

**HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEES
RETENTION IN NON- GOVERNMENTAL ORGANIZATIONS IN NAIROBI
CITY COUNTY, KENYA**

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**A THESIS SUBMITTED TO THE SCHOOL OF BUSINESS, ECONOMICS AND
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AWARD OF DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE
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NOVEMBER 2025

DECLARATION

This thesis is my own piece of work. It has not been presented for a degree or any other award in any other university or college. No part of this thesis should be reproduced without authority of the author or/and of Kenyatta University.

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DEDICATION

I wish to dedicate this thesis to my beloved parents, the late Francis Olweny Oduma and the late Gaudencia Atieno Olweny, my late sister-in-law, Jane Akinyi Olweny and Rev. Sr. Felicia Matola (FMSA). Keeping me in their hearts and minds inspired me to pursue higher learning. Their memory and encouragement continue to motivate me in my academic journey.

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OPERATIONAL DEFINITION OF TERMS

| | |
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| Career Development: | The opportunity employees have to progress in their careers through education, training, and promotion to higher levels of responsibility within the organization |
| Human Resources Management Practices | Refer to the organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. |
| Job Embeddedness: | The extent to which employees feel integrated into their workplace environment, encouraging a sense of belonging and commitment to the organization. |
| Job Satisfaction: | The level of contentment employees experience in their jobs, based on how well job rewards align with their expectations and personal fulfillment. |
| Leadership: | The ability to effect, guide, and provide direction to employees, enabling them to attain administrative goals and aspirations. |
| Leadership Styles: | The various approaches leaders use to influence, motivate, and guide employees. Leadership styles impact engagement, productivity, satisfaction, and overall organizational success. |
| Non-Governmental Organizations: | Legally established non-profit entities that operate independently of governments to serve the public interest, working in areas such as human rights, education, healthcare, environmental protection, and poverty alleviation. |
| Employee Retention: | The ability of the organization to keep employees in the organization over a given period rather than seeking alternative employment. This is often reflected in the employee intention to remain with the organization or leave the organization. |
| Work Environment: | The physical, and social conditions of the workplace, including culture, policies, resources, and atmosphere, shaping employees' experiences. |

ABBREVIATION AND ACRONYMS

| | |
|-----------------|---|
| ANOVA | Analysis of Variance |
| CFA | Confirmatory Factor Analysis |
| COVID 19 | Coronavirus disease 2019 |
| ECMY | Evangelical Church Mekane Yesus |
| EU | European Union |
| HR | Human Resource |
| HRM | Human resource management |
| HRMP | Human Resource Management Practices |
| INGOs | International non-governmental organisations |
| KMO | Kaiser-Meyer-Olkin |
| NACOSTI | National Commission for Science, Technology, and Innovation |
| NGOs | Non-Governmental Organizations |
| OEFs | Organisational External Factors |
| SPSS | Statistical Package for Social Sciences |
| VIF | Variance Inflation Factor |

