

**ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
EMPLOYEES' RETENTION IN THE NATIONAL MUSEUM OF
KENYA AND KENYA NATIONAL ARCHIVES HEADQUARTERS**

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DECLARATION

I declare that this Dissertation is my original work and has 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 is duly acknowledged.

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ABSTRACT

The Research purposed to establish the role of HRM practices on employees' retention in the NMK and KNA, Headquarters. The study adopted descriptive research design to conduct investigation, with a sample of 257 participants being arrived at and will be selected using stratified sampling. The first objective of the study sought to establish the role of recruitment process on employees' retention, showing that when recruitment practice is considered individually, there is high impact of 0.516 on employee's retention and when used with other practices, the impact is at 29.1% (0.291). The second objective determined the role of performance management practices on employees' retention, showing performance management to influences employee's retention by 0.556, and when considered together with other HRM practices improve retention by 15.4% (0.154). The third objective sought to find out the role of reward practices employees' retention, showing reward practices to improve employees' retention by 0.668 and when implemented together with other practices contributes up to 49.3% of employees' retention. Finally, the study established the role of training and development practices on employees' retention, showing up to 0.582 relationship with employee's retention and together with other practices, implementation of specific training and development practices contributes up to 35.3% of employees' retention. The study addressed the objectives of the study, showing that HRM practices like recruitment, performance management, training and development and reward to play a critical role in improving employees' retention. Therefore, the regression model that can improve the employee's retention in the ministry of culture, mainly KNA and NMK where data was collected is: $\text{Employees Retention} = 0.922 + 0.291 \text{ Recruitment Practices} + 0.154 \text{ Performance Management Practices} + 0.353 \text{ Training and Development Practices} + 0.493 \text{ Reward Practices} + \epsilon$. The study recommended that great emphasis be given to reward practices, followed by training and development practices, recruitment practices and performance management practices based on their order of influence on employees' retention.

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DEDICATION

I dedicate this Dissertation to my family, friends and Supervisor for the roles and support they have been giving me while I am working on my Dissertation.

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ACRONYMS AND ABBREVIATIONS

HRM – Human Resource Management

KNM- Kenya National Museum

NMK- National Museum of Kenya

KNA-Kenya National Archives

IT- Information Technology

HQ- Headquarters

SET- Social Exchange Theory

SPSS- Statistical Package for the Social Sciences

OPERATONAL DEFINITION OF TERMS

Human Resource Management practices: Are planned policies and strategies by organizations in ensuring that the human capital effectively and efficiently contributes towards the achievement of organizational strategy and objectives (Bratton & Gold, 2017).

Recruitment practices: The process of bringing new workforce in the organization as a way to address the employment needs (Amaehi, 2014).

Performance management practices: The process of identifying, evaluating, improving and rewarding employees for their performance (Mondy et al., 2005).

Reward Practices: Cumulative compensation and benefits both non-financial and financial rewards payable to employees for services they offer (Mondy et al., 2005).

Training and development practices: Training and development are the formal activities that organization undertake to help its employees to acquire needed experience and skills to perform the present job or meet the future job requirements (Mondy et al., 2005).

Employees Retention: Is employee's willingness and ability to stay and work in the organization for a longer period of time (Bratton and Gold, 2017).

Turnover Rate: number of employees at the beginning of the year minus the number of employees leaving the organization and doing the average turnover after specific period (Nor, 2013).

Job Satisfaction: feeling of enjoyment or fulfilment derived from the job rises as employees becomes satisfied with what they are doing (El-Ghalayini, 2017).

Presenteeism: Is employees being present but are not performing to their full potential (Ahmmad, 2017).

Absenteeism: The trend by employees to be out of work without good justification (Ahmmad, 2017).

CHAPTER ONE

INTRODUCTION

Chapter one provides background of the study seeking to establish the role of Human Resource Management practices on employee's retention. In this chapter, the background of Human Resource Management practices from different perspectives is provided, followed by the problem statement, research objectives and questions as well as scope and justification of the study.

1.1. Background of the study

1.1.1. Concept of Employees Retention

Bratton and Gold (2017) define Employees' retention/employee retention as an employee's retention in the organization for a longer period of time. Past research has shown that employees leave the organization due to frustrations, frictions with HRM, and inability to perform their tasks due to lack of needed skills. The retention of employees in the organization is measured in different literature through the period employees have stayed in the organization called turnover rate. For example, Studies by Ramki (2015), Oaya et al. (2017) and Nyanjom (2013) measured employees' retention in terms of the rate at which employees live organization by looking at how long on average employees stay. This is calculated as the number of employees at the beginning of the year minus the number of employees leaving the organization and doing the average turnover after specific period. For instance, Nor (2013) study measured turnover by evaluating number of employees who left organization within six months or one year relative to the number of employees hired. This helped know the extent to which employees stayed the organization after being hired and the number of opportunities that existed due to employees leaving the organization.

However, in addition to Turnover Rate as measure of employees' retention, other measures were used. Studies by Rondeau and Wagar (2016), El-Ghalayini (2017) and Nawaz,

(2016) measured employees' retention using employees' behaviour which include absenteeism, presentism and job satisfaction. Looking at the aspect of Job Satisfaction El-Ghalayini (2017) highlighted that the feeling of enjoyment or fulfilment derived from the job rises as employees becomes satisfied with what they are doing. When employees are satisfied and feel enjoyment working for a given organization, then they tend to be retained for longer than employees who are not satisfied. Therefore, El-Ghalayini (2017) empirical review used job satisfaction as measure of employee's retention on the basis that when employees are satisfied, they will work longer in the organization.

Furthermore, in relation to the aspect of absenteeism, the study by Ahmmad (2017) reviewed employees' retention as measured through absenteeism which entails the trend by employees to be out of work without good justification. Rondeau and Wagar (2016) study in justifying the use of absenteeism as a measure of employee's retention highlighted that the reasons employees ask for unjustified sick leave or even fail to attend work for no reason is due to low job motivation. When employees are not motivated with what they do, then they tend to look for other alternatives and may even be absent looking for jobs or waiting for opportunity to leave the organization. However, for very strict organizations that do not allow unjustified absenteeism, Ahmmad (2017) noted a trend of employees being present but are not performing to their full potential which is known as presenteeism. Specifically, McCollum et al. (2018) noted that when incompetent employees are hired in the organization or when the workers are not motivated with what they do, they tend to be in the workplace but fail to function fully. Some of the factors that may contribute to this is poor performance management, poor compensation or even being overworked when they have no adequate training or capacity to work. Therefore, the measures used to determine employees' retention in the present study are turnover rate, job satisfaction, absenteeism and presenteeism.

1.1.2. Human Resource Management Practices

Human resources also referred to as human capital is critical organizational assets that are used to achieve the competitive advantage of firms. According to Sparrow, Ferndale, and Scullion (2013), in competitive environment, marked by demographic challenges, deregulations, and local and global competition, employees are considered as greatest assets due to their role in ensuring that the firm remains competitive amid these dynamics. However, one challenge that the organizations change is how to improve retention of employees in the organization. The problems triggering this challenge include the cut-throat competition as firms compete to attract best talent and employees need for career growth and the fact that they may get better opportunities elsewhere.

Flynn, and Mellon (2016) identified that just as in the private sector, the public sector is becoming more and more competitive because the society is turning to become knowledge-based and thus they tend to scrutinize the effort by the public sector and government institutions. At the same time, knowledge-based society means that employees tend to seek opportunities where they feel satisfied and motivated and thus, when working in public service where the practices do not create the retention in the organization, they tend to look for other opportunities where the work can be more fulfilling (Kuranchie-Mensah & Amponsah-Tawiah, 2016). For this reason, Ahammad (2017) added that the role of Human Resource Management (HRM) in the Public Sector such as state corporations is becoming increasingly important mainly in retaining employees and ensuring that this workforce performs their duties effectively. This is because just as the strength of the nation is dependent on the productivity of the public sector organization (Misau, Al-Sadat & Gerei, 2010), the well-being of the citizen visiting the NMK and the economic growth of the State Corporation and competitiveness depends on the properly trained and motivated workforce.

While there are various strategies used to increase employees' retention in the organization, one of these strategies is the use of HRM practices that have been employed in the past to enhance the employees' retention the organization. HRM practices are planned policies and strategies by organizations in ensuring that the human capital effectively and efficiently contributes towards the achievement of organizational strategy and objectives (Bratton & Gold, 2017). In the light of this, there are different practices that former literature has identified to play a critical role in the retention of employees. These practices are compensation/reward practices whose goal is to ensure that attractive reward is given to employees as compensation for their effort and is responsible for attracting and retaining the workforce (Nor, 2018). Performance management/appraisal on the other hand focus on determining the weaknesses and strengths of employees to ensure that effective training and development practices are in place to ensure that employees have the skills to perform high-level tasks. However, in addition to these practices, recruitment and selection practices concern bringing on board highly skilled talent that can perform the needed tasks. The significance of such practices like recruitment and selection is increasing the employee's capacity to perform the assigned tasks thus reducing situations associated with absenteeism and presentism which are associated with employees' retention (Gerich, 2019).

Both local and international/global studies have shown that employees' retention is directly related to the HRM practices which play an important role in increasing retention by employees as shown in the next section.

1.1.3. HRM Practices and Employees Retention Globally and Regionally

Studies from different fields that show the role of HRM practices in enhancing the retention of employees in the Organization. Globally, the study by Rondeau and Wagar (2016) established how human resource practice reduces employee turnover among Canadian Nurses. The study found that implementation of practices such as compensation, performance management, and

training and development among 2,208 nurses improved their quality of life thus enacting their retention through high job satisfaction, low levels of presentism, and absenteeism (Rondeau and Wagar, 2016).

Another study conducted in Pakistan by Nawaz (2016) involving 270 employees from Private Universities in Pakistan identified that performance appraisal, appropriate recruitment and selection as well as career development through training and development reduced turnover intention. Nawaz (2016) study also found work-life balance and organizational commitment to mediate the retention of employees as they showed employees job commitment and satisfaction thus reducing the associated cases of employees' presentism and absenteeism. Indeed, among these employees, their key concern was career growth and ability to live a fulfilling life, and thus, to these employees, HRM strategies played a deterministic role in employees' turnover intention.

Unlike Nawaz (2016) and Rondeau and Wagar (2016) studies that did not directly focus on the public sector, the study by El-Ghalayini (2017) focused on the HRM practices in public sector organization. A cross-sectional study involving international government organizations In Kuwait Found HRM practices to be critical in affecting the employees' attitude towards tasks assigned which was also directly related to the job performance of the employees and their retention in the organization. Although El-Ghalayini (2017) failed to identify the specific HRM practices and relationship with presentism and absenteeism, it was evident from this study that HRM practices played a critical role in improving the effectiveness of employees towards work and positive attitude which in this case can be associated with a reduction of absenteeism and presentism.

Regionally, several studies have been conducted seeking to find out the role of HRM practices on turnover intentions. For example, Amaushi (2014) study reviewed the role of HRM practices on employees' retention in manufacturing industries in Nigeria. The study involving

184 employees from the Southern Region of China found that implementation of HRM practices such as training and development, performance appraisal, and rewards impacted positively the employees' retention which was measured in terms of job satisfaction and longevity of employees in the organization (Amaushi, 2014). However, this study did not show any link between recruitment and selection with employees' turnover as well as HRM practice with employees' absenteeism and presentism.

However, unlike Amaushi (2014), Erturk (2014) reviewed the influence of HRM practices, social exchange, and trust on turnover intention among public IT professionals in Uganda. The study conducted among 197 IT professionals from the public sector found fair rewards, recognition from performance management, and opportunities for career development provided by the public sector to play a critical role in the employee's retention. While trust in the public sector management and social exchange moderated the role of HRM practices, the study found HRM practices to be critical in retaining the workforce.

1.1.4. HRM Practices and Employees Retention in Kenyan

In Kenya, several studies have been carried out showing the relationship between HRM practices and employee turnover intention. For example, Aluko (2019) established the relationship between HRM and turnover intention in Pharmaceutical Manufacturing firms located in Nairobi County. The study conducted among 200 employees in pharmaceutical firms identified compensation, performance management, and employee relations to be positively related to job satisfaction, employees well beings and reducing the intention by employees to leave. However, in addition to the study failing to show the relationship between training and development and the selection and recruitment with retention of employees, Aluko (2019) also failed to show the role of HRM practices on absenteeism and presentism.

Oigo (2017) on the other hand focused on the Influence of human resource management practices on employee satisfaction in public sugar manufacturing firms in Kenya. This study

conducted using a sample size of 219 found that employee practices such as performance appraisal, recruitment practices, training practices, rewarding management, and talent management impact highly on employee job satisfaction. Furthermore, the findings also showed that when workers are well trained and compensated and workers acquired from very talented recruits, then their job performance was improved and productivity improved evidence that cases of presentism were not common (Oigo, 2017).

In addition to Aluko (2019) and Oigo (2017) studies, other local studies that identified the role of HRM practices on employee's retention were Makhamara (2017) focusing on public hospitals in Kenya, Nyanjom (2013) on state-owned corporations in Kenya and Kamau (2013) on the effect of fringe benefits as HRM practice on the productivity of employees in the public sector. The studies in consensus found that the key HRM practices such as recruitment and selection, performance management and rewards as well as employee development to impact job satisfaction and performance of employees. However, one limitation of the previous local studies is they did not link HRM practices with absenteeism and presentism.

1.1.5. The National Museum of Kenya and Kenya Archives

The National Museums of Kenya (NMK) or Kenya National Museum (KNM) and the Kenya National Archives (KNA) fall under the category of Ministry of Culture. NMK and Kenya Archives together plays a critical role in storage of Kenyan cultural heritage and act as tourist attraction centre for both local and global tourists.

First, NMK is a state corporation established by an Act of Parliament, the Museums and Heritage Act 2006. NMK is a multi-disciplinary institution whose role is to collect, preserve, study, document and present Kenya's past and present cultural and natural heritage. This is for the purposes of enhancing knowledge, appreciation, respect and sustainable utilization of these resources for the benefit of Kenya and the world, for now and posterity. NMK's mutual concern for the welfare of mankind and the conservation of the biological

diversity of the East African region and that of the entire planet demands success in such efforts (Nairobi National Museum, 2021). In addition, NMK manages many Regional Museums, Sites and Monuments of national and international importance alongside priceless collections of Kenya's living cultural and natural heritage. As an institution that must respond to the growing needs of the society, NMK is striving to contribute in a unique way to the task of national development.

KNA on the other hand is registered and governed by The Public Archives and Documentation Services Act, Cap 19 of Kenya laws. KNA offers wide range of services such as preservation, audio visual services relating to national heritage and history, visits, digitization, services to researchers, microfilming, records management and national documentation services (KNA, 2021). Furthermore, what makes KNA unique and important for this study is the need for workforce that is committed, dedicated and versatile to meet the changing market needs for digitization, research room and developing helpful libraries (KNA, 2021). For this reason, retained employees are needed for KNA to ensure that when they are in workplace, they are working as needed, without asking for sick leaves that are not justified and retained in organization for longer to enhance performance consistency and reduce cost of hiring and training.

