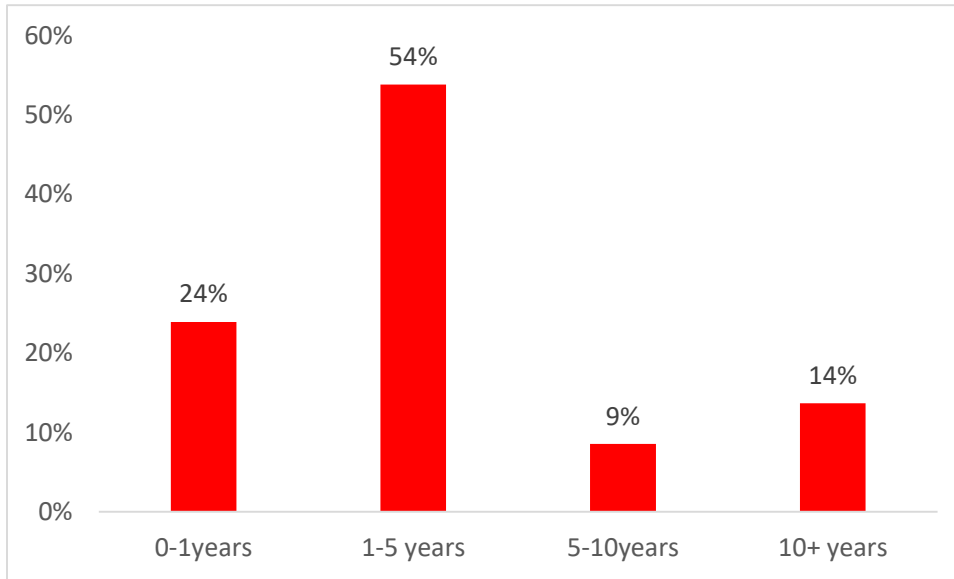
Regarding level of education, of majority 60.7% had diploma course followed by 26.5% who indicated their highest level of education as having attained secondary level. Additionally, the findings show fewer of those working at the supermarkets had either undergraduate or postgraduate. This means all the respondents had adequate literacy levels to understand the contents of the questionnaire.

4.3.4 How long have you worked for this organization?

The study also sought to understand the number of years in which respondents had worked in the same organization.

FIGURE 4

How long have you worked for this organization?



Source: Field Survey Data (2024)

As shown in Figure 3, the findings reveal that a majority 54% of the respondents had worked for 1-5 years while 24% working for less than one year. The findings also show that while 10 and above years constituted 14%, those aged 5-10 comprised 9% of the respondents. This means most of the respondents had worked in the organization for more than one year and hence they had information to help answer the questions required for this study.

4.4 Descriptive Analysis

The study presents descriptive results on human resource management practices on employee retention in selected supermarkets in Nairobi County. Respondents were asked to indicate their level of agreement on statement presented on HRM practices adopted in the organization and how it affects employee retention. The respondents' rated their responses based five point Likert scale

where 1=Strongly Disagree (SD), 2=Disagree(D), 3=Neutral(N), 4=Agree(A) and 5=strongly agree (SA). The study also calculated the mean (M) and standard deviations (SD).

4.4.1 Compensation and Benefits

The first sought to examine the effects of compensation and benefits on employee retention in selected supermarkets. The findings are presented in Table 3.

TABLE 7
Descriptive Outputs on Compensation and benefits

Statement	SD	D	N	A	SA	M	SD
Appropriate methods are used to determine job promotions in this this organization	57%	0%	43%	0%	0%	1.855	1.601
Employees are rewarded according to the value they create	25%	32%	43%	0%	0%	2.179	1.793
Bonus payments are linked to achievement of financial targets	0%	30%	45%	25%	0%	2.949	2.508
Employees are familiar with the reward system.	0%	8%	55%	13%	25%	3.547	3.151
Reward is unbiased and fair.	0%	29%	49%	22%	0%	2.932	2.484
Average						2.692	2.308

Source: Field Survey Data (2024)

Most of the respondents were neutral that the supermarket had appropriate methods are used to determine job promotions in this this organization (mean =1.855 and standard deviation=1.601). When asked to state whether supermarkets have appropriate methods that are used to determine job promotion majority 57% indicated disagree with 43% of the respondents could not agree nor

disagree. This implies that employees working in the supermarkets in Nairobi county operate in unpredictable environment. Generally, employees working in most supermarkets in Nairobi county are not rewarded based on their performance or value they create (mean=2.179 and standard deviation=1.793). This was evident when 25% indicated strongly disagree and 32% disagree. Moreover, the findings show most 43% of the respondents indicated their level of agreement as neutral and this means these respondents did not have a strong opinion or preferences towards the statement or their answering, despite the researcher assuring them on their privacy.

Additionally, on whether bonus offered by the supermarket are linked to achievement of financial targets, majority 45% of the respondents could neither agree nor disagree. On the other hand, 25% agreed and 30% disagreed suggesting there exist supermarkets that value employees' achievement. Respondents' agreement level had a mean of 2.949 and standard deviation of 2.508. As shown in table 3, majority 55% of the respondents could neither agree nor disagree that employees are familiar with the reward system in their organizations. Moreover, 24.8% indicated agree and about 8% disagreed on the statement, and this means there are some organizations/supermarkets which do not offer rewards and this could lead to higher employees' turnover.

The findings also show that a majority 49% could neither agree nor disagree that reward offered in supermarkets in Nairobi counties is unbiased and fair. Moreover, the findings show there are some supermarkets with unbiased /fair rewards as demonstrated by 22% of the respondents while 29% believe there are biased and unfair rewards in some of the supermarkets. Generally, compensation and benefits offered to employees at supermarkets in Nairobi county have presented mixed results with regard to how they influence employee retention as shown in overall mean=2.692 and standard deviation=2.308.

4.4.2 Training and Development Initiatives

The second objective sought to find out the effect of training and development initiatives on employee retention and findings are presented in Table 4.

TABLE 8

Descriptive Outputs on Training and development initiatives

Statement	SD	D	N	A	SA	WM	SD
Job rotation is encouraged in the organization.	13%	9%	44%	35%	0%	3.009	2.644
The company offer employee coaching to identify employee strengths.	29	28	51	9	0	2.342	2.004
Mentoring programs have helped identify employee skills.	25%	24%	44%	8%	0%	3.077	2.638
Job rotation in department has enhanced teamwork.	9%	40%	13%	38%	0%	2.812	2.488
The company has clear work schedules for each employee.	22%	0%	11%	67%	0%	3.222	2.944
Average						2.892	2.544

Source: Field Survey Data (2024)

Majority 44% of the respondents believe most supermarkets in Nairobi County encourages job rotation. However, about 21% don't believe job rotation is encouraged in some supermarkets. Furthermore, the findings show 44% of the respondents indicated their agreement levels as neutral meaning they didn't hold strong opinion on the statement. This means that supermarkets practicing job rotation were likely to increase commitment and employee involvement. The study also sought to establish whether supermarkets offers coaching to employees in order to identify strengths of employees. It shows that majority 44% of the respondents could neither agree nor disagree.