ABSTRACT

The main objective of this research was to study the effect of human resource management practices on employee's retention within Non-Governmental Organizations in Nairobi County. Specifically, the research purposed to ascertain the influence of leadership style, work environment, and career development opportunities on employee retention. Additionally, the study sought to assess the role of job embeddedness as a mediator in the relationship between human resource management practices and the ability of Non-Governmental Organizations to retain employees. A good number of employees in Non-Governmental Organizations in Nairobi express a lack of intention to remain in their current work environments. In 2020, more than 30% of Non-Governmental Organizations employees in Nairobi expressed a desire to voluntary leave their employment. A rate that rose to 34% in 2021 according to reports. This observation was predominantly attributed to poor working environments, unfriendly organizational cultures, poor staffing practices, lack of motivating remuneration packages and operational methods. The theoretical foundations underpinning this study is drawn from one model and three theories, namely, the Mixed Model of employees Retention, Trait Theory, Hierarchy of Needs Theory, and Job Embeddedness Theory. They provided insight to understand employee's retention. The study assumed an explanatory research design, targeting 201 Non-Governmental Organizations operating within Nairobi County. The research sample comprised of 69 Non-Governmental Organizations selected through stratified random sampling technique. This enabled the sample to be representative and accurate, ensuring that the distinct subgroups from the population were adequately and proportionally included. Fishers' formula was used to get the 69 organizations. Semi-structured questionnaires were utilized, with pilot testing conducted on 7 Non-Governmental Organization employees who were subsequently excluded from the final study. Questionnaire validity was ensured through expert judgment and reliability was ensured through Cronbach's alpha testing with a threshold of 0.7. Data analysis involved coding and entry into Statistical Package for Social Sciences version 22, followed by descriptive statistics analysis to characterize the data, and logistic regression to assess variability associations of the variables under the research. The research established that leadership style, work environment and career development opportunities affected employee's decision to stay or leave the organization. In addition, job embeddedness was observed to mediate the affiliation amongst human resource management practices and retention in Non-Governmental Organisations. Further, the study showed that job satisfaction moderates the connection amongst human resource management practices and retention of workers. The study determined that factors such as employee commitment, motivation, and work-life balance are key contributors to retention. However, many employees in Non-Governmental Organizations in Nairobi do not have adequate access to coaching and mentorship programmes, which could support their professional growth. It is recommended that managers adopt appropriate leadership styles, that integrate supportive work environments with career development opportunities to enhance employee retention.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Retention of workers is seen as the outcome of an institution's concerted efforts and measures to keep its skilled workforce on board to lower voluntary turnover (Musinya, 2021). Retention concerns are becoming one of the most important personnel management challenges for businesses, according to Krishna and Garg (2022). It is generally understood that human resource is the greatest critical asset towards establishment's success and that organisations cannot undervalue the significance of attracting and keeping exceptional individuals at a time when employee skills and knowledge rank among the primary competitive enablers (Matongolo et al., 2018).

Employee retention failure can be attributed to a myriad of reasons, those that are linked to external environmental realities like the state of the economy, to the inherent organizational dynamics such as its Human Resource Management (HRM) practices (Musinya, 2021). In this context, the deliberate structuring of formal processes within an organization to guarantee the effective utilization of human capabilities in pursuit of organizational goals would be regarded as a strategic employment of human resource. Employee retention and more specifically of talented, energetic and experienced staff is viewed as an efficient HRM practice (Chukwuka & Nwakoby, 2018).

(Odhiambo & Muathe, February 2018) concurs with the conclusion drawn by (Samuel & Chipunza, 2013) that retention of valued workers is a major challenge executives of organizations face as they seek experienced workers to enhance performance of their

organizations. Low employee retention raises operating expenses for businesses and is detrimental to productivity. Since human resource is an organization's most important asset, a continuous increase in the turnover of skilled HR personnel leaves an opening that might take a period and additional money to fill. An organization's primary purpose for existing, no matter where in the world, is to accomplish its predetermined goals. Only with effective enlistment and supervision of organizational resources such as labour, equipment, raw materials, capital, and so forth, can this predetermined goal be accomplished (Fahim, 2018).

Excessive employee turnover is expensive and leads to significant inefficiencies. Hiring and training workers that are new on a regular basis is costly. Non-governmental organisations face numerous issues, including the effect of increased workloads on current employees, lost learning opportunities, project delivery delays, and general inefficiencies brought on by a lack of continuity (Amarakoon, & Colley, 2023). Due to higher recruitment, hiring, and replacement expenses, businesses and organisations may experience a financial loss because of employee turnover (Modau et al., 2018). Organisational resources are depleted by turnover due to advertising, time spent interviewing and training new hires, and opportunity costs incurred while the new hire is getting to know the organisation and the job (Aryal et al., 2023).

Job embeddedness is an important psychological and social mediator in the relationship between employee retention and human resource management (HRM) practices in non-governmental organizations (NGOs). Instead of having a direct impact on a worker's desire to stay, HRM practices first help them feel a feeling of belonging to the company, which in turn influences their intention to stay (Shibiti, 2019).

By enhancing the positive relationship between NGO staff retention and effective human resource management (HRM) practices, job satisfaction serves as a moderator. This means that when employees are happy in their positions, HRM practices have an even greater impact on keeping them with the company. Job satisfaction is a critical factor that increases the impact of HR initiatives on employee retention because it is a direct result of good HRM practices, which also lower turnover intentions (Irabor & Okolie, 2019).