Specifically, by having HRM practices in the NMK and KNA, then the employees can be motivated to perform their roles (Nairobi National Museum, 2021). The need for conducting a study in NMK and KNA is informed by different projects which are undertaken by this department that required employees' retention to be high. Specifically, projects such as marketing tourism at KNA and NMA require that employees be motivated to stay in the organization for long through different HRM practices that increase their job satisfaction, decrease presentism and absenteeism issues relating to employees' retention. Therefore, this

study intends to understand the role that HRM practices play in employees' retention at NMK and KNA.

1.2. Statement of the Problem

The Public sector departments are increasingly facing challenges relating to the retention of employees. While the devolution of government functions to the local government has increased the level at which the government services reach the intended citizen (McCollum et al. 2018), the major challenge that still faces the departments in state corporations is issues relating to retention of employees. Specifically, some of the long-term projects conducted by the State Department of Culture, commonly known as the Ministry of Culture require that employees stay for long so that the organization can see the outcomes from their work. However, state corporation HRM has faced problem of high turnover rates due to compensation issues where employee's payments are delayed and lack of good compensation and rewards plans and career development (Silva et al., 2019). As a result, the problem of absenteeism and presentism are highly recorded among public sector organizations and the state corporation as employees are not satisfied with what they do. While the intention to leave these state government jobs may not be relatively high, Aluko (2019) noted that the major challenge that the state corporation HRM needs to address in a different department is issues relating to absenteeism and presentism. This is a problem because when the employees are absent or fail to perform as needed, their productivity is low thus negatively affecting the overall achievement of the vision of these departments which the current study intends to solve.

The research gap justifying the need for the study is lack of adequate literature showing how the HRM practices may increase employee's job satisfaction and reduce cases of presentism and absenteeism. International literature has fully covered the issue of HRM practices and employees' turnover intention focusing on employees' satisfaction, employees' absenteeism, and presentism (Rondeau & Wagar, 2016; El-Ghalayini, 2017; Nawaz, 2016), the

problem is that they did not focus on public sector. In the local context, there still exist literature gaps. To the best knowledge of research, studies conducted so far have focused on HRM practices such as performance management, reward and training and development (Kamau, 2013; Nyanjom, 2013, Agoi 2017; Aluko, 2019), they failed to clearly show how recruitment and selection play important role in employee's retention and did not show the role of HRM practices on employees' absenteeism and presentism. As such, there is presently no empirical evidence showing that implementation of HRM practices may increase employee job satisfaction, and reduce cases of presentism and absenteeism. Given that non-performance of state corporation duties by employees is one challenge that faces the public sector HRM, such non-performance may be reflected in presentism and absenteeism issues of employees that are directly linked with poor performance and failure to realize the state corporation vision in Kenya to offer efficient and high-quality services to its Citizen. This is one problem which Aluko (2019) identified to have affected the performance of the state corporations mainly due to lack of mechanisms to retain employees and enhance the job performance of employees.

Therefore, this study intends to address the research problem and identified research gap by looking at the role of HRM practices on employee's retention. Such findings formed the basis for a recommendation on how HRM practices can be used by the Ministry of Culture from the investigation of both NMK and KNA increase the retention of employees and reduce cases of absenteeism and presentism.

1.3. Research Objectives

The purpose of the study is to establish the role of HRM practices on employees' retention in the KNA and NMK, Headquarter (HQ). Informed by this purpose, the specific objectives of the study are:

- i. To establish the role of recruitment process on employees' retention in the KNA and NMK, HQ.

- ii. To determine the role of performance management practices on employees' retention in KNA and NMK, HQ.
- iii. To find out the role of reward practices employees' retention in KNA and NMK, HQ.
- iv. To establish the role of training and development practices on employees' retention in KNA and NMK, HQ.

1.4. Research Questions

The general research question is “What is the role of Human Resource Management Practices on employees' retention in National Museum of Kenya and Kenya National Archives , HQ? Informed by this general question, the specific research questions are:

- i. How is recruitment practices related to employees' retention in the KNA and NMK, HQ?
- ii. What is the relationship between performance management practices and employees' retention in KNA and NMK, HQ?
- iii. Can reward practices enhance employees' retention in KNA and NMK, HQ?
- iv. Are training and development practices effective in enhancing employees' retention in KNA and NMK, HQ?

1.5. Significance of the Study

The significance of the study to theory and practice justifies the reason to conduct the current studies. In theory, the research has two significances. Firstly, the research is important to scholars and students in the area of HRM. It is the role of HRM to ensure that the best talents are retained in the organization. As such, by conducting this study, scholars, and students in the area of HRM can understand the different HRM practices that can be used in retaining employees. Secondly, the study is important to knowledge and existing theory in HRM practices and employees' retention. Specifically, by conducting the study, the researcher can

enrich knowledge in this field of HRM practices and employee retention by focusing on NMK and KNA a state corporation in the Ministry of Culture, in Nairobi, Kenya.

In practice, the study has also two significances that justify this study. Firstly, the study is directly important to the Ministry of Sport and specifically HR Managers at NMK and KNA HR manager because, through this study, the manager can understand the key practices that can be implemented in retaining the workforce in the KNA and NMK in its headquarters. Secondly, the policymakers such as HRM managers from other organization, other state corporations can benefit from the study as they can learn the different policies that can be put in place to ensure that HRM practices are implemented in the organization due to their role in increasing the retention of employees.

1.6. Scope of the Study

The Scope of the study is employees working in the NMA and KNA HQ (Google Arts and Culture, 2021; Nairobi National Museum, 2021; KNA, 2021). The NMK and KNA, are both situated in Nairobi town and form the target population, an adequate sample was selected to take part in the primary study seeking to understand the role of HRM practices on their retention. To do this, the study concentrated on the stated research objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1.Introduction

Chapter two provides literature review on the study Finding out the role of HRM practices on employees' retention. To address this research purpose and the research problems, the chapter is guided by the four key research objectives. The chapter is structured as follows. First, theoretical review is provided showing theories underlying the study with their significance to the study. Secondly, an empirical review is provided linking various hypothesized variables as guided by research objectives. Further, the conceptual framework of the study is reviewed showing relationship between variables. Finally, operationalization of variables shows how each variable in the study is conceptualized.

2.2.Theoretical Review

This section discusses the theories that underlie the study showing their significance and applicability to the study. These theories include: Herzberg Two Factor Theory, Stacy Adam's Equity Theory and Social Exchange Theory.

2.2.1. Herzberg Two Factor Theory

Frederick Herzberg developed the two-factor theory in 1959, which propose that employees can be motivated through motivator and hygiene factors. As viewed by Herzberg, there are certain content of job that employees find satisfying or dissatisfying experience with them (Lo, Lin & Hsu, 2016). These factors are called satisfiers or motivators and include recognition, achievement, work itself, responsibilities, growth and advancement. It is also stated by Herzberg theory that factors that are non-job related can also cause an experience that is dissatisfying among the employees. Such factors include salary, company policy and supervision style (Chiboiwa et al., 2010).

Using the Herzberg theory, it is possible to therefore retain employees by motivating them and also addressing the key dissatisfiers which the Human Resource is required to address in order to maximize factors increasing satisfaction while at the same time minimizing those factors that can lead to dissatisfaction. For example, the study by Dartey-Baah and Amoako (2011) identified that when employees are satisfied with what they do, then they are more likely to be retained for longer in the organization. In agreement with two factor theory, Lundberg et al. (2009) further explained that employees are concerned with how the organization support their career growth and development and provide promotional opportunities that would make employees feel recognized and have sense of achievement. The key HR practices that promote such sense satisfiers is training and development practices that allow employees to grow career wise and also handle tasking jobs in the organization. Furthermore, performance management practices including equality in performance review, recognition and promotion from performance review can help retain employees because they satisfy them and thus increasing chances of retaining employees (Lo et al., 2016). This makes the Herzberg satisfier factor critical for this theory because it is through performance management and training and development that employees get satisfied with what they do, they are less likely to be absent and when at workplace, the cases of presentism may tend to be minimum.

The, hygiene factors such as style of supervision and company policy can be address through appropriate payment as well as good recruitment strategy (Herzberg, 1959). The notion is that when company has good payment and recruitment policies, then the employed workers tend to be more equipped with skills, talent and capabilities needed to perform tasks. As a result, the significant of hygiene factors to this study is that by employing HRM practices such as effective recruitment policy that facilitate attracting best talent and remuneration policy that allows employees to be equally compensated for their efforts increases job satisfaction, improve employee's productivity by reducing presentism and reduce cases of absenteeism

(Ng'ang'a, 2019). Therefore, the Herzberg two factor theory informs the use of HRM practices in promoting employee's retention.

2.2.2. Stacy Adam's Equity Theory

Stacy Adams developed the Adams Equity Theory in 1963 and its purpose was to show relationship between fair treatment of employees and their motivation towards work and organization (Adams, 1963). It premises that because employees do not work in vacuum, they determine between the input they put in what they do and compare with output and thus providing the input-output ratio which they use to compare themselves with others. If there is equal ratio among employees, then the employees perceive equality to exist and feel that they have been treated fairly. This is what employees consider as justice as they would expect that their efforts will equally be compensated, as opposed to when there is inequality in ratio showing that similar input-output by employees generate unequal treatments and employees feel there is no fairness (Kinyili, 2015). The significance of this theory to the study is that it asserts that level of employees' motivation to stay in the organization depends on their perception of being treated fairly and equally based on the effort they put on task compared with their colleagues.

Having identified this, the theory can further help understand how HRM practices such as recruitment, performance management, training and development and remuneration/compensation are important in generating such motivation. For example, from recruitment part, Amaeshi et al. (2014) notes that when fairness and justice is practiced when recruiting workers, then the organization is able to get equally qualified employees and when employees are qualified, then they are able to do their jobs effectively given their quality of talent. Study by Ng'ang'a (2019) identified that fairness and equality in recruitment significantly relate to employee's retention since employees can be absent or be less productive (presentism) when they do not have needed skills and their turnover rate may increase if they

do not have the needed skills. Similarly, Bratton and Gold (2017) noted that performance management and remuneration practices that promote fairness are responsible for promoting equality by ensuring that all employees have fair and equal performance measure and remuneration and promotions are offered based on employee's effort and not merit. As a result, this theory is significant to this study because it shows that when equality is practiced, then employees tend to perform better, reduce their absenteeism rates and increase productivity so that they can get better pay and good job reviews and promotions (Aluka, 2019). Therefore, equity theory has been employed to understand how equality and fairness can be practiced in different HRM practices allowing employees to be motivated to work harder, be more productive with less cases of presentism and absenteeism, and so does the turnover rate reduce as job satisfaction increase.

2.2.3. *Social Exchange Theory*

Social exchange theory (SET) was developed by George Homans in 1958 and first viewed social behaviour as exchange. According to Homans (1958), social exchange is the process of exchange between parties where exchange of one behaviour or action leads to equal exchange in the other party's behaviour. This theory is developed in the premise that loyalty, mutual trust and commitment are developed based on exchange of behaviour between two parties which views social interaction or human behaviour to be influenced by exchange of cost and rewards between two parties. Similarly, Ng'ang'a (2019) identified that there is tendency by employees to continue relationship when they feel that the relationship between employer is trustworthy and terminate it when there is more cost than rewards of doing the work.

In relation to practices of HRM that improve retention, social exchange theory tends to be significant and thus significant to the study. For example, during selection process in the HRM recruitment practices, when employer is able to get best talented and qualified workers who can be able to perform the needed tasks effectively, then they get highly satisfied workers

in what they do and these workers are also less likely to be absent and more likely to be productive (less presentism), as opposed to less competitive workers (Davies & Gould-Williams, 2005). Also, when performance of employees is reviewed with fairness, and employee's rewards and remuneration done in a way that increase employee benefits through better salaries, good bonuses, promotion and better work supervision and performance reviews, then the workers feel that the benefit of working in the organization are high than the cost and tend to stay longer in the organization (Ko & Hur, 2014). Furthermore, perceived work conditions that allow employees to grow career wise, is responsible for increasing employee's retention because employees leave organization to seek better employment opportunities where they can grow career wise. SET is also significant to the study because it shows that negative energy manifested through lateness, absenteeism and presentism exist when the employees feel that the cost is high than benefit of relationship and employees may eventually leave the organization (Ng'ang'a, 2019).

2.3. Empirical Review

2.3.1. The recruitment process and employees' retention

Recruitment and selection practices are identified by Bratton and Gold (2017) to relate to the process of bringing new workforce in the organization as a way to address the employment needs. Amaehi (2014) further viewed recruitment and selection as the process of identifying, contacting and bringing on board competitive workforce with the goal of addressing the job gaps and opportunities in the organization. Past studies have showed relationship between recruitment process and employees' retention. For example, the study by Stephen, Hoffman and Housman (2013) reviewed the impact of hiring on employee's productivity and retention using data from three industries focusing 9 large firms. The study selected workers that were hired using referral bases and taken through interview process and found that when best talents as referred to the organization, their job satisfaction increased with increase in their overall

quality. Stephen et al. (2013) also found that hiring appropriate workers positively related to employee's retention since when employees are experienced, they tend to have low cases of absenteeism. Indeed, similar to these views by Stephen et al. (2013), Nor (2018) identified that when talented workers are hired, then their chances of absenteeism and presentism decrease by 30% compared to those who are not appropriate for the job. However, the weakness of Stephen study is that it did not show relationship between turnover rate and recruitment.

Similarly, In Nigeria, the study by Oaya, Ogbu and Ramilekum (2017) established the impact of selection and recruitment strategy on employees. Although the limitation of the study is that it did not look at role of employees' selection on retention, it showed that appropriate selection process and hiring experienced workers impacted their retention. The study by Oaya et al. (2017) sampled 150 employees from three Multinational firms operating in Lagos Nigeria and Analysed data descriptively and using inferential statistics. The study found that selecting talented workforce who meet job description and satisfaction improved their job performance and reduced cases of presentism where employees are less productive than expected. However, this study by Oaya et al. (2017) did not link selection process with turnover intention.

In Kenyan context, only few studies have established impact of recruitment and selection on employees. Another study by Kepha, Mukulu and Waititu (2014) established the influence of selection and recruitment of employees on employees' performance. The research used descriptive statistics to establish the relationship between recruitment and selection and performance of employees using 256 Research Institute in Kenya employees. Drawing from the government institutions, the study was keen to identify that government institutions are able to retain more employees when it hires and attract experienced workers. Although Kepha et al. (2014) study did not directly look at role of employees' recruitment and selection on retention, the study found that most cases of presentism happens when workers have no ability to perform the assigned tasks and thus tend to do less than expected. Furthermore, when appropriate

workers are hired, the cases of absenteeism reduces and their intention to leave the organization reduce. This scenario can be associated with the study by Nyanjom (2013) which found that when employees are competitive and are able to perform the assigned task, then they tend to stay in the organization for long with no intention to leave.

Further, the study by Janes (2017) looked at the influence of recruitment and selection on employees' retention and performance outcomes. A sample of 639 respondents from family-owned business was interviewed and data analysed using correlation, ANOVA and regression. The findings from Janes (2017) study showed that attracting best talent, using right interviews and hiring most competitive and experienced workers to not only improve the performance outcomes of the organization but to also ensure retention. Although the study did not detail how employee's retention in relation to absenteeism and presentism were related to selection practices, the study showed turnover intention to reduce when right workers were hired while the job satisfaction increased with employee's ability to perform the assigned tasks (Janes, 2017).