Moreover, about 33% were in agreement compared to 24% who could not agree on the statement. this means that the number of those who offer coaching are almost equal but the number might if those in neutral indicates the agreements levels based on agree or disagree.

Respondents were asked to indicate whether mentoring programs available in some supermarkets have helped in the identification of employee skills. As shown in Table 4, the findings show that 25% of the respondents indicated their level of agreement ass disagree with 32% in agreement out most could neither agree not disagree. This implies that some supermarkets use mentoring ship program in identifying areas of expertise among their employees. In addition, majority 49 of the respondents believe that job rotation department has not enhanced teamwork. However, 39% of the respondents believe supermarkets practicing/with job rotation have realized enhanced teamwork. This means job rotation especially in supermarket suffering helps employees interact with people from diverse backgrounds and increases team work.

When asked to state whether their company had clear work schedules for each employee, a majority 67% of their respondents were in agreement. However, 22% noted, that there are lack of clear work schedule that guides/helps every employee in undertaking their duties with 11% could neither agree nor disagree. This mean employee without clear working schedules might experience increased stress and lower productivity. In overall, respondents stated training and development initiatives affected employee retention with overall mean of 2.892.

4.4.3 Work-life Balance

The study examined whether supermarkets have work schedule breaks to allow employees avoid long working hours. The finding has been prevented in Table 5.

TABLE 9**Descriptive Outputs on Work-life balance**

Statement	SD	D	N	A	SA	WM	SD
The organization has work schedule breaks to avoid long working hours per day.	0%	33%	42%	25%	0%	2.915	2.481
Employees satisfaction with time for personal activities and work.	22%	53%	25%	0%	0%	2.026	1.596
Employees experience Burn outs due to conflicts between work and personal life..	0%	0%	25%	54%	21%	3.966	3.496
The Company have programs to support work life balance.	11%	41%	34%	14%	0%	2.504	2.124
The organization provide Flexible for working schedules.	0%	40%	26%	33%	0%	2.932	2.528
Mean of weighted means						2.868	2.445

Source: Field Survey Data (2024)

It shows that 33% of the respondent could not agree compared to 25% who believed some supermarkets have work breaks and has allowed employees work in normal working hours. As shown in Table 5 overwhelming majority 75% of the respondents were not satisfied with the time for personal activities and work. Furthermore 25% of the respondents could neither agree nor disagree. The findings imply employees working various supermarkets in Nairobi County have little time to undertake personal activities. Furthermore, majority 54% of the respondents agree employees working in the supermarket have experienced burn out linked to conflicts that occurs between their work and personal life. However, 21% of the respondents were in disagreement and 25% could neither agree nor disagree on the statement. This means in most supermarket some

employees miss work or even experiences decreased productivity leading to disciplinary cases and some may opt to exist the company.

Generally, most supermarkets in Nairobi County don't have programs that supports work life balance (see Table 13). However, 14% of the respondents agrees that some have programs that improves performance of employees on those that motivates them. The findings also show 34.2% indicated their level of agreement as neutral. As shown in Table 5, the study as established that majority 47% of the respondents don't believes supermarkets provide flexible working schedules. However, 29% believe there are some supermarket flexible working schedules and this employee are able to attend their duties based on their convenience.

4.4.4 Stress Management

The last objective was to examine effects of stress management on employee retention at selected supermarkets in Nairobi County. The findings have been presented in Table 6.

TABLE 10
Descriptive Outputs on Stress Management

Statement	SD	D	N	A	SA	M	SD
Employees experiencing stress at place of work.	0%	0%	25%	62%	13%	3.880	3.397
Employees handling of workloads given.	0%	25%	62%	13%	0%	2.880	2.404
Availability of tools to manage stress by the employees.	13%	13%	13%	13%	13%	1.983	1.479
Extend of communications channels in helping stress related issues.	14%	62%	25%	0%	0%	2.111	1.649
Availability of stress relieving breaks during the week.	0%	47%	24%	29%	0%	2.821	2.421
Average						2.735	2.270

Source: Field Survey Data (2024)

Generally, most employees working at supermarkets in Nairobi county have experience stress at the work (see table 6). The study findings show that 25% of the respondents could neither agree nor disagree. This means employees working at the supermarkets were likely to experience higher stress level and could exit the organization. Also, respondents were asked to state whether employees at various supermarkets have the ability to handle workload given by the supervisors. The findings are presented in Table 6. It shows that 61% of the respondents could neither agree nor disagree with 14% indicating their level of agreement as agree and those constitutions 25% indicated disagree. This means most employees are not able to handle workload and hence this can affect them as their productivity reduces.

Furthermore, as shown in Table 6, a majority 47% of the respondents believe that employees working in supermarkets in Nairobi County don't access appropriate tools to help them manage stress. However, 29% of them agree there are some supermarkets that offers employees tools to manage stress in the work place and 24% could neither agree nor disagree. This means there were higher chances that most employees could experience lower productivity or even absent from work feeling to disciplinary cases. Generally, a significant of the respondents believe that even communication channels availability in supermarket has not been able to help employees address stress related issues. Respondents were asked to state whether there are stress relieving breaks at their workplace during the week and the findings show that majority 47% observed that there were stress relieving breaks in most supermarkets. However, 32% believe that there are some who offer health breaks to relieve stress with the course of the week while 21% could not agree nor disagree.

4.4.5 Employee Retention

The study examined employee retention at selected supermarkets in Nairobi County and the findings are shown in Table 7. In assessing the level of employee retention, this study used seven sub variables as presented.

TABLE 11

Descriptive Outputs on Employee Retention

Statement	SD	D	N	A	SA	M	SD
Existing regulations in place allowing internal advancement, which are successfully implemented.	0%	14%	42%	44%	0%	3.880	2.850
The organization’s employees are highly motivated.	25%	53%	22%	0%	0%	2.880	1.547
The company puts more efforts to retain talented employees.	13%	37%	25%	25%	0%	1.983	2.283
Employees leaving the organization most frequently.	0%	0%	11%	76%	23%	2.111	3.516
Regular employees survey on job satisfaction.	13%	33%	54%	0%	0%	2.821	1.974
The company invests in its employees.	24%	47%	29%	0%	0%	2.735	1.638
The organization involving employees on decision making.	13%	51%	36%	0%	0%	3.880	1.783
Average						3.030	2.227

Source: Field Survey Data (2024)

Respondents were asked to state whether existing regulation in place allowed internal advancements and were successfully implemented, 44% were in agreement and 42% could neither agree nor disagree. Regarding employee motivation, a significant 78% of the respondents believed employees are not highly motivated with 22% indicating their level of agreement as neutral. The

study also asked respondents if the company puts more efforts to retain talented employees and 50% disagreed, were neutral and 25% agreed to the statement. Moreover, majority 89% of the respondents agree that employees were leaving the organization most frequently with 11% indicating their level of agreement as neutral. When asked if the organization undertake regular employee survey on job satisfaction, 46% disagreed and 54% were neutral. On whether the organization invests on the employees, 71% disagreed while 29% were neutral. Lastly, most 64% of the respondents stated that the organization does not involve employees in most of its decision making with 36% being neutral. The overall mean was 3.030 and shows most respondents were neutral on the statement about employee retention with variations of 2.227.