Globally, the optimal use of human capital, defined by (Armstrong, 2014) as the efficient use of information, expertise of employees in an organization have been studied and conclusions drawn. A study by (Parmenter & Barnes, 2021) stated that employees in Australia are among the most valuable resource for creating a successful company culture, hence they must be developed through the best practices in human capital management. The same research deduced that NGOs in Australia have the lowest employee turnover because they offer competitive pay packages, a welcoming workplace with roomy offices, significant incentives for consistent work, and the formation of productive teams led by thoughtful leadership (Abebe, 2020).

The comparatively low rates of employee turnover in Germany, France, and Italy could be attributed to more stringent labour market regulations and decreased need for employee mobility. Employees in these nations work for the same company for ten years or longer. Denmark, Spain, and Great Britain, on the other hand, have far higher staff turnover rates (Tichy, & Weller, 2021). Slovenia's staff turnover rate of 4.4% is slightly lower than the 4.8% EU average (The Federation of European Employers, 2019) due to employees' job satisfaction, job security and opportunities for growth.

A study by (Zhang & Ma, 2021) noted that management issues and unfavourable community-based environmental conservation initiatives in China have contributed to significant staff turnover. This is because, the individuals in charge were unable to provide effective leadership, and the compensation packages did not adequately reflect the training that the employees had received. Furthermore, the same investigation established that the overall work environment was never enhanced because the projects often had short timelines and, as a result, some of them did not even provide significant fixed assets that were essential for job completion.

Many non-governmental organisations (NGOs) in Kenya have seen low rates of employee retention in their formal engagements, which has reduced their effectiveness in providing services (Njoroge & Nzulwa, 2019). It appears that the ignorance of some of the development practitioners and leaders of NGOs may be contributing to high employee turnover or intentions to leave employment relationships.

1.1.1 Employee's Retention

Muma (2018) described retention of workers as, retaining current workers and stopping their parting from the corporation for whatever cause, particularly to rival organisations. He further states that talented and energetic staff should not leave the organizations since they play roles that are vital to the organization's success. Retention can be contrasted with staff turnover (Ndinya, Nzulwa & Kwena, 2017). Employee retention is therefore defined as an organization's ability to prevent employee turnover, or the number of people who leave their job in a certain period, either voluntarily or involuntarily. Increasing employee retention has a direct impact on business performance and success (Musinya, 2021).

Preventing dedicated, capable, and skilled workers from exiting the organization is the primary goal of retention since not doing so, could negatively impact job performance, productivity, profitability, and service delivery (Ooko, 2020). The knowledgeable and dedicated employees will also guarantee the calibre and volume of the goods and amenities they offer, assisting in the preservation of competitive advantage. Talented individuals should be kept on staff through concerted efforts. Additionally, the best contribution from current talent must be encouraged, and they must be valued appropriately (Musinya, 2021).

Employee retention is assessed using a variety of metrics. Workers consent to leave or stay will be included in these metrics (Matongolo, Kasekende, & Mafabi, 2018). Work-life balance, professional progression, the importance of competitive compensation, and suitable work environment management are further indications. Employees given access to career development programmes that they believe will further their professional development and align with their goals, tend to remain loyal and committed to their employer, according to Musinya (2021). Engagement, acknowledgement, loyalty, and dedication of employees are the retention characteristics that need to be considered. Since they are more objective, this investigation used intent to stay and intent to depart as the measures of retention of workers (Wanjiru, 2017). Employee Retention was operationalized as intention to leave and intention to stay.

1.1.2 Human Resource Management Practices

Human resource management (HRM) involves valuing human resources, or the individuals who contribute either singly or jointly to the accomplishment of the goals of a firm (Etaan, & Jain, 2019). On the other hand, Human Resources Management (HRM) practices refer to the organizational activities directed at managing the pool of human resources and

ensuring that the resources are employed towards the fulfilment of organizational goals (Wakio, 2019). Armstrong (2014) noted that HRM can be regarded as the most suitable approach to attracting, retaining, developing and enhancing the well-being of staff in an organization. Better HRM practices seems to make it easier to find, hire, and retain talented staff members which in turn, increases organisational cost-effectiveness and advances a culture of performance by implementing a more strategic HR role (Muraga, & Arts, 2018). The human resource management practices that were studied include career growth, work environment, leadership style. NGOs adopt HRM practices like career growth, work environment, and leadership style to boost employee retention, motivation, and overall performance, crucial for achieving mission-driven goals despite resource constraints and donor dependency (Anna, 2023).