Ramri (2015) established the role of recruitment and selection practice on teachers' retention in Nairobi County. Ramki (2015) descriptive study focused on a sample of 128 participants from different primary schools in Nairobi County and used Pearson correlation and regression analysis to understand the relationship between selection practices and employee's retention. The study found selection of best talent, experienced teachers and hiring appropriate teachers for the teaching post to improve retention and reduce turnover intentions. The study by Ramki (2015) also identified absenteeism and cases of presentism where the teachers were in school but did not attend teaching classes to reduce when the right teachers were hired and interviewed appropriately. However, the shortcoming of this study is that it did not focus on national museum employees and did not explain how in the long-run, turnover intention and rates decreased with selection of appropriate, experienced and talented workers.

Miheso, Manyasi and Wanjere (2019) investigated the relationship between recruitment and selection practice on employee's retention among 103 employees in Kakamega SACCOs. The study found selection and recruitment to be best forecast for employees' retention manifested through turnover rate and employees job satisfaction. However, Miheso et al. (2019) found viability of employee's retention to be explained by 24.6% of recruitment and selection practices identifying the need for elaborate recruitment and selection practices to improve retention.

However, unlike Miheso et al. (2019), Mbugua and Kamaara (2017) identified a 77.6% agreement among participants that job satisfaction was enhanced by critical recruitment factors. Mbugua and Kamaara (2017) investigated the recruitment and selection practices used by insurance industry to retain its workforce using a sample of 136 participants. recruitment practices like job analyses, selection based on knowledge, experience and expertise ensured that hired workforce has necessary skills needed increasing job commitment, satisfaction and reducing turnover issues. However, the study found these practices to be less implemented in insurance industry increasing ended for guidelines, rules and culture that support use of recruitment and selection practices.

2.3.2. The performance management practices and employees' retention

Performance management is viewed by Mondy et al. (2005) as the process of identifying, evaluating, improving and rewarding employees for their performance. Specifically, performance management practices relate to the process involving periodic review and evaluation of employee's performance. This is done by evaluating the performance of employees through the set standards against the performance of employees for purposes of recognition, feedback and promotion (Ahmmad, 2017). Different studies have shown relationship between performance management practices and employees' retention.

The study by Pandey and Patel (2020) reviewed how frontline service employees can be retained in the retail industry through performance management practices. A qualitative study was conducted using 30 retail experts who were Human Resource managers in retail industry. The findings from the study showed that employees' retention mainly the turnover rate reduction and job satisfaction was enhanced when employees' performance was evaluated and managed with equality. Following the equality theory, Pandey and Patel (2020) found that retention of employees in terms of absenteeism and presentism would be addressed through balanced feedback systems, appropriate promotions and recognition of good work. Supporting this view, Sparrow et al. (2013) found cases of absenteeism and presentism manifested through reduced productivity to be associated with unfair performance reviews, biased feedback systems and failure to see the value of performance management if performance is not recognized through rewards and promotion. Therefore, Pandey and Patel (2020) and Sparrow et al. (2013) were both of the view that performance management through effective feedback, performance review and promotions were responsible for employees' retention and turnover rate reduction.

A study by Nawaz (2016) established the relationship between human resource management practices on employees' commitment, job stress, and career concern and turnover intention in Pakistani public universities. Although the study did not focus on retention of employees only and performance management, the study showed positive relationship between performance management and retention. The study focusing on a sample of 270 university staff who were issued questionnaire and Partial Least Square two step path modelling used in data analysis showed that the speed in promotion, giving true and non-biased feedback as well as recognition of best performing employees to promote job satisfaction and intention to work in the organization for long. However, Nawaz (2016) did not link performance management practices with employees' absenteeism and presentism.

In Kenya, the study by Ndonge and Genga (2019) established the impact of human resource management practices on employee's retention at Machakos County. A sample of 464 workers at Machakos County offices were issued questionnaires and data analysed using inferential statistics such as correlation and regression. The study found that when performance management was effective in terms of recognizing performance of best performing workers, giving feedback on the performance of workers and promoting the best performance workers reduced cases of presentism, increased job satisfaction and reduced cases of employees' turnover in the county (Ndonge & Genga, 2019). However, the study did not link employees' presentism with performance management practices.

Finally, study by Kinyili (2015) established the role of HRM practices on staff retention in public health of Machakos County. The study used a sample of 782 participants working in different government healthcare facilities in Machakos and mixed methods were used for data analysis and collection purposes. According to the findings from the study, performance management was responsible for promoting retention of employees. Kinyili (2015) had similar views to Kakhamara (2017) study looking at impact of performance management on performance Level five hospitals in Kenya. Performance recognition and promotion were found by Both Kinyili (2015) and Kakhamara (2017) to be responsible for employees reduced turnover rate and job satisfaction. Kakhamara (2017) identified that when employees performance was reviewed with equality and promotions done based on employee's performance, the cases of absenteeism and reduced performance while at workplace were minimal than when such performance management did not satisfy the workers. However, these studies were limited by the fact that they did not focus on National Museum.

However, unlike Kakhamara (2017) study, Kelemba (2017) identified the aspects that increase job satisfaction and performance of workforce within the workplace to address the presentism issues. According to Kelemba (2017) availability of systems of performance

management such as performance consulting, performance evaluation and feedback practices and policies to greatly contribute to employee's retention and performance. However, the limitation of Kelemba (2017) study is that it did not do an in-depth analysis of the specific performance management practices that would retain employees through high job performance and satisfaction.

Nevertheless, contrasting Kelemba (2017), Lillian et al. (211) investigated the performance appraisal systems influence on Ministry of State for Public service on job satisfaction, performance and motivation. Although the study did not focus on retention as dependent variable, Lillian et al. (2011) identified fair and just performance appraisal systems that meet the expectations of employees to motivate workers, reducing absenteeism issues, presenteeism issues and ensuring that workers were satisfied with what they do. However, this study found no significant relationship between performance appraisal and retention.

2.3.3. The reward practices and employees' Retention

Reward practices relate to compensation and benefits which Mondy et al. (2005) define as the cumulative non-financial and financial rewards payable to employees for services they offer. Gerich (2019) sees both financial and non-financial reward to be based on job value, efforts, performance as well as personal contribution towards success of organization and meeting their role and responsibilities. Among most studies of employees' retention, reward practices have greatly been associated with retaining employees. Ko and Hur (2014) studied the impact of employee's benefits, managerial trustworthiness and procedural justice on employees' attitude to work. Although the study did not directly link these benefits with retention of employees the study views relationship between employees and employer as social exchange and compensation for work done to greatly contribute to employees' absenteeism and presentism which in this case relate to fulfilment of employee's duties in office. The study by Ko and Hur (2014) concluded that when employees get benefits such as salaries, wages, and bonuses for

their good performance, they were more satisfied with what they do and the cases of absenteeism reduced.

Further, the study by El-Galayani (2017) reviewed the impact of HRM practices on performance of employees at Kuwait Public service sector. A sample of 505 employees working in different government agencies took part in the quantitative study. The study focused mainly on social services, emergency aid, education and healthcare and data showed reward and compensation to play critical role in retaining employees. In medical services and other government officers that offered social services, El-Galayani (2017) found bonuses and payment of overtime in addition to salaries and wages to improve job satisfaction and reduce turnover rate of the employees. Although the study did not show any relationship between reward and presentism, the study showed that employees worked hard to get bonuses and thus, most employees did not underperform (El-Galayani, 2017).

Another study by Baker-McClearn et al. (2010) reviewed how presentism and absenteeism can be managed through rewards and performance management. The Study by Baker-McClearn et al. (2010) studied nine organizations in UK in both public and private sector and a sample of 125 employees from different public and private sector employees used to conduct mixed research using both qualitative and quantitative methods. The findings from the study showed that rewarding employees by giving bonuses for extemporaneous performance, giving employees benefits in addition to overtime payment reduced presentism while it increased job satisfaction. Furthermore, when employee's turnover intention is high, the employees tend to be absent as they spend this time looking for another job (Baker-McClearn et al., 2010). However, the findings by Baker-McClearn et al. (2010) showed that when employees are well compensated, then they tend to be satisfied with organization which reduce turnover intention, absenteeism and presentism.

In Kenyan context, studies have showed relationship between rewards and retention. For example, the study by Agio (2017) established the impact of HRM practices on employees' satisfaction at public sugar manufacturing firms. A sample of 219 participants were selected from sugar manufacturing firms in Western Kenya and a quantitative study conducted leading to analysis of data using Multiple Regression Analysis method and Correlation analysis. Although the limitation of this study by Agio (2017) is that it did not look at retention, it related job satisfaction with retention. The study found that giving employees bonuses, commission and payment of over-time improved their satisfaction with the work and eventually most of the workers were not absent from work. The study further found that when employees were paid on time, they tended to be motivated to work and did not fail to come to work due to fake sick leave unlike when payments were delayed.

Similar to the view by Agio (2017) Kamau (2013) identified the importance of fringe benefits on productivity of employees in public sector in retaining the workers and improving their productivity. Focusing on a sample of 58 employees from State Department of Water, the qualitative study showed that fringe benefits enhanced productivity of the workers. Although the study by Kamau (2013) did not link fringe benefits with turnover intention, the study found benefits such as overtime, medical cover and educational benefits to improve their productivity, job satisfaction and reduce absenteeism.

Okoth (2015) on the other hand investigated how reward management practices in Communication Authority of Kenya increased retention of employees. Just as early studies by Maritim (2014) focusing on G4S Kenya Limited found reward management practices through work-life balance, salary survey, job evaluation and grading and total rewards to enhance retention of employees, Okoth (2015) identified the practices in public sector to motivate employees, allowing them to feel fairness and just in compensation and thus reducing their turnover rates.

Finally, Njaro and Ndegwa (2020) unlike the other studies identified how employees in Savings and Credit Co-Operative societies can be retained and motivated to increase job satisfaction. The study focusing on 83 SACCO employees found rewards, career opportunities as reward to have positive relation with retention of employees. Njaro and Ndegwa (2020) recommended that supportive reward policies be developed as they would improve employee's retention levels.

2.3.4. Training and development practices and employees' retention

Training and development are the formal activities that organization undertake to help its employees to acquire needed experience and skills to perform the present job or meet the future job requirements (Mondy et al., 2005). Generally, training and development helps the employees to grow career wise by changing their knowledge, skills and attitude and behaviour towards work while at the same times has been used as an incentive for employees to stay in the organization. The study by Amaeshi (2014) conducted among Nigerian manufacturing firms found training and development to be used as a way to retain competitive workers and ensure that employees are able to perform their tasks as needed. Amaeshi (2014) study focused on a sample of 184 manufacturing participants from Southern Nigeria region and data analysed using regression and correlation analysis. Although this study found rewards and benefits to retain employees most, it acknowledged that most cases of presentism are related with employees' inability to perform the assigned tasks. Therefore, Amaeshi (2014) found cases of presentism and absenteeism that comes when employees are not competitive to reduce with training and development.

Furthermore, the study by Chiboiwa et al. (2010) established the retention strategy in Zimbabwe's private organizations. The study used case studies of major private sector organization where a sample of 2240 participants were interviewed. From the study, it can be seen that private sectors in Zimbabwe used both on-the-job and off the job training to retain

employees acknowledging that the cases of turnover intention reduced when employees were competent enough to perform the assigned duties. Generally, Chiboiwa (2010) did not show between on-the-job and off-the-job training which was effective but identified that formal training increased job satisfaction because the employees were able to meet job requirement with increased expertise.

In Kenya, studies have shown training and development to play role in employees' retention, although these studies did not entirely focus on training and development. For example, Ng'ang'a (2019) established the impact of HRM practices on retention of employees at Kenya Women Finance Trust. The quantitative study focusing on a sample of 196 employees used both correlation and regression analysis and found training and development to contribute up to 0.414 towards retention of employees. Although similar to other international studies Ng'ang'a (2019) did not specify the form of training and development between in the job and off the job that retained employees most, the study generally found that training retained employees. According to conclusion by Ng'ang'a (2019), one of the major factors that cause absenteeism and presentism in work is because employees are not competent enough and the role of training and development is improving the competitiveness of employees. Furthermore, among the causes of involuntary turnover in the organization is lack of needed skills and training and development ensures that employees are equipped with skills, expertise and knowledge to perform needed tasks and thus improving their retention rate.

Study by Aluko (2019) established relationship between human resource management practices and employee turn-over intention. A survey on pharmaceutical manufacturing firms in Nairobi was conducted among 200 employees from 20 pharmaceuticals firms. The results from correlation and regression analysis showed that training and development were responsible for retaining employees. The study showed that when employees were trained, they got equipped with the needed skills and capabilities and thus become more productive and

satisfied with what they did, something that decreased the intention by the employees to leave organization. However, Aluko (2019) agreed that only training and development such as workshop, content relating to employees' job and new hire training retained employees more. This shows that on-the-job training was more effective than off the job training because on the job training was practical and employees practiced what they were taught immediately thus improving the training effectiveness.

Unlike Aluko (2019), Ogalo (2018) conducted a specific study that intended to understand how induction coaching/training improved employees' retention. Focusing on 400 participants from public service of Kenya, the study found induction training to have a direct relationship with retention of employees. This was the case because when employees are inducted, their ability to understand the job requirements increased, thus increasing job satisfaction and reducing cases of absenteeism that occur due to lack of knowledge of task expectation and performance (Ogalo, 2018).

Finally, Nyanjom (2013) sought to find out the factors that influence retention of employee's state corporation of Kenya. Although different to Ogalo (2018) Nyanjom (2013) focused on all HRM practices and how they improve employee's retention, training was found to be a critical aspect of retaining employees. Nyanjom (2013) particularly identified that employees' education through coaching and mentoring empowered the employees with skills and capability to work in state corporations, promoting their retention in the long-run.

2.4. Conceptual Framework

Conceptual framework is a plan or map that shows the relationship between variables of the study. The role of conceptual framework is showing idea map and plan on how the research problem will be addressed by showing how different variables relate with each other (Ndonye & Genga, 2019). The key variables of the study are independent and dependent variables. While independent variable are those variables that researcher manipulates or modifies, the

dependent variable are those variables that are influenced by change in independent variable. The purpose of the study is to establish the role of HRM practice on employee's retention and as conceptual framework in Figure 2.1 explain in details, the independent variables are HRM practices while dependent variables are employee retention. The independent variables as shown in Figure 2.1 include recruitment practices, performance management practices, reward practices and training and development practices. The dependent variables in the other hand include employee's retention measured through job satisfaction, turnover rate, presentism and absenteeism.