4.5 Diagnostic Tests

The diagnostic test to be used in this study is regression diagnostics (includes Multicollinearity, Homoscedasticity and Normality test) of the relationship between the dependent and independent variables.

4.5.1 Multicollinearity

Multicollinearity refers to when the predictor variables are highly correlated with each other. According to Ringim et al. (2012), multicollinearity is the degree of correlation between the independent variables. Thus, multicollinearity between the independent variables for the variance inflation and tolerance test was investigated for this study. Hair et al. (2010) state that multicollinearity may have an issue if the variance inflation factor is greater than 10 and the tolerance value is less than 0.10 (Ringim, et al., 2012).

TABLE 12
Multicollinearity

	Collinearity Statistic	
	Tolerance	VIF
Compensation and benefits	0.215	1.909
Training and development	1.426	2.613
Work-life programs	0.691	1.924
Stress management	0.374	2.391

Source: Field Survey Data (2024)

The findings as shown un Table 9 show that the values of tolerance of each independent variable (compensation and benefits, training and development, work-life programs and stress management) is less than 0.10. Moreover, the findings show that the value of Variance Inflation Factor (VIF) independent variables is less than 10 and hence the findings show there is no Multicollinearity on all independent variable.

4.5.2 Heteroscedasticity

Heteroscedasticity is the most considered in cases of linear regression through the origin, although that is by no means the limitation of its usefulness. This is, however, a good example with which to explain the concept. The Breush-Pagan Test was used to test the Heteroscedasticity. Assuming that the error terms in a linear regression model have a normal distribution, this test is used to check for heteroskedasticity. It determines if the values of the independent variables have an impact on the variance of the regression errors.

TABLE 13

Heteroscedasticity

	ch2	df	p
Heteroscedasticity	100.257	100	0.243
Skewness	10.21	11	0.435
Kurtosis	0.12	6	0.672
Total	110.587	117	0.237

Source: Field Survey Data (2024)

As shown in Table 10, the p-value was greater than 5% and hence the hypothesis was not rejected at a critical p-value of 0.05 since the ch2 is 100.257. Therefore, it did not suffer from heteroscedasticity.

4.5.3 Normality Test

A normality test is used to determine whether sample data has been drawn from a normally distributed population (within some tolerance). According to Jurecková, and Picek (2007) Shapiro-Wilk Test is more appropriate for small sample sizes (< 50 samples), but can also handle sample sizes as large as 2000. Therefore, this study used the Shapiro-Wilk test as the numerical means of assessing normality.

TABLE 14
Normality Test

	Shapiro-Wilk		
	Statistic	df	Sig.
Compensation and benefits	0.965	117	0.834
Training and development	0.961	117	0.831
Work-life programs	0.971	117	0.881
Stress management	0.968	117	0.876

Source: Field Survey Data (2024)

As shown in Table 9, the data was normally distributed since P-values of all the variables are above 0.05. Therefore, the variables compensation and benefits, training and development, work-life programs and stress management are normal in distribution and subsequent analysis can be conducted.

4.6 Correlation Analysis

The study carried out correlation tests on the original data to establish the extend or strength and direction of the relationship between variables. Pearson correlation was used to test direction, strength and significance of the bivariate relationship among all the variables that had been measured at intervals or ratio level (Sekaran & Bougie, 2012). Table 8 present the findings of all the predictor variable showing a strong and positive correction between themselves.

TABLE 15**Correlation of Study Variables**

	<i>Employee Retention</i>	<i>Compensation and benefits</i>	<i>Training and development</i>	<i>Work-life programs</i>	<i>Stress management</i>
Employee Retention	1.000				
Compensation and benefits	0.141	1.000			
	0.000				
Training and development	0.494	-0.226	1.000		
	0.000	0.001			
Work-life programs	0.422	-0.576	0.907	1.000	
	0.001	0.000	0.000		
Stress management	-0.596	0.238	-0.648	-0.715	1.000
	0.000	0.002	0.000	0.001	

Source: Field Survey Data (2024)

The findings show that compensation and benefits and employee retention at selected supermarkets in Nairobi were positively correlated and significantly related at $r= 0.141^{**}$ and $p= 0.000$ while Training and development and employee retention at selected supermarkets was positively and significantly related at $r= 0.494^{**}$ with $p=0.000$. The finding also shows that work-life programs and employee retention at selected supermarkets were positively and significantly related at $r=0.422^{**}$ and $p= 0.001$. Finally, the findings reveal that stress management and employee retention of selected supermarkets in Nairobi County were negatively and significantly related $r=-0.596$ and $p= 0.000$. This means that an increase in compensation and benefits, training and development, and work-life programs leads to improved employee retention but decrease in stress management negatively affects employee retention. By failing to manage stress, organizations are likely to lose talented employees which directly affects their performance.

4.7 Regression Analysis

This study conducted regression analysis to examine the relationship between dependent variable (employee retention) and the independent variables (compensation and benefits, training and development, work-life programs and stress management). The main goal is to model the relationship between the variables and estimate the dependent variables based on the values of independent variables.

4.7.1 Model summary

Table 17 provides the R_1 , R_2 and advertised R^2 and the standard error that can be used to determine how well a regression model fits the data. The column represents the value of R_1 the multiple correlation coefficient. In this case R can be considered to be one measure of quality of the prediction of the dependent. in this case employee retention. The R^2 square column represents the R^2 value (also called the coefficient of determination) which is the proportion of variance in the dependent variable that can be explained the independent variables. It can be seen from the value of 0.794 that the independent variables explain 79.4% of the variability of the dependent variable employee retention.

TABLE 16**Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.627	.539	2.951

a. Predictors: (Constant), Compensation and benefits, Training and development programs, Work-life programs, Stress management

b. Dependent Variable: Staff retention

4.7.2 Anova

Anova was used to compare the means of three or more samples to understand if at least one sample mean is significantly different from the others. As shown in Table 18, F-ratio test whether the overall regression model is a good fit for the data it shows that the independent variables statistically significantly predict the dependent variable, $P=0.000$ - that is the regression model is a good fit of the data.

TABLE 17**Anova**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.677	4	3.669	2.2393	.000 ^b
	Residual	36.202	75	.516		
	Total	40.879	79			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Compensation and benefits, Training and development programs, Work-life programs, Stress management

The F-statistic of 2.2393 showed the overall significance at p-value ($p < 0.05$) guaranteed the statistical significance of the model on the human resource management practices and employee retention in selected supermarkets in Nairobi County. This suggests that a linear relationship among the independent and dependent variables an increase in independent variables (compensation and benefit, training and development initiatives, work life balance and stress management) will result in an increase in dependent variable (employee retention).

4.7.3 Coefficient of determination

As shown in Table 13, the unstandardized coefficients show how much the dependent variable varies with an independent variable when all other independent variables are held constant.