Leadership style, as used in Human Resource Management (HRM), is the strategy a leader employs to persuade, inspire, and guide their group to accomplish company objectives. It affects worker engagement, output, and workplace culture (Jacqueline & Nafula, 2021). HR managers can employ a range of leadership styles with various levels of influence; depending on the group of people the leaders are leading as well as the industry they operate in. These leadership ideas describe how numerous leadership types collaborate to enhance retention of workers in the organization (Wells, Peachey, and Walker, 2018). Miller, Walker and Drummond (2019) added that management plays a vital aim in determining the attitudes of workforces and that effective leadership may improve positive connections amongst co-workers, with a beneficial impact on the organisational climate, improve service performance, and change behavioural findings, making it an essential tool for management. Measures of leadership styles include Autocratic, and laissez-faire leadership

(Nafula's, 2021); Rao, Sahyaja, Akhil, & Narasimha, 2018), leadership styles can also be measured by directive and participative leadership (Jacqueline, & Nafula, 2021). The study evaluated leadership by such factors as credibility, straightforwardness, mutual respect, fairness and equity.

The workplace environment is another facet of HRM. According to Saputra and Riana (2021) HR managers are crucial in generating a respectful and inclusive work environment that supports diversity and inclusion. The term "work environment" refers to both the office's real physical location and its immediate surroundings. A pleasant, well-planned, safe physical space, excellent equipment, and effective communication are all necessary for a productive work environment. Well-planned and managed offices and workplaces have a big impact on people's attitudes towards their work (Wells, Evans & Cheek, 2019). Work environment is measured by hours of working in a certain organization, the systems of ICT that are adopted in the organization, the design of the jobs as well as the teamwork of the workers (Wakio, 2019).

Another aspect of HRM is career development. HR professionals should support the employees in their organizations to focus on their career development by performing skill audit, establishing clear goals with employees, providing training opportunities, and encouraging a culture of continuous learning. Mentorship programmes, job rotations, and personalised growth plans are considered critical strategies (Vondracek, Lerner & Schulenberg, 2019). The career development of employees can be understood as a planned effort to fulfil the manpower requirements of the establishment while balancing the needs of individual career advancement. The growing understanding demonstrates how employees may improve the marketability of the company. These days, it is challenging

for workforce managers to identify the developmental techniques within a company that lead to employee devotion to the corporation's (Sari & Dewi's, 2020). Mary and Susan (2019) measured career development by chances for advancement, training and development benefits, sponsored training to employees and training frequency. In the study, career development was assessed as, career goal progress/promotion speed, training, and development and remuneration plans.

In Japan, and China, HRM and startups faced numerous obstacles that included finding qualified job opening candidates and the expense of educating employees to learn new skills, which eventually impacted their retention at work. Therefore, it was determined that the management of staffs in line with career advancement, compensation, work-life balance, and work environment—factors that significantly impacted staff retention—needed to be re-examined (Jyoti, & Sarthak, 2019).

In Gambia, there is no set compensation plan and employees frequently switch between organisations, it is problematic to hold workers in the NGO sector (Sillah, & Adesopo, 2022). The high rate of employee turnover among Nigerian NGO workers was linked to their desire for more alluring compensation, which was thought to be a distinguishing feature of NGO work. Furthermore, practically all well-known NGOs in Nigeria are recognised by their cutting-edge cars, which entice other government workers to look for possibilities.

In Egypt HRM aspects are essential to the positive development of the company, and thus organizations strive to implement the most recent practices and compete with one another in implementing distinctive HRM practices to achieve their administrative aims (Wijesiri et al., 2019). Due to changes in work-life steadiness, diversity, and lifestyle, as well as a

manpower shortage and the need to make the best use of the workforce that was already there, the COVID-19 pandemic had a significant impression on HRM practices, particularly regarding luring and keeping valuable employees within the company (Roy, 2021).