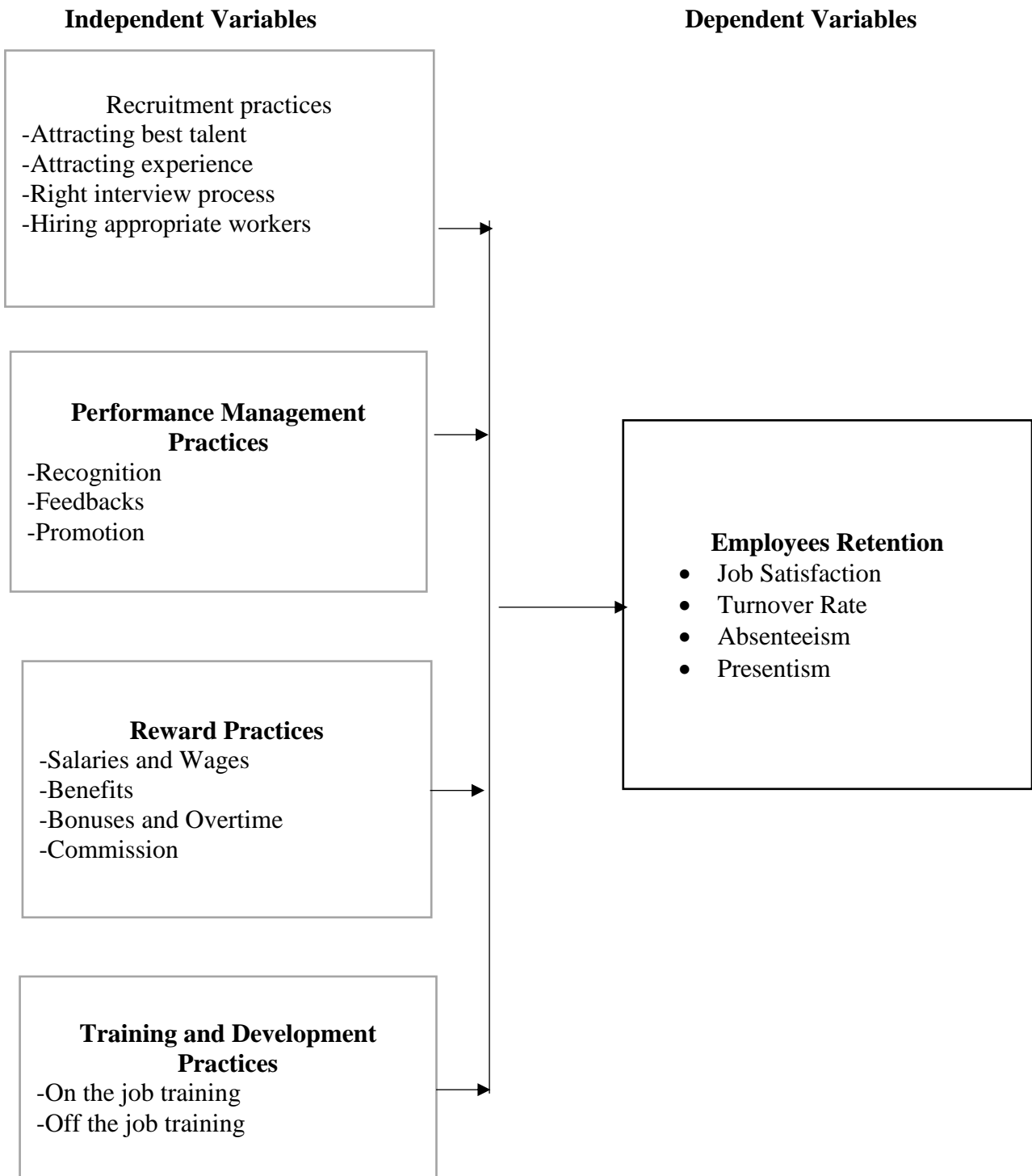


Figure 2.1: Conceptual Framework (Author, 2021)

2.5. Operationalization of Variables

The operationalization of variables shows how each study variable are operationalized. Following the review of conceptual framework in Figure 2.1, below is how the present research variables have been operationalized.

Table 2.1: Operationalization of Variables

Variables	Operationalization
Independent Variables	
Recruitment practices	-Attracting best talent -attracting experience -Right interview process -Hiring appropriate workers
Performance Management Practices	-Recognition -Feedbacks -Promotion
Reward Practices	-Salaries and Wages -Benefits, -Bonuses and commission -Over time
Training and Development Practices	-On the job training -Off the job training
Employees Retention	Job Satisfaction Turnover Rate Absenteeism Presentism

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Arthur et al. (2012) views research methodology as event sequence required by research to plan how data is to be collected and analysed. The role of research methodology is therefore explaining how the data was collected and analysed to address the research question (Mugenda & Mugenda, 2003). In this chapter therefore, research methodology is presented detailing research design, target population, sampling and sampling procedures, research instruments, validity and reliability of instruments, process of data collection, processing, and analysis as well as research ethics.

3.2 Research Design

A view of research design is given by Kothari (2009) as the procedure and plan that the researcher employed in addressing the research problem. Thus, research design represents conceptual structure within which the research is conducted and constitutes the blue print for collecting data, measurements of variables and data analysis. The importance of research design is emphasized by Sloman (2010) as one that provides framework detailing relationship between research variables, outlining the procedure for research activities from sampling to findings presentation and analysis. There are different designs that the present research can employ and include descriptive, explorative and experimental (Babbie, 2013).

Descriptive design was used in the present study. Descriptive design is seen by Rossman (2011) as process of gathering data for goal of testing hypothesis to provided amicable answer to specific research questions. The choice of descriptive design is justified by several advantage compared to other designs. For example, unlike experimental and explorative design which is costly and take much time to conduct study, descriptive design is less costly and require less time to conduct since there are no control variables involved

(Arthur, 2012). Besides, the design presents behaviours and situations through study conceptual framework, which other designs cannot present. Thus, given the significance of descriptive design to show relationship between variables and determining how independent variables influence dependent variables, the research used descriptive design to understand the HRM practices on employees' retention in the National Museum of Kenya and Kenya National Archives , Nairobi. This design is also appropriate because it helped in collecting detailed information that research used to test relationship of HRM practices like recruitment, performance management, training and development and rewards with employee's retention.

3.3 Target Population

Population of the study entails objects, events or elements with characteristics that the researcher desires to establish (Cooper & Schindler, 2014). In the case of this study, the population of the study represents Ministry of Culture, which the target population was selected from. Furthermore, target population is subset of research population, upon which sample was selected from. For the target population, the research used employees from Nairobi NMK and KNA who fall under the category of Ministry of Culture. The the target population size of Nairobi NMK employees is 654 employees and KNA who are a total of 120. This target population was utilized for selecting the sample size for the study. The National Museum consists of four levels of management which include, Top Executives, Line Managers, Supervisors, and non-management employees of NMK and KNA as shown in Table 3.1 below

Table 3.1: Target Population Distribution (KCG 2021b: NMK, 2021).

Departments	NMK Employees	KNA Employees
Top Executives	8	4
Line Managers	15	11
Supervisors	47	18
Non-Management	584	87
TOTAL	654	120

3.4 Sampling and sampling Procedures

Sampling design is defined by Dattalo (2009) as procedure and rules by which elements of target population are included in the sample. While sampling can be understood through random and non-random sampling, the current study adopts random sampling for equal representation and reducing researcher bias in selecting participants (Dattalo, 2009). However, before selecting the random sampling strategy to be used, it is appropriate to identify the sampling frame. Sampling frame is defined by Babbie (2013) as set/group of facts used when isolating the sample population for treatment arithmetically.

Sampling frame is therefore an official list containing methods employed in describing the target population of the study. Babbie (2013) further identified that sampling frame also describes components groups in the population to be used by researcher when picking from target population the sample size. In this study, the sample frame was considered as source of information that helped identify the common features of the research target population helping in in-depth understanding of research problem. The sampling frame for the present research Finding out the role of HRM practices on employees' retention at NMK and KNA came from Nairobi Museum of Kenya and Kenya National Archives Human Resource department and verified from the four levels of management shown in Table 3.1 for accuracy of the target population size.

Having identified the sampling frame showing where the data on target population and sample was acquired from, the next step is identifying the sampling technique and sample size. Firstly, sample size is defined by Mugenda and Mugenda (2003) as subset of target population, with similar features as research population, which the researcher used in making inference about. While there are different formulas for sampling, the present study uses Creswell (2013) formula in identifying the sample size which is written as follows.

$$n = \frac{z^2 pqN}{e^2}$$

$$e^2 (N-1) + z^2 pq \quad (\text{Creswell, 2013})$$

In this case, n represents the sample desired, N is entire target population (654 NMK plus 120 KNA employees), and p represents the population reliability viewed as $p \leq 0.05$. $z_{\alpha/2}$ stands for 1.96 at a significance level of 0.05 and e is the standard error of 5%.

Therefore,

$$n = \frac{(Z)^2 \times P \times q (\text{Pop Size})}{e^2 (N-1) + z^2 pq}$$

$$n = \frac{(1.96)^2 * 0.5^2 * (774)}{0.05^2 (774-1) + 1.96^2 * 0.5^2}$$

$$n = \frac{3.84 * 0.25 * (774)}{1.93 + 0.96}$$

$$n = \frac{743}{2.89}$$

$$N=257$$

Thus, the sample size is 257 participants. Having identified the sample size, the next step involves sampling strategy. As earlier indicated, the research intends to use random sampling. The different types of random sampling include stratified, simple random and clustering. The present study intends to use stratified sampling which according to Creswell (2013) divide sample into stratum and ensure equal representation of sample population within the stratum. For the present study, the major stratum used to classify NMK and KNA employees were Top Executives, Line Managers, Supervisors and Non-Management for accuracy of the target population size. The samples was selected as follows. Sample from each stratum was identified as (Target population from each strata (ST)*Sample Size (SS)/Target Population (TP), written as (ST*SS/TP=Strata Sample).

Table 3.2: Sample Size from Each Department

Departments	NMK Sample	KNA Sample	Sample size
Top Executives	$8*257/774=3$	$4*257/774=1$	4
Line Managers	$15*257/774=5$	$11*257/774=3$	8
Supervisors	$47*257/774=16$	$18*257/774=6$	22
Non-Management	$584*257/774=197$	$87*257/774=26$	223
TOTAL	221	36	257

3.5 Research Instrument and Data Collection procedure

Creswell (2013) define research instruments as tools used to collect data from the sample population. There are two major tools that can be used to gather evidence used in addressing the research objectives and include questionnaires, interviews or observations. The present study recommends use of questionnaire that collect quantitative data that can be analysed scientifically. The justifications to use questionnaires in this study is informed by their benefits which include ensuring objectivity because of their close ended nature, can easily be administered and can be used to understand relationship between variables. Although as identified by Babbie (2013) they are limited by the fact that they do not consider the subjective views of participants, the research ensured that all the research issues relating to HRM practices and employee's retention are addressed. Therefore, in addressing the research problem to establish the role of HRM practices on employee retention, the research used semi-structured questionnaires and to address the limitation of failure to accommodate views of participants, open ended questions are included.

The questionnaires were prepared consisting of four main sections. First section consisted of demographic information, second section determined HRM practices at KNA and

NMK, third measured indicators of employee's retention while the fourth measured Role of HRM practices on Employee retention.

Further, data collection procedures entail the process that the researcher goes through in collecting primary data (Mugenda & Mugenda, 2003). After the questionnaires have been prepared and pre-test carried out, the researcher selected sample from NMK and KNA as guided by Table 3.2 after consent has been acquired from the HR department at its headquarters in Nairobi. After sampling, the researcher issued questionnaires to participants who will be given two hours to independently respond to research questions after which the researcher collected the questionnaires for data sorting, entry and analysis.

3.6 Diagnostic Tests

Diagnostic tests are done to establish the linear dependence between the independent and dependent variables (Mugenda & Mugenda, 2003). For this study, the normality test was used to test the linearity between HRM practices and employee's retention. According to Sloman, (2010), Kurtosis shows the normality of independent variables, showing the peak of variables, and normal distribution using Kolmogorov-Smirnov test.

3.7 Validity and Reliability of Instrument

Validity and reliability tests are conducted in study to ensure that the research instruments are consistent and are dependable (Sloman, 2010). Firstly, in testing research instrument validity, face and content validity were used. Firstly, Content validity measures the appropriateness of the content in research instruments to address the research goals. To test this validity, pre-test was conducted. Pre-test is a small study that reviews the appropriateness of research questions in the research instruments used such as questionnaire to address the research problem. Mugenda and Mugenda (2003) recommends that 1-10% of the target population to be used for pre-test of pilot study. Therefore, the present study used 9 questionnaires to employees from Ministry of sports and culture, Nairobi County to conduct pre-test. The data gathered helped to

test face validity and appropriateness of questions asked in addressing research goals. Face validity measures the extent to which all the concepts measured have been covered (Sloman, 2010). Therefore, the researcher used data gathered from pre-test and assistance of the supervisor to review the appropriateness of research instruments in addressing research goals.

Additionally, to test reliability which measures probability of research outcomes to address the intended research problems, the research used Cronbach's Alpha test. Kothari (2009) views Cronbach's Alpha to help provide a reliability range within which data can provide reliable information ranging from 0 to 1. In this study, a reliability results of <0.5 was unacceptable, $>0.5<0.6$ as poor, $>0.6<0.7$ as questionable, $>0.7<0.8$ excellent and acceptance reliability.

3.8 Data Processing and Analysis

Data processing and analysis involves sorting of data, entry of data to analytical tool and analysis to present raw data into meaningful information (Marshall & Rossman, 2011). Firstly, after data has been collected, the researcher sorted data to ensure that there is information completeness. After data has been sorted, all the fully filled questionnaires were entered into Statistical Package for the Social Sciences (SPSS) a statistical software used in analysing raw data into output of information that can help make reliable interpretations and discussions (Kothari, 2009). After data has been entered, the next step was analysis of data.

The data was analysed using descriptive and inferential statistics (Cooper & Schindler, 2014). For descriptive statistics, the data was analysed to provide mean, standard deviation, frequency and percentages and this information was presented in figures and tables. This information helped to understand demographic information as well as agreement by participants with HRM practices and employee's retention questions. For inferential statistics, the researcher will use Regression analysis, which was presented in tables and helped understand the relationship and the role of HRM practices on employees' retention. To

establish the role of and relationship between HRM practices and Employees Retention, the following regression/mathematical model was used as consistent with the key objectives of the study.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Dependent variable (Employees Retention measured by Turnover Rate, Absenteeism, Presenteeism and Job Satisfaction)

X₁, X₂, X₃, and X₄ = Independent variables to be measured as follows.

X₁ = Recruitment Practices

X₂ = Performance Management Practices

X₃ = Reward Practices

X₄ = Training Practices

α = Constant

β₁, β₂, β₃, β₄ = Regression coefficients or change indicated in Y by each X value

3.9 Ethical Considerations

Finally, when conducting a study, it is important to adhere to different research ethics, and this is referred to as ethical considerations which determines the moral rights in doing research (Creswell, 2013). The role of ethical considerations in research is to ensure that moral and ethical guidelines are followed by researcher when determining sample, collecting and analysing data. When determining the sample, the researcher first sought consent from HR department at NMK to conduct study and this consent letter stamped by university authoring researcher to conduct the study. After consent has been given, the researcher further selected sample who were informed of their right to participate in the study at free will. After the participants have consented to take part in the study, the researcher informed them through the

introduction statement in questionnaire of their privacy and confidentiality by informing them not to indicate their personal and contact information (Kothari, 2006). When analysing the data, the researcher ensured that all information is accurately presented without bias or misrepresentation. This ensured reliable findings that can help present accurate conclusions and feasible recommendations to NMK management.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1.Introduction

The purpose of chapter four is to provide results, interpretation and discussions of analysed data and findings of the study that sought to establish the role of HRM practices on employees' retention in the KNA and NMK, headquarter (HQ) using a total of 257 employees. There was a response rate of 100% given that the sample of 257 was also arrived at. The findings are analysed using both descriptive and inferential statistics and guided by research objectives. First, diagnostic tests are done using Kolmogorov-Smirnov normality test and reliability test done using Cronbach Alpha test. Secondly, descriptive statistics is used to analyse demographic data, Role of recruitment, performance management, reward and training and development practices on retention of KNA and NMK employees. Finally, the study conducts both Correlation analysis to establish relationship between HRM practices and employee's retention and regression analysis to develop the research regression model.