TABLE 18

Coefficient of Determination

Model		Unstandardized		Standardized	t	Sig.	95.0% Confidence	
		Coefficients					Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.567	.248		9.072	.000	1.752	2.742
	Compensation and benefits	.038	.088	.051	.268	.001	.214	.371
	Training and development programs	.323	.116	.418	2.051	.000	.340	.006
	Work-life programs	.0390	.561	.657	.519	.001	.021	.316
	Stress management	.0430	.097	.057	.378	.000	.049	.207

a. Dependent Variable: Employee retention

The unstandardized coefficient, B1 for compensation and benefits is equal to 0.38. As shown in Table 11, the multiple linear regression equation is:

$$Y=2.577+0.380X_1+0.323X_2+0.390X_3+0.430X_4$$

Where:

2.567 indicates that if compensation and benefit, training and development initiatives, work life balance and stress management are all rated zero, the employee retention can be 2.567. Also, 0.380 show that one unit change in 0.380 can lead to 0.380 increase in employee retention while 0.323 indicate that one-unit increase in training and development initiative results in 0.323 increase in employee retention. Table 13 also presents findings of 0.390 indicating one unit in work life balance can lead to 0.390 increase in employee retention and lastly 0.430 show that one unit of stress management can result in 0.430 increase in employee retention.

4.8 Discussion of findings

This study sought to examine the effect of human resource management practices on employee retention in selected supermarkets within Nairobi county. The study conducted multiple regression analysis to assess significance of the independent variable on the dependent variable. The study found that all the variables (compensation and benefits, training and development initiatives, work-life balance and stress management) were significant and affected employee retention as the p values were less than 5%. It is noteworthy that employee retention is significantly and favorably impacted by reward and compensation methods. This is clear in a lot of businesses. To retain important or crucial personnel in the firm, rewards and compensations are paid at a significantly

higher rate. It's crucial to remember, though, that this strategy might not be a long-term way to keep employees. Therefore, rather than relying solely on financial strategies to retain employees, non-monetary and other incentive and recognition measures should be used as well.

Generally, the findings from this study concurs with a study by Karani (2019) and Admassie (2020) who found that remuneration and pay are used by human resource department to support employee's productivity. Consequently, these offers makes employees feel that they are adequately compensated for their efforts and skills and hence feel more valued and motivated to stay longer in the organization. Additional earlier studies have demonstrated that companies employed pay strategies to lower their intention to leave (Huang, Lin, & Chuang, 2006). Employers who use effective remuneration and work environment strategies not only increase employee retention, but also gain a competitive edge. Individual-based considerations did not considerably influence the final decision as much as organization-based factors did. First generation human reliability analysis models address organizational issues through performance shaping factors such culture, management, communication, training, experience, and procedures. Al-Harthy and Yusof (2022) concurs that organization using strong compensation structure highlight promotes employee retention or tend to have many employee choosing to stay in the organization for longer period. However, Allen (2008) holds different view arguing that pay does not always help in inducing turnover.

Furthermore, the study findings support Fletcher's (2006) findings which indicate that training and development initiatives are linked to job satisfaction and employee engagement which facilitates or makes employees stay in the organization for longer period. The findings reveal that if employees are properly compensated through trainings, it would be important in retaining them. Since these trainings make employees become more efficient and knowledgeable their productivity

increases and become important asset to the organization. Moreover, the findings show that employers may draw in and keep workers who value flexibility, individualized support, and opportunity for ongoing learning by offering a coaching program that caters to their preferences and needs. Related to training and development, earlier studies like Tangthong (2014) support the outcome. Comparably, earlier research like Tay's (2011) found a positive correlation between employee retention and performance reviews.

The findings demonstrate that flexible schedules have helped employees in managing their personal and professional lives better, leading to higher job satisfaction and reduced stress. However, strict or excessive work hours can negatively impact one's personal life and lead to burnout and discontent. This hold true as previous studies reported that employees who often create timetables are more prepared to manage between work and private commitments (Dubey, Bachhil, Sharma, & Singh, 2022). The hypothesized relationship between work-life conflict and attitudes associated to withdrawal is supported by empirical data. In particular, meta-analytic estimates point to a little positive correlation between turnover intentions and work-life and life-to-work conflict, as well as a minor negative correlation between organizational commitment and both conflict directions (Shockley, Smith, & Knudsen, 2017).

Although most respondents agree working the supermarket is challenging as most employee experience stress, there are few which offers tools for handling stress at the workplace. The study found that employees working in organization without stress relieving breaks tend to feel uncommitted to the organization and this could increase turnover rate. According to Behera, Sahoo and Sundry (2011), stress management is one of the factors which encourage employees to stay with their present organization. This is also supported by Shelley (2012) who, in her article, mentioned that in order to maximize employees' retention, the management should introduce a

program to reduce stress among employees. Accordingly, good practice of stress management will benefit both employees and the organization. Employees will feel motivated and committed, happy with their work and would not think of leaving the organization. The findings also show that on the organization side, there will be a decrease in employees' turnover and a lower level of absenteeism.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of findings guided by study objectives as set out in chapter one. Additionally, the chapter provides the conclusion based on the observed data, recommendations to the sector and for future studies.

5.2 Summary of Findings

The study sought to examine the effects of human resource management practices on employee retention in selected supermarkets in Nairobi county. The findings presented is based 117 questionnaires with a response rate of 88%. In this section the study presents a breakdown of two key areas-demographic characteristics of respondents and the main objectives (independent (variable) first is presentation of demographic information which show that representation both men and women was fairly well with male respondents accounted for 56% compared to 44% female respondents based on their ages majority were youthful mainly below 45 years the findings also show most 61% of the respondent had diploma and a significant 78% had worked for 5 years or below in the supermarkets with fewer 9% working between 5 and 10years.

5.2.1 Compensation and Benefits

The findings reveal that most supermarkets lack appropriate methods that can be used to determine job promotions and while some 25% offer bonus payment linked to performance, others (30%). Most of the respondents did not have strong opinions regarding employee familiarity with reward suggesting they may not have interacted with them or avoided to indicate their level of knowledge.

Furthermore, while some supermarkets offer biased rewards. This may lead high employee dissatisfaction and the consequences are high turnover. Hence low employee retention. the findings show that employees are less likely to leave if they see opportunities for personal and professional growth in the supermarket. The findings demonstrate that fair compensation creates a strong foundation that leads to long term employee retention because rewards or bonuses makes employees align their expectations with company's compensations and benefits.

5.2.2 Training and Development Initiatives

The findings show that most 35% supermarket in Nairobi county encourages job rotation. However, what is mission in most of these supermarket is employee coaching which often helps in the identification of employee strengths. About 48.7% of the respondent believed most of these supermarkets lead has unsatisfied employees' high turnover rates or decreased engagement.

In addition the findings reveal there are some companies with mentorship program which allows employees to constantly upgrade their skills to remain competitive. Nonetheless, 25% of the respondents believe that while mentorship program is good it has not played any role in employee skills identification.