In Kenya, non-governmental organisations that offer services to the common people are recognised under The Societies Act, Cap. 108. These organizations, search the labour market for qualified candidates, choose them, train them, and acquaint them with the kinds of services they hope to offer the local community. It is unusual to find employees in NGOs offered extended period beyond terms of one to three years, according to Musinya (2021). The reasons for this situation include the necessity for more attractive compensation, uncertainty about their compensation, and organizational dynamics such as the nature of leadership and the inherent policies in the organization.

1.1.3 Job Embeddedness

Job embeddedness refers to extent to which employees feel integrated into their workplace environment, encouraging a sense of belonging and commitment to the organization (Hokororo, & Michael, 2019). The set of factors known as "job embeddedness" affects employee retention (Yang et al., 2019). The three key constituents of occupation embeddedness—fit, sacrifice, and links—are all significant both on and off the job, according to the academics who first established the notion. Thus, fit, linkages and sacrifice amongst an employee and their organisation as well as fit, linkages and sacrifice amongst their community are the elements that make up the concept of job embeddedness (Hassan et al., 2021).

Institutions must specify success measures and any potential situations where embeddedness is not desirable to prevent the idea of job embeddedness from being applied too rigidly. In the same way that excessive employee accommodation or pandering can negatively affect an institution's profitability and stability, so too can it negatively affect the institution's returns (Hokororo, & Michael, 2019). The concept of job embeddedness is beneficial to human resources departments and businesses as it increases worker retention and reduces the risk of excessive turnover (Ahmed, Keino, & Machoka, 2022). In the current research job embeddedness was measured by links, sacrifice and fit.

1.1.4 Job Satisfaction

Job satisfaction refers to the level of contentment employees experience in their jobs, based on how well job rewards align with their expectations and personal fulfilment (Kiuta & Karanja, 2019). One of the management field's most extensively studied relationships among many professions has been that between job satisfaction and retention of workers (Biaison, March 2020). (Biaison, March 2020) States that if workers are contented at their job then they tend to stay along and work for the organization. The expectations that a job supply determine both job happiness and discontent, in addition to the job's characteristics (Irabor & Okolie, 2019). (Das, 2024) notes that work contentment is directly related to one's overall development as an employee and as a member of the organisation.

Therefore, the fit between what workers suppose from their occupations and what they experience on the job is what we refer to as job satisfaction. They are content with their professions when there is no gap between what they expected and what they received. Das (2024) notes that work contentment is directly related to one's overall development as an employee and as a member of the organisation. Therefore, the fit amongst what personnel

expect from their jobs and what they experience on the job is what we refer to as job satisfaction. They are content with their professions when there is no gap between what they expected and what they received. Das (2024) concludes by stating that job performance and productivity can be enhanced only when personnel are contented with their occupations which ultimately leads to motivation and lifts the morale of the employees hence contributing to employee retention. In this research, job satisfaction was measured by the availability of rewards and recognition, positive interaction with colleagues and the levels of job security.

1.1.5 Non- Governmental Organizations in Nairobi City County, Kenya

When it comes to the scope of their operations, NGOs can be classified as either local or international. A local organisation is limited to operating inside a single nation, whereas an International NGO is registered in one nation but maintains operations throughout other nations (Musinya, 2021).

NGOs are constituted to respond to societal needs. These may include social-economic needs, human rights and advocacy needs, environmental conservation, healthcare, community development and humanitarian responses just to name a few. They therefore can be classified as either; charitable organizations, human rights-oriented organizations, development-based organizations, environmental organizations and International Organizations.

Kenya had 11,262 registered NGOs by 30 June 2024 (NGO Council, 2024). As the country works to fulfil the Sustainability Developmental Objectives, Kenya Strategy is rooted in Vision 2030, and various economic goals, the non-governmental organization (NGO) sector is becoming increasingly relevant. A few sectors where NGOs are active include health,

education, agriculture, water, the environment, peace, gender, population, small-scale businesses, human rights, children's rights, and training, disability, and counselling (Omweri & Ndolo, 2018). Nairobi is home to 201 non-governmental organizations which mostly work in the following areas: relief services, education, health, the environment, and economic empowerment. The entire population of Nairobi County was represented in the study by all non-governmental organisations.