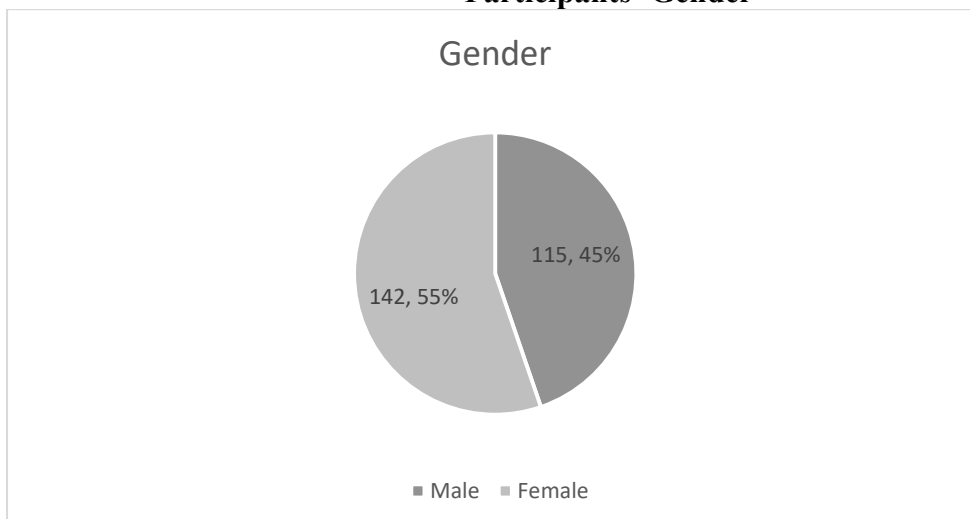
4.2.Demographic Information

To start with, before the participants would respond to research specific questions, they were asked to give information regarding their demographics; gender, age, years worked in organization and level of management.

4.2.1. *Participants Gender*

The results of the gender of employees are presented in Figure 4.1 below.

FIGURE 4.1
Participants' Gender

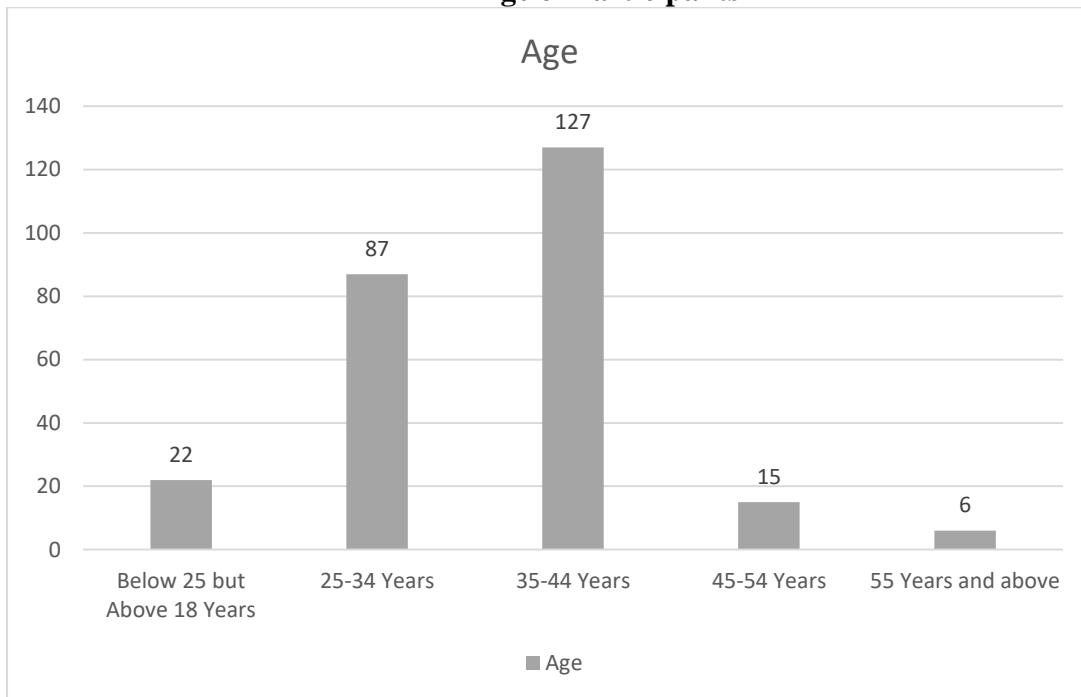


The findings on gender of participants showed more female participants with a representation of 142(55%) out of 257 participants compared to male participants who were 115(45%). The findings show that more female participants were willing to take part in the study than the male participants, but this did not affect the findings of the study, since the study was not gender based.

4.2.2. Participants Age

The participants were asked to indicate their age and findings presented in Figure 4.2.

**FIGURE 4.2
Age of Participants**

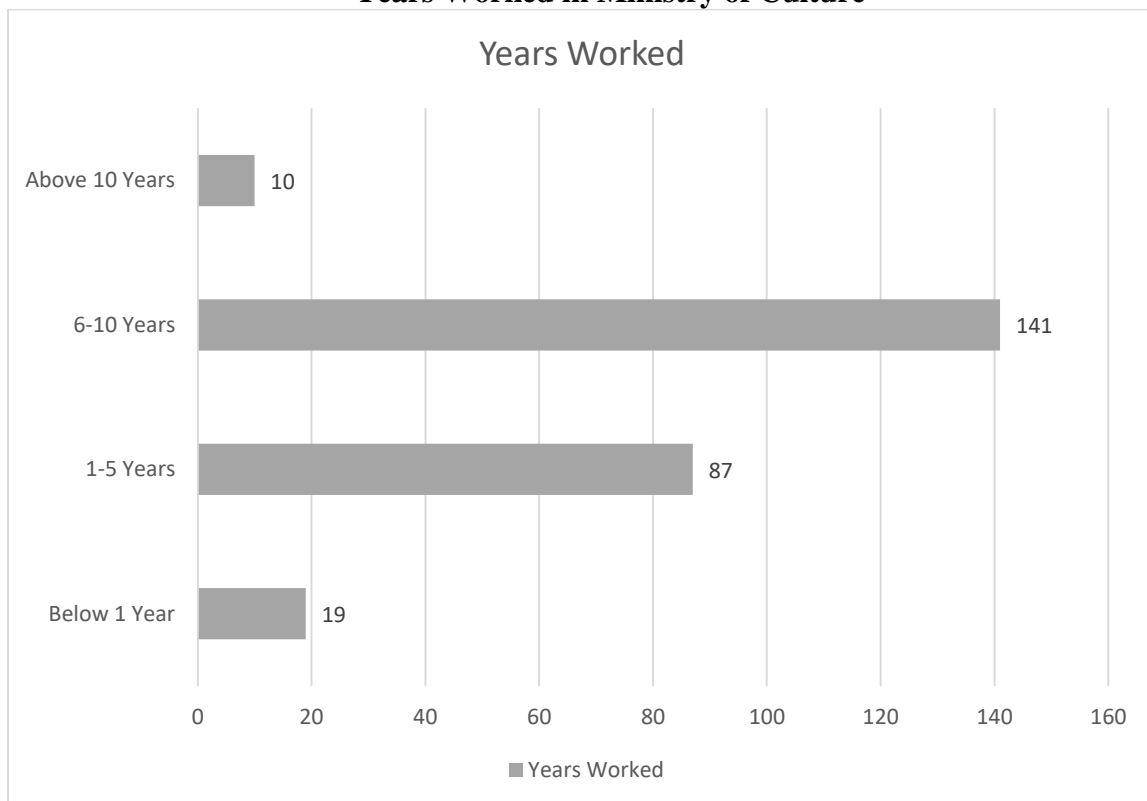


Findings in Figure 4.2 indicate that a majority of workers at NMK and KNA were aged 35-44 years as represented by 127(49.4%) participants, followed by those aged 25-34 years who were 87(33.9%), with participants aged 18 and above but below 25,45-54 years and 55 years and above having a representation of 22(8.6%), 15(5.8%) and 6(2.3%). These trends show that if employees at entry level were aged above 18, then organization was able to retain its workforce, given the high number of workers aged 35-44 years compared to other ages, with those aged 45 years being at management levels (See Figure 4.4), which explains why they are few. However, the benefit of having representation from all age groups is to help understand if similar views are held about HRM practices and retention of employees.

4.2.3. Years Worked in the Ministry of Culture (NMK/KNA)

The findings from the study seeking to understand the years employees had worked in NMK/KNA were presented in Figure 4.3.

FIGURE 4.3
Years Worked in Ministry of Culture

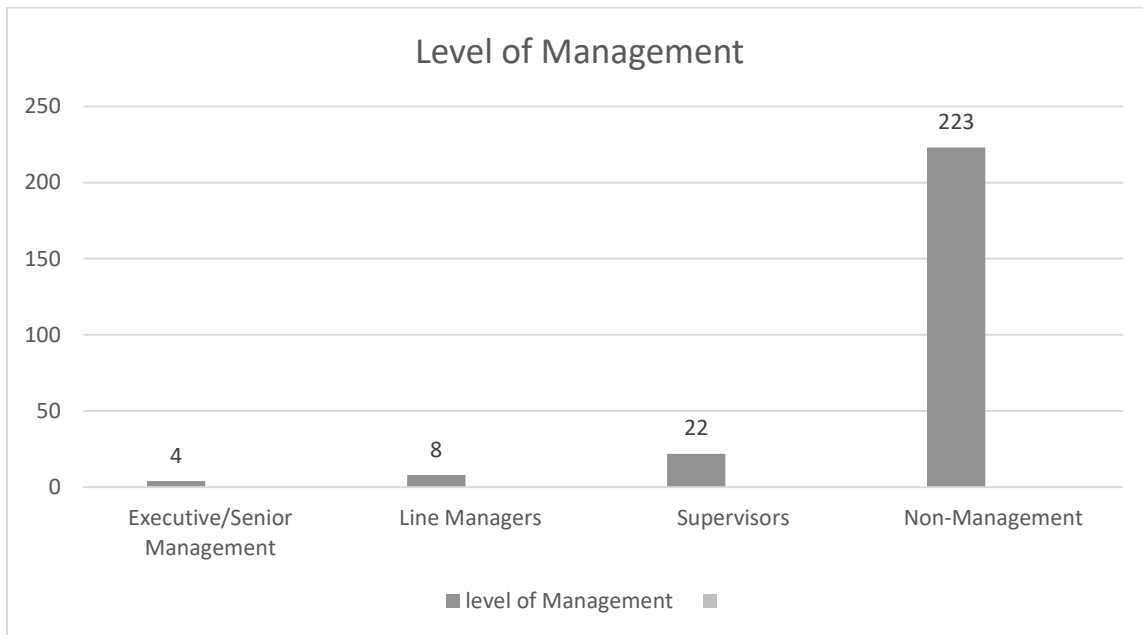


The findings in Table 4.3 show that while a majority of employees had worked for 6-10 years as represented by 141(54.1%) participants, 87(33.9%) had worked for 1-5 years with only 19(7.4%) and 10(3.9%) having worked for only below 1 year and above ten years respectively. These findings show that at least NMK and KNA are able to retain most of its workforce between 6 and 10 years. Such long period of time means that they are already aware of HRM practices and how their implementation at the organizations have helped retain them.

4.2.4. Level of Management

Finally, the study sought to understand the level of management that participant worked. The findings are presented in Figure 4.4.

FIGURE 4.4
Level of Management



As shown by the findings in Figure 4.4 the largest number of participants were represented by non-management employees who were 223(86.8%), followed by supervisors, line managers and executive/senior management with representation of 22(8.6%), 8(3.1%) and 4(1.6%). These differences were expected given that the number of employees decreased as level of management increased. However, using stratified sampling, the study ensured that the representation was equally consistent with the number of employees from each level. In this research, this ensured better and well-balanced views from all levels of management about the role of HRM practices on employees' retention.

4.3.Descriptive Statistics on Performance Management Practices and Employees

Retention

Having reviewed the demographic information, the study further reviewed the role of HRM practices on employee's retention using descriptive statistics, mainly mean, standard deviation. The findings were interpreted consistent with the Linkert Scale values used, with mean falling between a minimum value of 1 to show strongly disagree to Maximum value of 5 to show strongly agree. Mean between 0-1 showed participants strongly disagreed that HRM practice

in question improved retention, 1.1-2.0 disagree, 2.1-3.0 neutral, 3.1-4.0 agree and 4.1-5.0 strongly agree.

First, the study reviewed if the employees were aware of HRM practices being employed in the ministry of culture, mainly at KNA and NMK. The study found that all the employees were aware of HRM practices employed at their organizations. Secondly, the participants were asked to indicate the practices they were aware of. The findings are presented in Table 4.1.

TABLE 4.1
Awareness of HRM Practices

HRM Practices Implemented at KNM and KNA	Frequency	Percent
Performance management	13	5.1
Performance management, Training and Development	2	.8
Recruitment practices	4	1.6
Recruitment practices, Performance Management	29	11.3
Recruitment practices, Performance Management, Reward Practices	3	1.2
Recruitment practices, performance management, Training and development	89	34.6
Recruitment practices, Performance Management, Training and Development, Reward Practices	109	42.4
Recruitment Practices, Training and Development	1	.4
Recruitment practices, Training and Development, Reward Practices	1	.4
Reward practices	1	.4
Training and Development	4	1.6
Training and Development, Reward Practices	1	.4
Total	257	100.0

The results in Table 4.1 Showed that 109(42.4%) participants to indicate recruitment, performance management, training and development and reward practices to be implemented at NMK and KNA. However, 89(34.6%) indicated only recruitment practices, performance management and training and development practices were implemented at the organizations, with 29(11.3%) indicating only performance management and recruitment were implemented. Reviewing reward practices, only a few employees indicated rewards to be implemented, a trend which upon noticing the researcher asked interviewees why they thought it was not a practice, with most interviewees indicating they would not consider it as practice as it is compensation for service they have delivered and cannot be compared with other practices like performance management, recruitment and training and development. Nevertheless, at least a

large number of employees were aware of more than one practice, which was advantage to the study which could find out how such practices influence their retention.

4.3.1. Recruitment practices at KNA and NMK

First, the study sought to find out the aspects of recruitment practices employed in ministry of culture using KNA and NMK. The findings are presented in Table 4.2.