5.2.3 Work Life Balance

Generally flexible working schedules such as remote work, or flexible hours can help employees maintain a help work life balance. The funding reveal 33% of life respondents believe most of the supermarket don't have work schedule breaks which allows employee to avoid working long hours. Consequently, employees tend to have cover or no mental health or issues and hence increase that productivity. On the other hand, 25% of them had worked in supermarkets with work schedule break and this group are likely to high job satisfaction.

A significant 75.2% of the respondent observed that most employees working at the supermarkets are not satisfied with the time given to them for the personal activities and work. Consequently, 76% of the respondents believe that in most of the supermarkets a significant number of the employees had experienced burn out due to conflicts arising from their work and personal life. Furthermore, the study found that most of the supermarkets don't have programs to support work life balance. Although 29% of the respondents believe that the supermarkets offer flexible working schedule, 24% don't think there are such opportunities to offer employees space to continue performing that duties without pressure.

5.2.4 Stress Management

The study findings show that most employees working at the supermarkets in Nairobi County are likely to experience or face burnout, reduced job satisfaction and higher turnover rate if they don't access proper stress management tools. Most respondents stated that many supermarkets lack tools to manage stress. Furthermore, the study found that there are no proper communication channels at the supermarkets that could help employees in managing stress at the workplace. For example, they don't have stress relieving breaks in a week that employees could have utilized.

5.3 Conclusion

This study examined effects of human resource management practices on employee retention selected supermarkets in Nairobi County. Based on the findings, the study concludes that human resource practices affects employee retention. In particular, the findings reveal that rewards and bonuses are strong motivators of employee retention because they tend to stay for longer period if they feel compensated for their efforts and performance. Moreover, the study concludes that

employee benefits such as health insurance, and retirement plans among others further enhances employee retention.

The study also concludes that training and development initiatives including coaching and mentorship programs affects employee retention. Based on the findings, it is important to note that organizations that provides opportunities for growth and development increases job satisfaction and loyalty. Consequently, employees in such organizations are likely to stay for longer because the organization invests on them and enjoys career path. The study also found that work life balance affects employee retention. When offered in the context of employees' and employers' support, work-life balance techniques' availability and implementation can lessen work-life conflict and raise positive opinions of one's firm. Increased utilization of work-life balance options—such as job sharing, flextime, and breaks—is necessary to give employees the impression that their employer is supporting them in juggling their personal and professional lives. Most respondents agreed that employees working at the supermarkets had experienced stress at work and the study concludes managing stress in the workplace affects retention rates.

5.4 Recommendations

Based on the findings, the following recommendations are presented;

The findings reveal that although supermarkets provide rewards, they are biased and unfair to some employees. Therefore, there is need for supermarkets management to consider making rewards fair to avoid frustrations that leads to low retention rates.

The study suggest that supermarkets should work on its coaching and mentorship programs because it low and hence may lead to employee exit affecting retention rates. Employees working at the selected supermarkets were not satisfied with time for their personal activities. Therefore,

there is need for the supermarkets to understand the needs to of each employee to allow them use their time attend their personal issues.

The study found that employees at the supermarkets had experienced stress and hence the organization should consider strengthening stress management to increase employee retention rates. They can also initiate employee support programs to allow them understand how to manage stress arising out of their work.

5.5 Limitations of the study

The study was confined to selected supermarkets in Nairobi County and most employees selected to participate in this study had tight work schedules which forced researcher to reschedule some meetings. Additionally, the study was conducted in Nairobi County and hence the findings may not be applicable to human resource regions where cultural, economic and legal can influence management practices. Some respondents were almost becoming resistant to divulge some information which delayed the start of the data collection process. However, after the research explaining to them that the study is purely academic and information they will provide would be treated with utmost confidentiality, they agreed to fully participate.

5.6 Areas for Further Research

The study examined broadly human resource management practices but future studies on specific components of HRM practices to examine how they affect employee retention. Further studies can be conducted in other sectors to compare the findings on the retention rates.

REFERENCES

- Abdulkareem Abdullah Husin Alharthy, N. B. M. (2020). Training Impact on the Human Resources Performance. *Journal of Southwest Jiaotong University*, 55(3).
- Agyapong, D., Asiamah, M., & Cudjoe, E. A. (2019). Effect of compensation package on staff intention to quit in technical university: A structural equation approach. *Asian Journal of Economics, Business and Accounting*, 11(2), 1-13.
- Ahmed, S. S., Guozhu, J., Mubarik, S., Khan, M., & Khan, E. (2020). Intellectual capital and business performance: the role of dimensions of absorptive capacity. *Journal of Intellectual Capital*, 21(1), 23-39.
- Akanda, M. H. U., Bhuiyan, A. B., Kumarasamy, M. M., & Karuppanan, G. (2021). A Conceptual Review of the Talent Management and Employee Retention in Banking Industry. *International Journal of Business and Management Future*, 6(1), 42-68.
- Aldabbas, H., Pinnington, A. H., & Lahrech, A. (2023). Encouraging more creativity in organizations: the importance of employees' intrinsic motivation and work engagement. *International Journal of Organizational Analysis*, 31(6), 2337-2358.
- Al-Harthy, B., & Yusof, R. (2022). A Conceptual Paper on Compensation and Benefits, Job Security, Work-Life Balance, Employee Retention and Localization in Oman. *Global Business & Management Research*, 14.
- Ali Musa Harahap, A., Afni Regita Cahyani Muis, A., & Fadhlan Nur Hakiem, F. (2021). Sustainable Competitive Advantage of Indonesia's Creative Economics: Fashion Sub-Sector. *Tourism and Sustainable Development Review Journal (TSDR)*, 1(2), 76-86.

- Babapour, A. R., Gahassab-Mozaffari, N., & Fathnezhad-Kazemi, A. (2022). Nurses' job stress and its impact on quality of life and caring behaviors: a cross-sectional study. *BMC nursing*, 21(1), 75.
- Barck-Holst, P. (2020). *Reduced working hours and stress in the Swedish social services* (Doctoral dissertation, Karolinska Institutet (Sweden)).
- Basalamah, S. A. (2021). The role of work motivation and work environment in improving job satisfaction. *Golden Ratio of Human Resource Management*, 1(2), 94-103.
- Bayraktar, C. A., Araci, O., Karacay, G., & Calisir, F. (2017). The mediating effect of rewarding on the relationship between employee involvement and job satisfaction. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 27(1), 45-52.
- Bibi, P., Ahmad, A., & Majid, A. H. (2018). HRM practices and employee retention: The moderating effect of work environment. In *Applying partial least squares in tourism and hospitality research* (pp. 129-152). Emerald Publishing Limited.
- Blumberg, B., Cooper, D., & Schindler, P. (2014). *EBOOK: Business research methods*. McGraw Hill.
- Book, L., Gatling, A., & Kim, J. (2019). The effects of leadership satisfaction on employee engagement, loyalty, and retention in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 18(3), 368-393.
- Braun, L. A., Kostas-Polston, E. A., Miedema, J., Hoffecker, L., & Wilson, C. (2021). A scoping review of cervical cancer risk factors, prevention, diagnosis, and treatment in US active duty military women. *Women's Health Issues*, 31, S53-S65.
- Brewster, D. (2023). *Strategies for Reducing Employee Turnover in the Construction Industry* (Doctoral dissertation, Walden University).