1.2 Statement of the Problem

By creating a happy work atmosphere, offering possibilities for advancement, and guaranteeing equitable treatment and compensation, effective human resource management (HRM) procedures greatly improve employee retention (Sepahvand, & Khodashahri, 2021). Businesses that use these strategies can engage and create a feeling of justice, which encourages staff members to stay around and offer their abilities and efforts. Amongst NGOs, good HRM practices lowers the expensive expenses of hiring, on boarding, and training new employees by assisting NGOs in keeping talented and seasoned workers (Mursal, & Paul, 2024).

However, in Kenya 2015 National Council of NGOs Report indicated that a high personnel turnover rate, sometimes as high as 26% was causing significant operational challenges, and the delay in service deliveries. This same report highlighted some of the NGOs that had experienced these challenges due to employee turnovers. They included PATH Kenya which had experienced a 15% turnover, Asante Africa Foundation at 12% turnover, Jhpiego's turnover rate was at 28%. A study by (Kibet, 2015) found out that several employees were transiting to other sectors for employment rather than NGOs in Kenya. (Musinya, 2021) concurred with these findings noting that, in sharp contrast to most public

sector organisations, many non-governmental organisations (NGOs) had exceptional personnel turnover despite running a variety of programmes. A study undertaken by (Ooko, 2020) indicated that because of the high rate of personnel turnover, the NGO sector was becoming less effective.

In the year 2020 more than 30% of the employees in NGOs in Nairobi cited that they had intentions of leaving their current workstation. This number increased to 34% in the year 2021 (Musinya, 2021). The intention for leaving was mainly attributed to poor working conditions. Additionally, the study established other variables such as prevailing cultures, staffing configurations, and operational methodologies within most Non-Governmental Organizations (NGOs) to be significantly rigid, and unfavourable to employees. (Kerubo & Thomas, 2022) observed that such rigidity presented challenges in altering existing approaches to strategy, competency development, skill enhancement, and organizational culture.

A study by Chukwuka, and Nwakoby (2018) focused on understanding human resource management strategies and retention of staffs and performance in Insurance Firms based in Nigeria. From the investigation employee retention was mostly influenced by style of leadership, organizational culture, compensation rates, job embeddedness and growth opportunities inherent in the organizations. However, the investigation was carried out in Nigeria, indicating a contextual difference to Nairobi Kenya. Krishna, Rao, and Datta (2019) conducted an experimental investigation on the effectiveness of HRM methods on retention of staffs. The investigation used a desktop research design thus displaying a methodological gap. Kiragu and Marwa (2022) left out the moderating and mediating variable consequently providing a conceptual gap. This study seeks to determine how

HRM practices affect workers retention in Kenyan non-governmental organisations (NGOs) based in Nairobi City.

1.3 Research Objectives

This research was concerned with exploring how human resource management practices inherent in NGOs based in Nairobi County affect employee's retention and intentions to leave employment relationship.

1.3.1 General Objective

The general objective of this research was to examine the effect of human resource management practices on employees retention in NGOs in Nairobi City County, Kenya.

1.3.2 Specific Objectives of the Study

The following were the specific objectives:

- i. Evaluate the effect of leadership style on employee retention in non-governmental organizations.
- ii. Determine the influence of the work environment on employee retention in non-governmental organizations.
- iii. Assess the effect of career advancement opportunities on employee retention in non-governmental organizations.
- iv. Assess the mediating role of job embeddedness in the relationship between human resource management practices and employee retention in non-governmental organizations.

- v. Analyse the moderating effect of job satisfaction on the relationship between human resource management practices and employee retention in non-governmental organizations.

1.4 Research Hypotheses

- i. **H01:** Leadership styles have no significant effect on employee retention in non-governmental organizations.
- ii. **H02:** Work environment has no significant effect on employee retention in non-governmental organizations.
- iii. **H03:** Career advancement has no significant relationship with employee retention in non-governmental organizations.
- iv. **H04:** Job embeddedness does not mediate the relationship between human resource management practices and employee retention in non-governmental organizations.
- v. **H05:** Job satisfaction does not moderate the relationship between human resource management practices and employee retention in non-governmental organizations.