TABLE 4.2
Evidence of Recruitment Practices

Recruitment Practices	N	Mean	Std. Dev
Attracts large pool of applicants for available job opportunities	257	4.73	.496
The recruitment process is done based on experience and relevant qualifications	257	4.59	.613
The recruitment process is just and fair	257	4.55	.611
The right interview process is implemented by organization	256	4.48	.741
I believe the organization hire the most appropriate workers	257	4.51	.619
The workers at the organization are experienced	257	4.88	.388
Workers at the organization are able to execute their duties and responsibilities	257	4.72	.550
Recruitment Practice	257	4.6	.33
Valid N (listwise)	257		

The results in Table 4.2 shows that in general, the recruitment practice was implemented to great extent with overall average of 4.6 which shows strong agreement on recruitment practice. Reviewing the specific measures of recruitment practice, it is evident that the highest level of agreement was that workers were experienced as shown by mean of 4.88 and standard deviation of 0.388. This was followed by strong agreement that the organizations attracted large pool of applicants when job opportunity was available, as mean of 4.73 and standard deviation of 0.496 showed. Also, the findings showed strong agreement that workers were able to execute their responsibilities as mean of 4.72 and standard deviation of 0.550 showed. Reviewing other measures of recruitment practices, it is evident that both KNA and NMK employees were recruited based on relevant qualification and experience, with just and fair process as well as recruiting most appropriate workers with the right interview process implemented, which high mean of 4.59(SD=0.613), 4.55(SD=0.611), 4.51(SD=0.619) and 4.48(SD=6.19) respectively. Interpreting the standard deviation, it is evident that there was no consistency in response, with lower agreement showing higher SD to mean that not all participants who agreed on one aspect of recruitment practices agreed on other recruitment practices. As a result, it can be said that the views on each recruitment practice differed within specific participant. Indeed, these views

aligned with the views from participants, who although only a few responded on qualitative data, most of them indicated to have liked the employed recruitment process because it ensured that people with best talent are hired.

However, comparing these findings with former research, there are common trends and findings. For example, Stephan et al. (2013) earlier noted aspect of recruitment practices to include attracting large talent pool, which is expected and having right interview process, which Kepha et al. (2014) consistent with the findings of this study also supported by adding that such right process should ensure that most experienced and right people are hired thus leading to better ability by workers to execute their responsibilities. Also, Ramri (2017), Janes (2017) and other local research by Nyanjom (2013), Miheso et al. (2019) and Oaya et al. (2017) agreed that right recruitment process is one that leads to recruitment of right people from large talent pool and thus able to perform assigned tasks, which the present research also found to be true. Therefore, it is evident that the ministry of culture in KNM and KNA has right recruitment process, which is consistent with and supported by former research.

4.3.2. Performance Management Practices at KNA and NMK

The study also assessed the specific aspects of performance management practices implemented by KNA and NMK. The findings are presented in Table 4.3.

TABLE 4.3
Performance Management Practices

Performance Management	N	Mean	Std. Dev
There are systems for recognizing performance	257	4.24	.616
Performance management systems are fair and promotes equality in recognizing good performance	257	4.04	.703
Performance feedback is given to employees together with areas of improvement	257	4.21	.682
Performance management systems are used for employee's growth	257	4.41	.600
Performance management is done on regular basis	257	4.35	.656
Promotion is given based on good performance	257	3.97	1.005
Performance Management	257	4.20	.341
Valid N (listwise)	257		

The findings in Table 4.3 indicated that the strongest agreement among participants was that performance management at NMK and KNA was used for growth of employees as mean of 4.41(SD=0.600) showed, followed by strong agreement that performance management was done on regular basis as mean of 4.35(SD=0.656) showed. Also, the participants strongly

agreed that there are systems for performance recognition, which mean of 4.24(SD=0.616) supported. The performance feedback was strongly agreed to be given together with areas that employees needed to as mean of 0.421(SD=0.682) showed. Also, the study found strong agreement by participants which mean of 4.04(SD=0.703) supports that performance management promote equality and fairness in performance recognition. However, although there is agreement as shown by mean of 3.97(SD=1.005), the promotions are done based on good performance, the high deference between SD of 1.005 on this aspect and other SD which goes up to 0.032 with the closest SD being 0.703, shows that there was opposing views about promotions being done on good performance. This as was not surprising given that although the participants who responded to qualitative data identified performance at KNM and KNA to be reviewed regularly and is fair because it promotes their growths, most of them wanted change in promotions because they did not think promotion was done without discrimination, identifying that they want this to change. Nevertheless, in general, the overall average performance aspect was measured at 4.20 to show overall strong agreement that the aspects of performance measure were implemented in the two organizations.

Comparing these findings with former research, common trends can be identified. The present ministry of culture study aligns with former studies by Pandey and Patel (2020) who found existence of performance management practice to be evidenced by fairness and equality in recognizing performance, and good feedback which shows weak areas of employees, which was also echoed in Nawaz (2016) and Sparrow et al. (2013) study. Although different to Kinyili (2015) study that showed promotion to be done on performance bases, which a considerate number disagreed or thought otherwise as high SD compared to other SD showed, the study consistently in agreement with discussions from this former research and Ndongye and Genga (2019) showed performance management HRM practices to be evidenced by regular performance measure and fairness in promotion. Therefore, the findings mean that, although there are opposing view of employees being promoted on good performance, the performance management systems existed at KNA and NMK, which gave employees feedback and areas for improvement, was done fairly and equally and done regularly to promote employee growth, which former research supported.

4.3.3. *Reward Practices at KNA and NMK*

The study sought to find out compensation practices KNA and NMK implement. The findings are presented in Table 4.4.

TABLE 4.4
Reward Practices

Reward Practices	N	Mean	Std. Dev
Salary and wages given at the company are competitive	257	4.03	.939
Payment of employee's salaries is done timely	257	4.05	.851
Different benefits such as health and retirement are given at the organization	257	4.08	.635
Bonuses and commissions are given on competitive and good performance basis	257	4.11	.892
Overtime is recognized and paid for at the organization	257	4.18	.755
Reward Practices	257	4.090	.4119
Valid N (listwise)	257		

The findings from research presented in Table 4.4 showed overall strong agreement that reward practices were implemented at KNA and NMK as mean of 4.090(SD=0.4119) indicated, which was also supported by strong agreement about the specific aspects of compensation practices. First, the study found strong agreement by the participants that overtime was recognized and paid for employees who worked overtime as supported by mean of 4.18(SD=0.755). The study also found strong agreement that commissions and bonuses to be given on competitive basis and reflected good performance, with mean of 4.11(SD=0.892) supporting this view. Further, the participants strongly agreed as mean of 4.08(SD=0.635) supported that employees get different benefits from their respective organizations, such as retirement and health benefit. Reviewing the level of agreement on employee's salary being done timely, mean of 4.05(SD=0.851) supports strong agreement timely payment of salary, with wastes and salary being competitive which as strongly agreed by participants and supported by mean of 4.03(0.939).

Indeed, interpreting the SD relationship with the mean, it is evident that as the mean decreased, the SD decreased, an indication that although generally there was strong agreement, the participants were not consistent in their level of agreement, and thought otherwise in some arguments, which as a result led to high SD. Consistently, based on this argument, high mean showed higher agreement than lower mean although generally there was strong agreement. If this was to go by, then the lowest mean was that employees are given competitive salaries and wages, which had lowest agreement and explains why when employees were told to state what they would like improved in compensation, they stated that the salaries should be increased to retain employees longer because the salaries could not keep employees forever in the workplace.

Among the views by Kor and Hur (2014) about salaries and wages, the study uniformly to recommendations of the present KNA and NMK study showed that salaries need to be increased so that they can retain those employees who have worked longer. However, in addition to this aspect, El-Galayani (2017) and Baker-McClearn et al. (2010) discussions agreed with the findings from the present study that giving employees benefits, bonuses and commissions would best measure reward practices. Kamau (2013) and Agio (2017) added in uniform to the present study that paying employees overtime is among other reward practices that should be implemented to retain employees, which was found by the present study to be important to employees. Therefore, the findings imply that overtime is paid, performance used as basis for commission and compensation, employees' benefits paid and competitive wages and salary given timely at KNA and NMK in consensus with former studies measures the compensation/reward practices.

4.3.4. Training and Development Practices at KNA and NMK

The study also reviewed training and development practices at KNA and NMK and findings presented in Table 4.5.

TABLE 4.5
Training and Development Practices

Training and Development Practices	N	Mean	Std. Dev
Training programs are targeted towards improving employee's skills and competence	257	4.04	.999
Employees receive education scholarships to enhance their knowledge and skills (off-the-job Training)	257	3.72	1.035
Employee are given learning leaves targeting knowledge development in theory respective field (off-the-job Training)	256	4.00	.968
Employees receive mentorship upon entering the organization inducting them to their roles and responsibilities	257	3.75	.867
The employees are coached when doing their tasks to improve their competencies	257	3.89	.992
There are job rotation programs targeting improvement of employee's skills and competence in different areas of the organization	257	3.79	.970
Training and Development Practices	257	3.86	.475
Valid N (listwise)	256		

The findings presented in Table 4.5 showed that although there is general agreement about training by participants, the agreement was relatively lower than that of performance management, reward and recruitment strategy. For example, overall, the participants agreed that all required training and development practices existed, which mean of 3.86(SD=.475)

evidenced. Reviewing the specific aspects of training, there was strong agreement that training programs targets employees' competencies and skills improvement, which mean of 4.04(SD=0.999) supports. Also, high mean of 4.00(SD=0.968) evidenced strong agreement among the participants that employees were given learning leaves targeting knowledge development in theory prospective which Ameshi (2014) view as off the Job training. Also, although not strong agreement, the employees agreed to receive coaching when doing their task as a way to improve their task, which mean of 3.89(SD=0.922) evidenced. The employees also agreed about existence of job rotation programs whose roles were to improve the competences and skills of employees, in different areas of organization, which was supported by mean of 3.79. Reviewing aspect of employees receiving mentorship upon entering the organization, the mean of 3.75(SD (0.867) supports agreement that such training allows employees to have skills and capabilities as well as be inducted to their roles in the organization. However, the lowest mean was on scholarship which was 3.72(SD=1.035) evidencing agreement that scholarship given enhance knowledge and skills of employees.

Interpreting the meaning of SD, it is evident that there was no consistency when employees were responding to the research questions. For example, it would be expected that with strong agreement of 4.04 and 4.000 about training targeting improving competencies and learning leaves being implemented should have low SD to mean strong agreement, their SD of 0.999 and 0.968 respectively were higher than those of 3.75 mean, which shows that when responding to the research questions each question was responded to independently without being influenced by the question answered before. This trend is common as noted by Broom (2010) study who noted that participants tend to review some questions independent from each other and others as interrelated. Indeed, this explains why while some participants responding to qualitative data showed the training offered in each department to be geared towards improving workforce competencies, others felt that there is need to have platforms where workers skill shortages can be reviewed, so that the training are more targeted to weak areas rather than just having training.

However, generally, the agreement found in the present study was also established in former studies which measured training and development using two aspects which include on-the-job and off the job. Studies such as Chiboiwa et al. (2010) discussion had similar views as the present research on NMK and KNA, indicating that the role of on-the-job training is to identify and improve the training needs of employees to improve their skills and competences. In Kenya, Aluko (2019) and Ng'ang'a (2019) also found training practices such as off-the-job

training to target improving knowledge of employees, which by employees being given job leave, to improve their knowledge and career skills in their areas of work.

4.3.5. Measures of Employees Retention at KNA and NMK

Finally, the study measured retention of employees or what retention to KNA and NMK meant to employees. The findings were presented in Table 4.6.

TABLE 4.6
Measures of Employees Retention

Employees Retention Measures	N	Mean	Std. Dev
Employee's retention can be measured through the number of employees who leave the organization relative to those who are hired (turnover rate)	257	4.23	.689
When satisfied with what I do, my willingness to work longer increases (job satisfaction)	257	4.79	.508
My absenteeism is an indicator that I am not willing to work in the long-term (absenteeism)	257	1.41	.996
Employees tend to work less and be less productive when they are looking for other opportunity and want to leave the organization (Presentism)	257	2.88	1.248
Valid N (listwise)	257		

The findings in Table 4.6 showed mixed views by employees about measures of employees' retention such as presenteeism, absentees, job satisfaction and turnover rate. Generally, there was a strong agreement which mean of 4.79(SD=0.508) supports that when respondents are satisfied with what they do, then they are willing to work longer. Also, the mean of 4.23(SD=0.689) evidenced strong agreement that turnover rate in relation to number of employees leaving the organization, compared to those joining the organization can best measure the retention of employees. These views are also supported by Ahammad (2017) who noted that when employees are satisfied with what they do, they have the right skills and get compensated, then they have no reason to leave organization. Indeed, Bratton and Gold (2017) found that when organization finds itself recruiting often because employees are leaving the organization, then it means that there is low retention, mainly when the organization operations are still the same.

However, unlike Gerich (2019) study, the present research found employees to be neutral that working less and being less productive shows that workers want to leave organisation as mean of 2.88(SD=1.248). Their views were also supported by the participants specific review which

noted that sometimes issues of presentism can be caused by other issues that are related to work such as working for long the previous day until the employees feel burnout, meaning that next day they won't be more productive but it doesn't mean they are planning to leave the organization. Similarly, participants from NMK and KNA disagreed as evidenced by mean of 1.41(SD=0.996), that absenteeism cannot be used to tell if employees want to leave the organization or will be staying for long. In their specific views, although research by Rondeau and Wager and McCollum et al. (2018) earlier found absenteeism to be measure of employee's retention or non-retention, this study had opposing view, showing disagreement about retention. However, this is not uncommon given the study by Nor (2018) supports these views by showing that absenteeism decreases only by 30% when employees are not appropriate for the job, or when there are job related issues. This explains why to NMK and KNA employees, the issue of absenteeism had nothing to do with retention, with some of them citing urgent commitment, less work and fatigue to cause absenteeism sometimes shows unwillingness to work that day but not to stay in the organization in the long run. Therefore, for NMK and KNA, the findings imply that when retention can be measured through Job satisfaction and turnover rate, presenteeism and absenteeism cannot measure retention well because there are other reasons that causes their absenteeism.

4.4.Diagnostic and Reliability Tests

This section conducts both diagnostic test and reliability analysis. While Kolmogorov-Smirnov test is used for diagnostic test, Cronbach alpha test is used to test reliability.

4.4.1. Normality Test

The normality test was conducted using Shapiro-Wilk and Kolmogorov-Smirnov. The results are presented in Table 4.7 and Figure 4.5.

TABLE 4.7
Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employees Retention	.129	257	.000	.938	257	.000

a. Lilliefors Significance Correction

The findings in Table 4.7 shows P-Value (Sig.Value) to be below 0.05 at 0.000 for both Shapiro-Wil and Kolmogorov-Smirnov test, indicating normal distribution of variables. The Normal distribution is shown in Figure 4.5 Curve Plot.

FIGURE 4.5
Normal Distribution Curve Plot



Also, Figure 4.5 visualize the distribution of random variables, of difference between theoretic and empirical distribution of employee's performance, dependent variable used in testing normality. As the figure shows, there is normal distribution from low levels between observed value and distribution but deviates minimally from normality at higher levels. However, minimal deviation is regarded by Sloman, (2010) as normal and thus shows overall normal distribution which shows that HRM practices plays a critical role in employees' retention at NMK and KNA.

4.4.2. Multicollinearity

The collinearity among independent and dependent variables was tested by the study using Variance influence factor (VIF) and tolerance statistics of the predictor constructs. Findings were presented in Table 4.8.

**Table 4.8
Multicollinearity**

Model	Collinearity Statistics	
	Tolerance	VIF
1		
(Constant)		
Recruitment Practice	.902	1.108
Performance Management	.792	1.262
Reward Practices	.887	1.127
Training and Development Practices	.849	1.178

a. Dependent Variable; Employees Retention

Based on Coefficient output, the obtained VIF is between 1.108 and 1.262 for all the independent variables, a value that is between 1 and 10. As identified by Sloman, (2010) multicollinearity of range above 1.0 and below 10.0 shows that the multicollinearity symptoms do not exist. As a result, the findings indicate that with high tolerance level above 0.7, then the independent variables are not highly correlated with one another, an advantage to the study because there is low chances for independent variables to undermine the statistical significance.