- Chopra, R. (2019). Shifting Paradigm: Towards a Transformative and Holistic Vision of Humanity'.
- Čizmić, E., & Ahmić, A. (2021). The influence of talent management on organisational performance in Bosnia & Herzegovina as a developing country. *Management: Journal of Contemporary Management Issues*, 26(1), 129-147.
- Cohen, S. L., Bingham, C. B., & Hallen, B. L. (2019). The role of accelerator designs in mitigating bounded rationality in new ventures. *Administrative Science Quarterly*, 64(4), 810-854.
- Cronbach, L. J., & Warrington, W. G. (1951). Time-limit tests: estimating their reliability and degree of speeding. *Psychometrika*, 16(2), 167-188.
- Damei, M. Y. (2020). The Effect of Job Training on Employee Retention in Somalia. *Journal of Research in Business and Management*, 8(1), 8-17.
- Darbyshire, D., Brewster, L., Isba, R., Body, R., Basit, U., & Goodwin, D. (2021). Retention of doctors in emergency medicine: a scoping review of the academic literature. *Emergency Medicine Journal*, 38(9), 663-672.
- Frank-Crawford, M. A., Hallgren, M. M., McKenzie, A., Gregory, M. K., Wright, M. E., & Wachtel, L. E. (2021). Mask compliance training for individuals with intellectual and developmental disabilities. *Behavior Analysis in Practice*, 14(4), 883-892.
- Gant, E. R. (2021). *Strategies for mitigating voluntary employee turnover in small businesses* (Doctoral dissertation, Walden University).
- Golicha, A. R. (2022). *Relationship between Human Resources Practices and Employee Retention in Selected Referral Hospitals in Kenya* (Doctoral dissertation, KeMU).
- Grant, E., Desta, G., Admassie, Y., Hassan, F., Stevens, S., & Ayenew, M. (2020). In search of shelter.

- Hanai, A. E. (2020). *Factors influencing employee retention in banking institutions in Tanzania: A case of selected banks in Dar Es Salaam Region* (Doctoral dissertation, The Open University of Tanzania).
- Hassan, Z. (2022). Employee retention through effective human resource management practices in Maldives: Mediation effects of compensation and rewards system. *Journal of Entrepreneurship, Management and Innovation*, 18(2), 137-174.
- Ilo, P. (2016). Managing stress among librarians in selected university libraries in Ogun State Nigeria. *Library Philosophy and practice*, 1.
- Jaleta, K. M., Kero, C. A., & Kumera, L. (2019). Effect of non-financial compensation on the employees' job performance: a case of jimma geneti woreda health centers in horro guduru, Ethiopia. *International Journal of Commerce and Finance*, 5(2), 31-44.
- Johnson, J. A., Zawadzki, M. J., Materia, F. T., White, A. C., & Smyth, J. M. (2022). Efficacy and acceptability of digital stress management micro-interventions. *Procedia Computer Science*, 206, 45-55.
- Kadir, A., AlHosani, A. H., Ismail, F., & Sehan, N. (2019, September). The effect of compensation and benefits towards employee performance. In *Proceedings of the 1st Asian Conference on Humanities, Industry, and Technology for Society, ACHITS 2019, 30-31 July 2019, Surabaya, Indonesia*.
- Kalyanamitra, P., Saengchai, S., & Jermsittiparsert, K. (2020). Impact of Training Facilities, Benefits and Compensation, and Performance Appraisal on the Employees' Retention: A Mediating Effect of Employees' Job Satisfaction. *Systematic reviews in pharmacy*, 11(3).
- KARANI, R. M. (2019). *Effect of reward strategies on performance of national police service employees in Tranzoia county, Kenya* (Doctoral dissertation, Maseno University).

- Karanja, A. W. (2021). Effect of Employee Retention Strategies on Organizational Performance in Mergers in Kenya: A case of Quick Mart Ltd (Doctoral dissertation, St. Paul's University).
- Kaur, M., & Kaur, A. (2023). Relationship between employee empowerment, performance, motivation and job satisfaction.
- Khalid, K., & Nawab, S. (2018). Employee participation and employee retention in view of compensation. *Sage Open*, 8(4), 2158244018810067.
- Khan, M. N., Faraz, A., Jamal, A. B., Craig, S., Ilyas, W., Ahmad, F., ... & Riaz, W. (2021). A study to see the effect of social media usage among healthcare providers. *Cureus*, 13(7).
- Khandelwal, A., & Shekhawat, N. (2018). Role of talent retention in reducing employee turnover. *Available at SSRN 3186397*.
- Kurdi, B., & Alshurideh, M. (2020). Employee retention and organizational performance: Evidence from Romanian Companies on the Effect of Corporate Social Responsibility on Employee Satisfaction. In *International Conference on Business Excellence* (pp. 139-152). Cham: Springer Nature Switzerland.
- Lal, A., Tharyan, A., & Tharyan, P. (2020). The prevalence, determinants and the role of empathy and religious or spiritual beliefs on job stress, job satisfaction, coping, burnout, and mental health in medical and surgical faculty of a teaching hospital: A cross-sectional survey. *La Revue de medecine interne*, 41(4), 232-240.
- Lamane-Harim, J., Cegarra-Leiva, D., & Sánchez-Vidal, M. E. (2023). Work–life balance supportive culture: a way to retain employees in Spanish SMEs. *The International Journal of Human Resource Management*, 34(10), 2074-2106.

- Latham, C. L., Ringl, K., & Hogan, M. (2020). Transforming students' educational experience through cultural mindedness, peer mentoring, and student input. *Journal of Nursing Education, 59*(4), 194-202.
- Lin, C. Y., & Huang, C. K. (2021). Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction. *International Journal of Manpower, 42*(3), 409-423.
- McGrath, J. A., Joshua, N., Bess, A. S., & Parkerton, T. F. (2019). Review of polycyclic aromatic hydrocarbons (PAHs) sediment quality guidelines for the protection of benthic life. *Integrated environmental assessment and management, 15*(4), 505-518.
- Mellander, C., & Florida, R. (2021). The rise of skills: Human capital, the creative class, and regional development. *Handbook of regional science, 707-719*.
- Mitchell, A., & Rich, M. (2020). Business School Teaching of Research Methods—A Review of Literature and Initial Data Collection for Undergraduate Business School Students. *Electronic Journal of Business Research Methods, 18*(2), pp100-114.
- Muchiri, M. K. (2019). *Effect of In-Store Promotion On Consumer Purchase Behaviour In Multinational Supermarkets In Nairobi City County* (Doctoral dissertation, University of Nairobi).
- Mugenda, N. G. (2023). *Asset Pricing Risk Premia, Investor Sentiment and Stock Returns in Kenya* (Doctoral dissertation, JKUAT-COHRED).
- Mukoya, E. M., & Sasaka, P. S. (2021). The Influence of Stakeholder's Collaboration on Sustainable Corporate Social Responsibility on Manufacturing Companies Affiliated to Kenya Association of Manufacturers in Mombasa County, Kenya. *International Journal of Advanced Research and Review, 6*(2), 19-28.