1.5 Significance of the Study

This study is valuable in numerous ways. It offers insights that can significantly enhance human resource management practices in NGOs, companies, factories and better employment relationships in public service entities. It provides key lessons on planning, organizing, coordinating, motivating and managing human capital to improve performance and retain talented and energetic workforce which is a vital need in many organizations.

The research findings will be helpful for Human resource managers and practitioners in developing effective employee retention strategies and guidelines. Such strategies and

guidelines are regarded as instrumental in enhancing job satisfaction and overall work performance. Moreover, organizations can use the information on the effects of leadership styles, the effects of work environment, employee engagement on career growth, job embeddedness and job satisfaction to develop and update appropriate human resource policies and procedures to retain employees and reduce unnecessary employee turnover and hiring costs.

Specifically, the study findings can support organization and public decision-makers on issues of human resource management to improve on policy regulatory frameworks and monitoring strategies. This will enhance employee performance and retention, helping organizations to reduce hiring costs, production delays and low employee morale.

This research will also be of value to the academicians seeking to understand the association amongst human resource practices and workers retention in the non-governmental organizations.

1.6 Scope of the Study

This research focused on examining the effect of human resource management (HRM) practices on employee retention in NGOs operating in Nairobi, Kenya. Specifically, it analysed the influence of leadership style, work environment, and career development on employee retention in NGOs based in Nairobi, Kenya. The research was guided by three major theories and one model: Hierarchy of Needs Theory, Trait Theory, Herzberg Two-Factor Theory and Job Embeddedness Theory and Mixed Model of Employee Retention.

The research was conducted in Nairobi County, which was chosen due to its status as Kenyan political, administrative and economic hub, hosting several NGOs headquarters.

The research made focus on workers who are either currently working for NGO's based in Nairobi or have previously worked for NGO's based in Nairobi.

The research made use of explanatory design to understand the various factors under the study influence employee retention in non-governmental organizations based in Nairobi, Kenya. The research study population comprised of 201 NGOs operating in Nairobi County out of which 69 organizations were sampled for inclusion in the study. The primary data was collected using a semi-structured questionnaire. This ensured that there was a balance between qualitative and quantitative information. The research was conducted in 2024.

1.7 Limitations of the Study

This research was conducted in Nairobi County of Kenya and was directed at understanding the influence of Human Resource Management Practices (HRMP) on employee retention in the NGOs sector. This, consequently, restricts the broader applicability of the results to NGOs operating in different regions outside Nairobi. To mitigate this challenge, the researcher, used random sampling to guarantee inclusivity of diverse views in the study.

Many employees in the NGOs sector in Nairobi tend to be very engaged working on tight task schedules and within highly regulated environments. This limited their availability and willingness to share information freely. To overcome this difficulty, the researcher adopted flexible data collection methods. The data were collected through different channels including Google Forms, mobile-based questionnaire, telephone interview and arranged one-on one interviews at a time that is convenient to interviewees. The researcher

was also able to build trust with decision-makers from the participating NGOs; this helped in facilitating a more open and transparent data collection process.

1.8 Organization of the Study

This study is organised in five chapters. Chapter one of the study contain the introduction the contextual background of the study. It details the construct of employee retention. In addition, the chapter highlights the statement of the problem, research objectives, research hypotheses, significance of the study and limitations of the study. The chapter ends with an elaboration of the entire study organization.

Chapter two presents the comprehensive review of the relevant literature. This consist of the theoretical literature reviewed such as the mixed model of employee retention and the theories studied. The chapter contains the empirical review of the relevant variables in the study, the conceptual framework underpinning the study and the literature reviewed from the previous research findings related to the study objectives.

Chapter three addresses the research methodology adopted in the study. It presents the study philosophy, research design, target populace, sampling technique and sample size. In addition, the chapter gives details of data collection methods and procedures, the data analysis techniques, ethical deliberations, and the approaches the researcher used to ensure validity and reliability of data collection instruments.