4.4.3. Reliability Test

Reliability test was conducted using Cronbach Alpha test. The findings are presented in Table 4.9.

**TABLE 4.9
Reliability Test**

Reliability Statistics	
Cronbach's Alpha	N of Items
.714	5

Reliability Test was conducted using Five Items representing 4 independent variables i.e. recruitment, performance management, reward and training practices and 1 Dependent Variables representing employees' retention. A reliability of 7.14 was acquired from the Cronbach's Alpha which according to Kothari (2009) is excellent and shows high internal consistency. For the present KNA and NMK study, the excellent reliability means accurate and reliable findings and recommendations.

4.5. Inferential Statistics

The inferential statistics were presented using regression and correlation analysis. While correlation analysis showed relationship between HRM practices individually with employees' retention, the regression analysis measured the extent to which HRM practices together

influence employee's retention, thus helping develop a regression model of the study. When interpreting the findings, statistically significant relationship exists when P-Value (Sig.) is <0.01** with the correlation and regression (Beta) values ranging from 0-1 to show weak to strong relationship interpreted as follows. Value of 0.001-0.2 shows weak/very low correlation/relationship, 0.21-0.4 low, 0.41-0.5 moderate relationship, 0.51-0.6 shows high relationship, 0.6-0.8 high relationship and >0.8 excellent relationship.

4.5.1. Correlation Analysis between HRM Practices and Employees Retention

Correlation analysis is done to show relationship between one variable with the other. In this study, Pearson Correlation analysis is conducted to investigate how independent variable, recruitment practices, performance management, training and development and reward practices influence employee's retention the dependent variable individually. The findings are presented in Table 4.10.

TABLE 4.10
Correlation Analysis between HRM Practices with Employees Retention

		Recruitment practices	Performance management Practices	Training and development Practices	Reward practices	Employees Retention
Recruitment practices	Pearson Correlation	1	.389**	.234**	.169**	.516**
	Sig. (2-tailed)		.000	.000	.007	.000
	N	257	257	257	257	257
Performance management Practices	Pearson Correlation	.389**	1	.362**	.328**	.556**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	257	257	257	257	257
Training and development Practices	Pearson Correlation	.234**	.362**	1	.213**	.582**
	Sig. (2-tailed)	.000	.000		.001	.000
	N	257	257	257	257	257
Reward Practices	Pearson Correlation	.169**	.328**	.213**	1	.668**
	Sig. (2-tailed)	.007	.000	.001		.000
	N	257	257	257	257	257
Employees Retention	Pearson Correlation	.516**	.556**	.582**	.668**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	257	257	257	257	257

** . Correlation is significant at the 0.01 level (2-tailed).

As the findings in Table 4.10 showing Pearson Correlation between HRM practices and employees retention show, there is statistically significant relationship between employees'

retention and HRM management practices investigated in this study and include recruitment, performance management, training and development and reward practices, given that $P < 0.01$ at 0.000. Reviewing specific relationship between variables, it can be evidenced that the highest relationship exists between reward and employee's retention of 0.668 ($P < 0.01$ at 0.000) which shows significant and very high relationship between employees' retention and reward. Given the views from employees when citing that they work for pay and even if they don't get other practices they work to be paid as their right, it is consistent with the research findings that reward practices are most important to them and plays important role in retaining employees. These findings are consistent with discussion's in the study by El-Galayani (2017) who although did not show any statistically significant relationship between reward and retention, the study found high turnover and lack of job satisfaction when employees were not compensated well. However, unlike El-Galayani (2017) more similar findings are identified by Okoth (2015) and Njaro and Ndegwa (2020) who found high relationship between reward and employees' retention, identifying similar to the present KNA and NMK that employees when they feel that they are well rewarded tend to stay in organization longer.

Second to reward practices are training and development practices which the present study found significant and high relationship of 0.582 ($P < 0.01$ at 0.000), showing that as training and development practices are offered to employees, their retention intention increases. Indeed, comparing these findings to former research, there are similar trends towards this objective. The study by Amaeshi (2014) found rewards and benefits to have most impact on employee's retention, but also insisted training to be important because when employees cannot be able to perform their tasks, then it is hard to retain them. Similarly, As NMK and KNA study notes, Ng'ang'a (2019) and Aluko (2019) support the findings, indicating that employees need to be supported with the right skills so that they can perform the required tasks, which means implementing appropriate program from the point of hiring to when performance is reviewed, to ensure areas of weakness are addressed for improved performance.

The third HRM practice that influence employee's performance is performance management, which the present study found to have high and statistically significant relationship of 0.556 ($P < 0.001$ at 0.000). This means that although NMK and KNA employees view performance management aspect as third significant in influencing their retention, views that are also supported by former research. Pandey and Patel (2020) four instance in supporting evidence by this study showed that issues of job satisfaction and turnover rate could be addressed through appropriate recognition, feedback and promotions, which Sparrow et al.

(2013) also supported by adding that systems of feedback should not be biased as they reduce job satisfaction. Additionally, Nawaz (2016) and Ndonye and Genga (2019) study that used correlation analysis found performance management practices to have high relationship with employee's retention, by reducing issues of job satisfaction and turnover cases, conclusions that support the present research findings.

Finally, although the participants indicated recruitment practices to have least relationship with employee's retention, the relationship was high and significant at 0.516 ($P < 0.01$ at 0.000), indication that implementation of aspects of recruitment performance management practice would increase employee's retention. Evidently, former research supported these findings, with Miheso et al. (2019) explaining employees' retention to be contributed by 24.6% of appropriate recruitment and selection process, which although is low given that 0.516 account for 51.6%, both studies showed positive contribution of recruitment towards employee retention. Similarly, Ramki (2015), Mbugua and Kamaara (2017) and Kepha et al. (2014) showed similar relationship between recruitment practices and employees' retention, showing retention to increase as the right employees, with necessary skills and expertise are hired. Reviewing what the findings from correlation model and former research imply, it is evident that although former research did not classify findings based on outcomes from correlation model but found relationship between the 4 measures of HRM practices and employees' retention, this study further shows employees from KNA and NMK to see reward practices, training and development, performance management and recruitment practices to influence employee's retention in that order.

4.5.2. Regression analysis of HRM Practices and Employees Retention

Finally, regression analysis was undertaken to show how implementation of the four practices i.e. recruitment practices, performance management practices, training and development practices and reward practices when implemented together will influence employee's retention at KNA and NMK. The goal was to show the extent to which the practices should be implemented as reflected by the regression model which is presented at the end of the discussions. Table 4.11a-c presents the findings showing the model summary, the ANOVA and regression coefficients.

**TABLE 4.11A
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 ^a	.771	.767	.23655

a. Predictors: (Constant), Reward practices determine my retention, Recruitment practices is a good determinant of employee's retention, Training and development determines my retention, Performance management determines my retention

The findings from model summary above showed high goodness of fit between HRM practices and employee's retention as shown by R=0.878. Indeed, reviewing the R²=0.771, it can be said that 77.1% of employee's retention at KNA and KNM can be explained by the implementation of HRM practices such as recruitment practices, performance management practices, training and development practices and reward practices. Therefore, in addition to high goodness of fit between HRM practices and retention of employees, 77.1% of employee's retention at the two organizations is accounted for by HRM practices.

**TABLE 4.11B
ANOVA Analysis**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.359	4	11.840	211.587	.000 ^b
	Residual	14.101	252	.056		
	Total	61.461	256			

a. Dependent Variable: Retention

b. Predictors: (Constant), Reward practices determine my retention, Recruitment practices is a good determinant of employee's retention, Training and development determines my retention, Performance management determines my retention

ANOVA analysis usually measure if there is statistically significant relationship between independent variables which in this study are HRM practices at Confidence level of 99%. From the findings, it is evident that Sig. value 0.000 is less than 0.01 which indicates statistically significant relationship between Employee's retention and HRM practices such as Reward practices, Recruitment practices, Training and Development and performance management as determinant to employee's retention. Also, the difference between F calculated in the Table and F critical should inform F distribution table and explains if the null hypotheses should be rejected if F critical is higher than the F value in the Table 4.10b. In this study F calculated is 211.587 > F critical at 29.288. This indicates that at significant level of 0.000 (P<0.01), the null

hypothesis should be accepted meaning that the regression coefficient model can explain relationship between HRM practices and employee’s retention at NMK and KNA.

TABLE 11C
Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.922	.123		7.493	.000
	Recruitment Practices	.194	.022	.291	8.812	.000
	Performance Management Practices	.137	.032	.154	4.332	.000
	Training and Development Practices	.207	.019	.353	10.784	.000
	Reward practices	.240	.016	.493	15.345	.000

a. Dependent Variable: Retention

As Table 4.11c shows, the overall regression analysis shows positive effect of HRM practice on employees’ retention at a significant level of 0.000 which is less than 0.01. The findings show that when all HRM practices are employed together, then employee’s performance is improved. With specific focus to aspects of HRM practices and effect on employee’s retention, the findings can be interpreted as follows. From the regression analysis in Table 10C the regression model that can improve the employee’s retention at KNA and NMK is written as:

$$\text{Employees Retention} = 0.922 + 0.291 \text{ Recruitment Practices} + 0.154 \text{ Performance Management Practices} + 0.353 \text{ Training and Development Practices} + 0.493 \text{ Reward Practices} + \varepsilon$$

The findings showed that at constant level of 0.922, when recruitment practices, performance management, training and development practices were implemented all together, the retention of employees at NMK and KNA improved significantly. Specifically, as shown by the regression model findings presented as acquired in Table 10C, implementing all the four HRM practices at NMK and KNA improves employee’s retention by 0.291 from recruitment practices, 0.154 from performance management practices, 0.353 from training and development practices and 0.493 from reward practices.

These findings agree with former studies that showed relationship between HRM practices and employees’ retention. The study by Janes (2017) for instance identified that attracting best talent, training and rewarding them would enhance their performance and further retention to great extent. These views were also noted in the research by Ramki who understood the

relationship between recruitment practices and retention, finding same significant relationship as the present study between recruitment and employee retention.

Furthermore, Multiple regression analysis by Agio (2017) and regression analysis by Ameshi (2014) found reward and performance management practices respectively to increase retention of employees. Finally, consistent with discussions from the present study, similar trends can be identified with Aluko (2019) research which generally found HRM practices such as training and development and other practices to increase employees' retention.

Therefore, these findings imply that the HRM practices employed at NMK and KNA such as recruitment, performance management, training and development and reward practices to play a significant role of improving employee's retention, which former studies also supported.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1.Introduction

Chapter 5 provide summary of the research findings on the study that purposed to investigate the role of HRM practices on employees' retention in the KNA and NMK, Headquarter (HQ). Specifically, informed by four specific objectives of the study, the findings are summarized together with comparison with former studies. Secondly, conclusions providing the overall summary of the study is provided, showing how the research objectives were addressed. Third, recommendations to managers and policy makers at KNA and NMK under the ministry of culture is provided, followed by areas for future studies.

5.2.Summary of Findings

The summary of the findings is provided as guided by four objectives of the study.

5.2.1. Role of recruitment process on employees' retention in the KNA and NMK

The first objective of the study was to find out the role of recruitment practices on employees' retention at KNA and NMK. The study found this practice to be widely implemented at KNA and NMK. The specific recruitment practices as were strongly agreed by participants to be implemented in the two institutions in order of strong agreement were recruiting experienced workers, attracting large talent pool for job application and workers being able to execute their roles upon recruitment as mean of 4.88, 4.73 and 4.72 showed respectively. Other recruitment practices included recruitment being done on experience and relevant qualification, recruitment process being just and fair, hiring the most appropriate workers and having the right interview process which means of 4.59, 4.55, 4.51 and 4.48 supported in that order.

Overall, the participants from KNA and NMK had high agreement of 4.6 about the existence of the recruitment practices in their respective institutions which former studies earlier noted and supported to be critical in improving performance, studies by Stephan et al. (2013), Kepha

et al. (2014), Nyanjom (2013), Miheso et al. (2019) and Oaya et al. (2017) are among the key former research that supported the findings of this study, showing recruitment practices highlighted in this study to be important in improving performance. Indeed, the correlation analysis results showed that although recruitment practices had least relationship of 0.516($P < 0.01$ at 0.000), this relationship was high an indication that recruitment practice highly played a role in ensuring employees are retained. This is consistent with Miheso et al. (2019), Kamaara (2017) and Kepha et al. (2014) former research which showed recruitment practices to have significant role when it comes to retention of employees, and the regression model evidenced this by showing that increase in aspects of recruitment practices would increase retention of employees by 0.291 which is 29.1%.

Therefore, the findings from the first objective of the study shows that implementation of recruitment practices at KNA and NMK can improve the retention of employees by 29.1%, thus showing the important role that recruitment practices play in employees' retention.

5.2.2. Role of performance management practices on employees' retention in KNA and NMK

The second objective of the study sought to find out the role of performance management practices on employees' retention at KNA and NMK. The study found that the performance management practices implemented at KNA and NMK that influence employee's retention are performance management systems being used for employee's growth, performance management being done regularly and existence of system that influence performance which was strongly agreed as shown by mean of 4.41, 4.35 and 4.24 respectively. Other practices included feedback with areas of improvement, and fair and equal performance management systems that recognize good performance as mean of 4.21 and 4.04 respectively showed strong agreement. However, unlike strong agreement from other aspects, there was only agreement that promotion is done based on good performance as mean of 3.97 indicates. Reasons for such

low mean compared to mean of other performance management aspects was explained by the qualitative data, which few employees from NMK and KNA who responded to the questions indicated that there is need for fair promotion when it comes to performance management systems which they felt were discriminative. Nevertheless, overall, there was high average implementation of performance management practices which mean of 4.20 supported, thus showing high correlation with former literature by Pandey and Patel (2020) and Ndonge and Genga (2019) that performance management systems should be fair, promote equality, growth of employees, with feedback identifying weak areas and performance management being basis of employee's promotion as they would increase employee's retention.

Further, supporting evidence from descriptive statistics, the correlation analysis showed performance management to be HRM practice, that influence employee's retention after reward and training practice at 0.556($P < 0.01$ at 0.00), Which studies by Sparrow et al. (2013) and Nawaz (2016) support and agree with by indicating that performance management practices to have high relationship with employee's retention, by reducing issues of job satisfaction and turnover cases. Finally, the study through regression model showed that when performance management is used together with other practices, it influences employee's retention by 0.154 which shows 15.4% of employees' retention to be explained by performance management practices, with studies by Agoi et al. (2017) justifying these findings by explaining the significant role of Performance management practices on employee's retention. Thus, the findings from the second objective of the study shows that implementation of performance management practices at KNA and NMK can improve the retention of employees by 15.4%, thus showing the important role that performance management practices play in employees' retention.

5.2.3. Role of reward practices employees' retention in KNA and NMK

The third objective sought to find out the role of reward practices employees' retention in KNA and NMK, HQ. The findings of the study found reward practices to be implemented as strongly agreed by participants. The major practices implemented included recognition and payment of overtime, commission and bonuses being paid on good performance and employees getting health and retirement benefits as mean of 4.18, 4.11, and 4.08 supported. Other practices included payment done timely and competitive salary being paid as respectively shown by mean of 4.05 and 4.03. Overall, there was high agreement of 4.09 that reward practices were implemented at KNA and NMK, which former research by El-Galayani (2017) and Kor and Hur (2014) supported identifying implementation of these practices to increase employees' retention. However, even with such benefit, the qualitative data noted need to increase salary of employees as they continue staying in the organization as a way to retain them more because with years, even most competitive salary becomes less competitive and employees leave the origination to look for better pay.