- Munteanu, A. I., Bibu, N., Nastase, M., Cristache, N., & Matis, C. (2020). Analysis of practices to increase the workforce agility and to develop a sustainable and competitive business. *Sustainability*, *12*(9), 3545.
- Murtiningsih, R. S. (2020). The Impact of Compensation, Training & Development, and Organizational Culture on Job Satisfaction and employee Retention. *Indonesian Management and Accounting Research*, *19*(1), 33-50.
- Nabi, M. N., Ahmed, A. A. T., & Rahman, M. S. (2017). The empirical study on human resource management practices with special reference to job satisfaction and employee turnover at Investment Corporation of Bangladesh. *Human Resource Management Research*, *7*(1), 54-64.
- Nam, Y. S. (2022). *The study of work-related stress among law enforcement personnel* (Doctoral dissertation, University of Minnesota).
- Nanda, A., Soelton, M., Luiza, S., & Saratian, E. T. P. (2020, February). The effect of psychological work environment and workloads on turnover interest, work stress as an intervening variable. In *4th International Conference on Management, Economics and Business (ICMEB 2019)* (pp. 225-231). Atlantis Press.
- Narayanan, A., Rajithakumar, S., & Menon, M. (2019). Talent management and employee retention: An integrative research framework. *Human Resource Development Review*, *18*(2), 228-247.
- Ndinya, M. K., Nzulwa, J., & Kwena, R. O. N. A. L. D. (2017). Factors affecting employee retention in nongovernmental organizations in Nairobi County, Kenya. *The strategic journal of business and change management*, *4*(2), 496-509.

- Ndirangu, Z. W., Njoroge, D., & Kamau, S. (2022). Effects Of Labor Relations Strategies On Employee Retention Among Medical Practitioners In The County Governments In Kenya: A Case Study Of Kirinyaga County.
- Ng'ang'a, M. M. (2019). *Effect of human resource management practices on employee retention in Kenya Women Finance Trust, Nairobi* (Doctoral dissertation, Maseno University).
- Nikmah, F., Indrianti, T., & Pribadi, J. D. (2020). The effect of work demand, role conflict, and role ambiguity on work-family conflict (impact of work from home due to the COVID-19 pandemic). *Journal of Family Sciences*, 5(2), 92-102.
- Omar, M. K., Aluwi, A. H., Fauzi, M. W. M., & Hairpuddin, N. F. (2020). Work stress, workload, work-life balance, and intention to leave among employees of an insurance company in Malaysia. *International Journal of Business, Economics and Law*, 21(2), 70-78.
- Ooi, J. Y. (2023). *“Era with war of talent”: Impact of HRM practices on employee retention among Malaysian SMEs* (Doctoral dissertation, UTAR).
- Osman, O., & Muathe, S. M. (2021). Performance of commercial banks in Kenya: does market entry strategies matter? *Journal of Business and Management Sciences*, 9(3), 123-129.
- Otten, S., Candela, A. G., de Araujo, Z., Haines, C., & Munter, C. (2019). Geometry, Measurement, Statistics, and Probability. *North American Chapter of the International Group for the Psychology of Mathematics Education*, 332.
- Parthasarathy, R., Monette, C. E., Bracero, S., & S. Saha, M. (2018). Methods for field measurement of antibiotic concentrations: Limitations and outlook. *FEMS microbiology ecology*, 94(8), fiy105.
- Perrigino, M. B., Dunford, B. B., & Wilson, K. S. (2018). Work–family backlash: The “dark side” of work–life balance (WLB) policies. *Academy of Management Annals*, 12(2), 600-630.

- Phiri, J., Malec, K., Sakala, A., Appiah-Kubi, S. N. K., Činčera, P., Maitah, M., ... & Otekhile, C. A. (2022). Services as a Determinant of Botswana's Economic Sustainability. *International Journal of Environmental Research and Public Health*, 19(22), 15401.
- Pittino, D., Visintin, F., Lenger, T., & Sternad, D. (2016). Are high performance work practices really necessary in family SMEs? An analysis of the impact on employee retention. *Journal of Family Business Strategy*, 7(2), 75-89.
- Priya, K. L., Kypa, M. S. C. R., Reddy, M. M. S., & Reddy, G. R. M. (2020, June). A novel approach to predict diabetes by using Naive Bayes classifier. In *2020 4th International Conference on Trends in Electronics and Informatics (ICOEI) (48184)* (pp. 603-607). IEEE.
- Prysmakova, P., & Lallatin, N. (2023). Perceived organizational support in public and nonprofit organizations: Systematic review and directions for future research. *International Review of Administrative Sciences*, 89(2), 467-483.
- Qasim, A., & Saleem, F. (2022). Impact of Human Resource Management Practices on Employee Retention in Education Sector of Hazara Division Pakistan. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), 307-317.
- Saunders, C. A. (2021). *The Effects of Leadership Styles on Employee Turnover: A Quantitative Analysis* (Doctoral dissertation, Northcentral University).
- Sinha, S., Likheshbhai Momaya, H., & Nidhi Kamleshkumar, P. (2022). Study on employees retention strategies and its impact assessment for selected companies in Vadodara. *International Research Journal of Modernization in Engineering Technology and Science*, 4.

- Sloman, G. M. (2010). *Training paraprofessionals to implement the picture exchange communication system (PECS)*. University of Florida.
- Sobhani, F. A., Haque, A., & Rahman, S. (2021). Socially responsible HRM, employee attitude, and bank reputation: the rise of CSR in Bangladesh. *Sustainability*, *13*(5), 2753.
- Stamolampros, P., Korfiatis, N., Chalvatzis, K., & Buhalis, D. (2019). Job satisfaction and employee turnover determinants in high contact services: Insights from Employees' Online reviews. *Tourism Management*, *75*, 130-147.
- Swamy, C. J., Nagesh, P., & Nanjundeswaraswamy, T. S. (2019). Factors Effects on employee retention in manufacturing firms. *International Journal of Engineering and Advanced Technology (IJEAT)*, *9*(1), 4667-4672.
- Syahreza, D. S., Lumbanraja, P., Dalimunthe, R. F., & Absah, Y. (2017). Compensation, employee performance, and mediating role of retention: A study of differential semantic scales.
- Thompson, E. M. (2023). *Relationship Between Opportunity for Advancement, Salary/Pay, and Retail Salesperson Turnover Intentions* (Doctoral dissertation, Walden University).
- Uakarn, C., Chaokromthong, K., & Sintao, N. (2021). Sample size estimation using Yamane and Cochran and Krejcie and Morgan and Green formulas and Cohen statistical power analysis by G* power and comparisons. *Apheit Int J*, *10*(2), 76-88.
- Uddin, M. (2021). Addressing work-life balance challenges of working women during COVID-19 in Bangladesh. *International Social Science Journal*, *71*(239-240), 7-20.
- Van Zyl, R. (2019). *Development and evaluation of a wellbeing structural model for health sciences students* (Doctoral dissertation, Stellenbosch: Stellenbosch University).
- Vitomir, J., Radonić, M., & Popović, S. (2021). The Effect of Public Finance Control on the Improvement of Work of Internal Auditors in Enterprises Founded by the Local Self-