Indeed, emphasizing on the importance of reward on employee's retention, both the regression and correlation analysis showed reward to have highest influence and account for highest relationship for both analyses. The correlation analysis showed that when measured independently, reward had very high impact of 0.668 on employee's retention, findings that are supported by Okoth (2016) and Njaro and NDegwa (2020) who indicated that when rewards are competitive and satisfactory to employees, then their overall retention increases. Finally, when measured together with other HRM practices through regression model, reward practices contribute up to 0.493 of employees' retention, the highest contribution, which means increase in reward practices aspects would increase retention by 49.3%. This great contribution is also noted by Ameshi (2018) who found employees retention to improve with better rewards.

These findings on the third objective can therefore show that implementation of recruitment practices at KNA and NMK together with other practices can improve the retention of employees by 49.3%, thus showing the important role that recruitment practices play in employees' retention.

5.2.4. Role of training and development practices on employees' retention in KNA and NMK

Finally, the study sought to establish the role of training and development practices on employees' retention in KNA and NMK, HQ. Although there was strong agreement that training targets improvement of skills and competencies and knowledge development as mean of 4.04 and 4.00 supported, there was weaker agreement on the other aspects. For example, there was weak agreement that employees get education scholarship as shown by mean of 3.72 but increased to 3.75, 3.79 and 3.89 when employees stated that they receive mentorship when joining their respective institutions, have job rotation or vast experience and are coached to improve competences respectively. Generally, the average agreement was at 3.86 showing that unlike other HRM practices, T&D ranked lowest which is explained by the qualitative data from interviewees deifying the need to link the training with specific training needs rather than just having training. These views were also noted by Chiboiwa et al. (2010) who found training effectiveness to be effective when linked with needs for training thus improving knowledge and competences as studies by Aluko (2019) and Ng'ang'a (2019) found HRM T&D to do as way to improve retention.

Indeed, the correlation and regression analysis showed training and development to come second after reward practices, and when measured individually, it contributed up to 0.582 of employees' retention. The regression model showing that in relationship between HRM practices and employees' retention, the training and development explains it by 0.353 which means that any increase in training that targets improvement of employees' skills and capability

increase retention by 35.3%. although former research did not provide such statistics, Multiple regression analysis by Agio (2017) and regression analysis by Ameshi (2014) found reward and performance management practices respectively to increase retention of employees. Therefore, the findings from the fourth objective of the study showed that implementation of training and development practices at KNA and NMK to improve the retention of employees by 35.3%, thus showing the important role that training and development practices play in employees' retention.

5.3.Conclusion

The purpose of the study was to find out the role of HRM practices on employees' retention using the case of KNA and NMK. A sample of 257 was sampled using stratified sampling and issued questionnaires, with data being analysed using content analysis for qualitative data, descriptive analysis and inferential statistics for quantitate data. The objective of the study which sought to establish the role of recruitment process on employees' retention in the KNA and NMK, HQ. The study found recruitment practice to employees' retention, showing that when recruitment practice is considered individually, there is high impact of 0.516 on employee's retention and when used with other practices, the impact is at 29.1% (0.291). The second objective determined the role of performance management practices on employees' retention in KNA and NMK, HQ. The study showed that when performance management is considered individually, then it influences employee's retention by 0.556, and when considered together with other HRM practices improve retention by 15.4% (0.154).

The third objective sought to find out the role of reward practices employees' retention in KNA and NMK, HQ. The findings show that when reward is measured individually, it improves employees' retention by 0.668 and when implemented together with other practices contributes up to 49.3% of employees' retention. Finally, the study sought to establish the role of training and development practices on employees' retention in KNA and NMK, HQ. The findings

showed that when training and development is correlated against retention, it has up to 0.582 relationship with employee's retention and together with other practices, implementation of specific training and development practices contributes up to 35.3% of employees' retention. Therefore, the study addressed the objectives of the study, showing that HRM practices like recruitment, performance management, training and development and reward to play a critical role in improving employees' retention. This can be evidenced by the regression model below.

$$\text{Employees Retention} = 0.922 + 0.291 \text{ Recruitment Practices} + 0.154 \text{ Performance Management Practices} + 0.353 \text{ Training and Development Practices} + 0.493 \text{ Reward Practices} + \varepsilon$$

5.4.Recommendations

Having concluded the study and addressed the objectives of the study which indicated that HRM practices have important role on employee's retention, three recommendations are made to policy makers and managers at NMK and KNA which is under ministry of culture.

First, the study found performance management to play a critical role in employees' retention as it provides opportunities for employees' promotion. However, to employees at NMK and KNA, they felt that the promotion of employees through performance management practice was done using discriminative means rather than based on good performance. This is a problem that managers need to address by ensuring that employees are equally provided opportunities for career growth because employees also seek this. When equal opportunities for promotion are given, then the employees tend to work hard so that they can get opportunities for career growth within the organisation, which shows their intention to work in organisation for longer.

Secondly, while employees noted competitive and timely pay, good bonuses and benefits, employees noted to look for more. Evidently, it is not all employees can be promoted to management levels and while some may leave to look for such promotional opportunities and better salaries, some may opt to stay in the organization if offered better salaries. Therefore,

echoing the subjective views from some participants, employee's compensation should be reviewed periodically and increased as a way to motivate them to stay. Specifically, performance-based compensation makes employees feel fairness in compensation because their pay reflects their efforts towards organisational goals. With such compensation, employees would prefer working for organisation and increasing their performance so they can get higher rewards

Finally, the research showed that when training programs are second when it comes to improving performance, the level of agreement on their implementation at NMK and KNA was the lowest at 3.86, indicating that the training programs were not consistent with the training needs, which some participants noted in their subjective views. When the training is not focused on individual needs of employees, then the training is less effective and would not ensure retention. Thus, NMK and KNA should offer more focused training to employees which can be informed by the existing performance management systems which are already giving feedback to employees and areas for improvement. Because most of turnover issues exist due to lack of understanding of job requirements, or tasks being hard to handle, training employees to improve their weaknesses and improve their effectiveness in role execution makes them more competitive and may increase retention rate.

5.5.Areas for Future Studies

Generally, the study was concluded and effectively provided recommendation having met its goal. Indeed, the normality test showed that the study null hypothesis should be accepted that HRM practices play a role in employees' retention. However, the study had one limitation. When descriptive design is used, the study tends to focus more on quantitate data which deny respondents opportunity to give their subjective views. In this study, this problem was addressed by having participants indicate their views through Semi-structured questionnaire that allowed for open ended questions. However, the major limitation for this is that most

participants did not respond to the open-ended question and went for easy ticking task. While this did not affect the reliability of the findings, such information would have informed recommendations and aligned more with the objective based questions. Therefore, this study encourages future studies to focus on using mixed methods. With mixed methods, then the future research will be better placed to use interviews which can be given to 10-15 interviewees recommended by Mugenda and Mugenda as adequate and questionnaires. This may help have in-depth understanding on the issue of HRM practices on employee's retention.

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APPENDICES

Appendix 1:

Research Questionnaire

I am Mary Waithira Nyambura studying masters in Human Resource Management at KCA University and presently undertaking research to establish the role of Human Resource Management practices on employees' Retention in Kenya National Museum (KNM) and Kenya National Archives (KNA). You are hereby requested to take part in responding to free and voluntary academic research process. Kindly do not indicate you're personal or contact information for confidentiality purposes. For further information or clarification, contact researcher (marywaithira254@gmail.com or 0700822769).

Thank you for participating.

Section 1: Background Information

1. Please indicate your gender
 - Male
 - Female
2. What is your age?
 - Below 25 but above 18
 - 25-34 Years
 - 35-44 Years
 - 45-54 Years
 - 55 Years and Above
3. For how long have you been working at the organization
 - Below 1 Years
 - 1-5 Years
 - 6-10 Years
 - Above 10 Years
4. What is your current level of management?
 - Executive/Senior management
 - Line Manager
 - Supervisor
 - Non-Management

Section 2: Human Resource Management practices

This section establishes the Human Resource Management Practices employed at Kenya National Museum and Kenya National Archives. Kindly indicate your awareness of HRM practices.

5. Are you aware of Human Resource Management Practices employed at your organization?

Yes

No

6. Kindly Indicate the HRM Practices you are aware of

Recruitment Practices

Performance Management

Training and Development

Reward Practices

The table below establish the specific practices employed at Kenya National Museum and Kenya National Archives. Kindly indicate your level of agreement with the following statements. 1-strongly disagree to 5 strongly agree.

Human Resource Management Practices	1	2	3	4	5
Recruitment					
7. KNM attract large pool of applicants for available job opportunities					
8. The recruitment process is done based on experience and relevant qualification					
9. The recruitment process is fair and just					
10. The right interview process is implemented by organization					
11. I believe the organization hire the most appropriate workers					
12. The workers at the organization are experienced					
13. The workers at the organization are able to execute their duties and responsibilities					
Performance Management					
14. There are systems for recognizing performance					
15. The performance management systems are fair and promotes equality in recognizing good performance					
16. Performance feedback is given to employees together with areas of improvement					

17. The Performance management systems are used for employee's growth					
18. The performance management is done on regular basis					
19. Promotion is given based on good performance					
Reward Practices					
20. The salary and wages given at the company are competitive					
21. The payment of employees' salaries is done timely					
22. Different benefits such as health and retirement are given at the organization					
23. The bonuses and commissions are given on competitive and good performance basis					
24. Overtime is recognized and paid for at the organization					
Training and Development					
25. The training programs are targeted towards improving employee's skills and competence					
26. Employees receive education scholarships to enhance their knowledge and skills (Off-the-job Training)					
27. Employees are given learning leaves targeting knowledge development in their respective field (Off-the-job Training)					
28. Employees receive mentorship upon entering the organization inducting them to their roles and responsibilities					
29. The employees are coached when doing their tasks to improve their competencies					
30. There are job rotation programs targeting improvement of employee's skills and competence in different areas of the organization					

Following your response in relation to HRM practices at the company, please give some detailed explanation on the following aspects of HRM practices

31. Do you think the right recruitment process is employed at the organization and why?

32. What would like to see changed in the company in relation to how they recruit

33. How frequent is performance management done at KNM?

34. Kindly give details on the fairness of performance management, including what you think should change

35. Do you think that the rewards given at the organization in terms of salary and benefits are fair and why?

36. Have the training programs be tailored to meet your skills need and why?

Section 3: Employees Retention

This section identifies the measures of employee’s retention at KNM and KNA. Kindly indicate your level of agreement with the following statements. 1-strongly disagree to 5 strongly agree.

Measures of Employees Retention	1	2	3	4	5
37. Employee’s retention can be measured through the number of employees who leave the organization relative to those who are hired (turnover rate)					
38. When satisfied with what I do, my willingness to work longer increases (Job Satisfaction)					
39. My absenteeism is an indicator that am not willing to work in the long-term (Absenteeism)					
40. Employees tend to work less and be less productive when they are looking for other opportunity and want to leave the organization (Presentism).					

41. What other aspect do you think is used to measure the retention of employees and why

Section 4: Relationship between HRM practices and Employees Retention

This section identifies if HRM practices relate to employee's retention at KNM. Kindly indicate your level of agreement with the following statements. 1-strongly disagree to 5 strongly agree.

HRM practices and Employees Retention	1	2	3	4	5
42. Recruitment Practices is a good determinant of employee's retention					
43. Performance Management determines my retention					
44. Training and Development determines my retention					
45. Reward Practices Determine my retention					

The end...

APPENDIX 2:**RESEARCH BUDGET**

Activity	Description	Unit	Cost per unit ksh	Amount ksh
Printing Questionnaires	6 pages	257	10	15420
Data collection transport				2500
Printing Proposal	54 pages	3 copies	10	1620
Cyber Costs				1000
Printing final thesis	130 pages	4 copies	10	5200
Binding Costs		4 copies	900	3600
Miscellaneous				2000
Total Cost				31,340

APPENDIX 3:

RESEARCH TIMETABLE

Activity	Start Time	End Time
Writing Research concept	Jan 2021	Feb 2021
Lecturer feedback		
Chapter 1	March 2021	March 2021
Supervisor feedback and revisions		
Chapter 2	March 2021	March 2021
Supervisor feedback and revisions		
Chapter 3	April 2021	May 2021
Supervisor's feedback and revisions		
Questionnaires	June 2021	June 2021
Supervisor feedback and revisions		
First defence	July 2021	July 2021
Defence panel feedback revisions		
Writing chapter 4-5	Aug 2021	Sep 2021
Supervisor's feedback and revisions	Sep 2021	Oct 2021
Second defence	Oct 2021	Nov 2021
Defence feedback and revisions	Nov 2021	Nov 2021
Final draft	Nov 2021	Nov 2021
Feedback from supervisor		
Printing and binding for submission	Nov 2021	Nov 2021

APPENDIX 4

DATA COLLECTION LETTER



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Website: www.kca.ac.ke

SCHOOL OF GRADUATE STUDIES AND RESEARCH

KCA/SGS/Aug. 21/1

11th August 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: MARY W NYAMBURA REG NO:20/00033

It is my distinct pleasure to introduce to you Ms. Mary Waithira who is a student in our institution pursuing a Master of Business Administration at the College of Business.

Mary is conducting a research on a topic titled: "*Role of Human Resource Management Practices on Employees' Retention in Kenya National Archives Headquarters*" which is part of the requirements of the program she is pursuing. The research as well as the data procured thereof shall be used for academic purposes only

Any assistance accorded to her is highly appreciated.

In case of further inquiry, do not hesitate to contact the undersigned.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Nyaribo Misuko'.

Dr. Nyaribo Misuko

Dean, School of Graduate Studies & Research



Approved
[Signature]
18/8/2021

Thika Road, Ruaraka
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SCHOOL OF GRADUATE STUDIES AND RESEARCH

18 AUG 2021

KCA/SGS/Aug. 21/1

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[Signature]

Dr. Nyaribo Misuko

Dean, School of Graduate Studies & Research



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SCHOOL OF GRADUATE STUDIES AND RESEARCH

KCA/SGS/Aug. 21/1

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In case of further inquiry, do not hesitate to contact the undersigned.

Yours faithfully,

Dr. Nyanbo Misuko

Dean, School of Graduate Studies & Research



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SCHOOL OF GRADUATE STUDIES AND RESEARCH

KCA/SGS/Aug. 21/1

11th August 2021

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Yours faithfully,

Dr. Nyaribo Misuko

Dean, School of Graduate Studies & Research



APPENDIX 5

NACOSTIC RESEARCH PERMIT

Republic of Kenya
Ministry of Science, Technology and Innovation
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 921167

RESEARCH LICENSE



This is to Certify that Miss. Mary waithira Nyambura of KCA University, has been licensed to conduct research in Nairobi on the topic: **ROLE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEES' RETENTION IN THE NATIONAL MUSEUM OF KENYA AND KENYA NATIONAL ARCHIVES HEADQUARTERS** for the period ending : **01/October/2022.**

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NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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