- government Units on the Example of the Republic of Serbia. *Lex localis-Journal of Local Self-Government*, 19(2).
- Wanjiku, N. D., Musinya, F. D., Mwiti, J., Dida, H. H., & Magambo, J. K. (2022). *Human Resource Management*. Cari Journals USA LLC.
- Whysall, Z., Owtram, M., & Brittain, S. (2019). The new talent management challenges of Industry 4.0. *Journal of management development*, 38(2), 118-129.
- Wulandari, E. T., & Nawangsari, L. C. (2021). The effect of green human resources management on sustainability business companies (case study on employee claim department PT. Prudential Life Assurance). *European Journal of Business and Management Research*, 6(1), 238-242.
- Yousuf, S., & Siddiqui, D. A. (2019). Factors influencing employee retention: A Karachi based comparative study on IT and banking industry. *Yousuf, S. and Siddiqui, DA (2019). Factors Influencing Employee Retention: A Karachi Based Comparative Study on IT and Banking Industry. International Journal of Human Resource Studies*, 9(1), 42-62.
- Zhang, X., Yin, W., Yang, M., Ai, T., & Stoter, J. (2018). Updating authoritative spatial data from timely sources: A multiple representation approach. *International journal of applied earth observation and geoinformation*, 72, 42-56.
- Zhao, H., Liu, Z., Zhang, S., Xiao, F., Liu, M., Li, R., ... & Xu, C. (2022). The compensation incentive effect of athletes: A structural equation model. *Frontiers in Psychology*, 13, 1034855.
- Zulmi, M. M., Prabandari, S. P., & Sudiro, A. (2021). Inclusive Human Resource Management (HRM) practices for employees with disabilities as an effort to manage diversity. *Studies of Applied Economics*, 39(12)

APPENDIX I: Data Collection Tool

SECTION A:

1. Gender

Male [] Female []

2. Age

18-27 [] 28-37 [] 38-47 [] 48-57 [] 58 & above

3. Highest level of Education.

Secondary [] Diploma [] Undergraduate [] Post graduate []

4. How long have you worked for this organization?

a. 0-1years [] b. 1-5 years [] c. 5-10years []

SECTION B:

1. Training & Development.

Please tick the extent to which you agree or disagree with the following statements regarding effect of Training & Development. Rate your response on a scale of five units whereby: 1= Strongly Disagree, 2= Disagree, 3= Neutral 4= Agree, and 5=Strongly Agree.

Training

	Statements	1	2	3	4	5
1	Job rotation is encouraged in the organization.					
2	The company offer employee coaching to identify employee strengths.					
3	Mentoring programs have helped identify employee skills.					
4	Job rotation in department has enhanced teamwork.					
5	The company has clear work schedules for each employee.					

2. Work life Balance.

Please tick the extent to which you agree or disagree with the following statements regarding Work life balance on employee. Rate your response on a scale of five units whereby: 1= Strongly Disagree, 2= Disagree, 3= Neutral 4= Agree, and 5=Strongly Agree.

		1	2	3	4	5
	Statements					
1	The organization has work schedule breaks to avoid long working hours per day.					
2	Employees satisfaction with time for personal activities and work.					
3	Employees experience Burn outs due to conflicts between work and personal life.					
4	The Company have programs to support work life balance.					
5	The organization provide Flexible for working schedules.					

3. Compensation & Reward Management.

Please tick the extent to which you agree or disagree with the following statements regarding effect of Compensation & Reward management. Rate your response on a scale of five units whereby: 1= Strongly Disagree, 2= Disagree, 3= Neutral 4= Agree, and 5=Strongly Agree.

	Statements	1	2	3	4	5
1	Appropriate methods are used to determine job promotions in this organization.					
2	Employees are rewarded according to the value they create.					
3	Bonus payments are linked to achievement of financial targets.					
4	Employees are familiar with the reward system.					
5	Reward is unbiased and fair.					

Stress Management.

Please tick the extent to which you agree or disagree with the following statements regarding effect of Stress Management. Rate your response on a scale of five units whereby: 1= Strongly Disagree, 2= Disagree, 3= Neutral 4= Agree, and 5=Strongly Agree.

	Statements	1	2	3	4	5
1	Employees experiencing stress at place of work.					
2	Employees handling of workloads given.					
3	Availability of tools to manage stress by the employees.					
4	Extend of communications channels in helping stress related issues.					
5	Availability of stress relieving breaks during the week.					

5. Employee Retention.

Please tick the extent to which you agree or disagree with the following statements regarding effect of Employee Retention. Rate your response on a scale of five units whereby: 1= Strongly Disagree, 2= Disagree, 3= Neutral 4= Agree, and 5=Strongly Agree.

	Statements	1	2	3	4	5
1	Existing regulations in place allowing internal advancement, which are successfully implemented.					
2	The organization’s employees are highly motivated.					
3	The company puts more efforts to retain talented employees.					
4	Employees leaving the organization most frequently.					
5	Regular employees survey on job satisfaction.					
6	The company invests in its employees.					
7	The organization involving employees on decision making.					

Thank you for participating

APPENDIX II: WORKPLAN

Activity	JAN 2024	FEB 2024	MAR 2024	APR 2024	MAY 2024	JUN 2024	JUL 2024	AUG 2024	SEP 2024	OCT 2024	
Proposal writing											
Proposal presentation											
Proposal Corrections											
Data Collection											
Data Analysis											
Report Writing											
Report Submission											

APPENDIX III: RESEARCH BUDGET

Item	Quantity	Cost (kshs)	Total (kshs)
1 Personnel	1	@5,000.00	@5,000.00
2.Tools			
Photocopying papers	2reams	@800.00	1,600.00
Ball pens	4	@25.00	100.00
Airtime	1 card	@1000.00	1,000.00
WIFI	Monthly	@2,500.00	2,500.00
3.Travel Expenses			
Field Assistants			10,000.00
4.Data Analysis			5,000.00
Statistical Analysis			
5.Report Preparation			
Typing, Printing & Binding			5,000.00
Total Amount			30,200.00

APPENDIX IV: SUPERMARKETS IN NAIROBI COUNTY.

1. Tumaini Supermarkets.
2. Tuskys Supermarket
3. Naivas Supermarkets
4. QuickMatt Supermarkets
5. Satellite Supermarkets
6. Chandarana Supermarkets Limited.
7. Eastmatt Supermarkets.
8. Cleanway supermarket.
9. Continental Supermarket
10. Buruburu Minimart.
11. Jaza Supermarket Donholm.
13. Karen Supermarket
14. Mesora Supermarket
15. Muthaiga Mini-market Ltd.
16. G-Mart Supermarket.
17. Cleanshelf Supermarket.
18. Village Market Supermarket

19. Maathai Supermarkets.

20. Woolmart Supermarket.