Chapter four presents the research findings and discussions, along with the demographics of the respondents and descriptive findings on leadership, work environment, career advancement, job embeddedness, job happiness, and employee retention. Tests of the

study's hypotheses and an analysis of regression assumptions are also included in this chapter.

Chapter Five provides the summary, key discoveries, conclusions, and recommendations. It also proposes parts for further investigation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section reviewed and synthesised relevant literature from various publications and reference sources including works from academicians, authors, researchers, and analysts. The study incorporated multiple sources directly related to the research problem.

2.2 Theoretical Review

Mixed model of employee retention was the main theory of this study. The investigation was also anchored on three key philosophies namely, the Herzberg- Two Factor, Trait, and the job embeddedness theory.

2.2.1 Mixed Model of Employee Retention

This model was proposed by Becker (1992). The model explores how individual, organizational and environmental factors influence an employee's decisions to either continue with employment in the same organization or leave the organization. At the organization level, critical human resource practices such as job fulfilment, compensation of staffs, career expansion opportunities, work life balance and the type of management style inherent in a society-play a critical role in workforce stability (Magnusson & Silfverberg, 2013).

To enhance workers retention, the model advocates for a comprehensive approach to analyse the influencing factors that contribute to retention of employee. Given the significant association amongst job fulfilment and employee attrition, understanding

contributors to job fulfilment is vital to developing a deeper and thoughtful employee retention strategy (Teeraprasert et al., 2012).

The mixed model of employee retention, highlights employee mobility. Low job satisfaction increases the likelihood for a new job search whereas high job performance lowers attractiveness of undertaking a new job search. When deciding on their future within an organization, an employee considers opportunities and risks as well as benefits and disadvantages. This choice determined whether they leave or not. This explains Mitchell's (Lee et al., 2004) hypothesis that observed the strength of connection between job fulfilment and the employee's decision to leave organization.

The mixed model of employee retention has been critiqued for its complexity, time and resource demands. Furthermore, its methodological dominance and challenges of integrating and interpreting different data types have presented conceptual inconsistencies and limited its generalizability. Its successful use and adoption require methodological expertise and a balanced design (WeiBo, Kaur, & Zhi, 2010).

The mixed model of employee retention explains how an employee's job satisfaction is a function of a supportive work environment, career advancement opportunities, and effective management practices. These in essence are the same factors that collectively promote long-term organizational commitment and retention.

2.2.2 Trait Theory

The Trait Theory of Leadership is attributed to (Galton, 1869). He argued that human personality and behaviour are largely innate, meaning individuals are born with inherent traits that shape their responses to various situation and their environments. This theory

explains why people react differently under similar circumstances and why certain individuals naturally emerge as leaders (Goff, 2003). Research undertaken by (Northouse, 2007) linked several human attributes to determine success criteria for understanding effective leaders. The idea was to discover human traits such as physical, mental, and personality attributes connected with leadership competence and success

According to (Northouse, 2007) what sets leaders apart from other people is their ability to fully express themselves in different circumstances and before different calibre of people. This ability he established was not common to everyone. (Bass, 2000) in his research noted that effective leaders tend to possess an ideal blend of qualities that define them. (Northouse, 2013) later added that the trait theory distinguished a list of innate characteristics and attributes that are said to have been possessed by significant military, political, and social leaders throughout history. Trait theory proposes that people are born with certain characteristics that make them more fit for certain leadership situations.

Trait theory has been contested due to many reasons. John Hemphill & Alvin Coons (1957) stressed that leadership should be studied in terms of behavioural patterns rather than inherent traits. Douglas McGregor (1960) challenged trait assumptions by showing that beliefs about people (Theory X and Y) shape leadership style more than personality traits. Warren Bennis (1989), explained that leadership is learned, developed, and context-based rather than born from fixed innate traits.

Despite these criticisms, trait theory continues to be used as a foundation of several studies on leadership qualities, across different settings that include, profitable organizations, non-profit entities, and even the military. Different researchers continue to use Trait Theory to

examine how personality and inherent human traits influence leadership effectiveness and how such traits contribute to their effectiveness.

2.2.3 Hierarchy of Needs Theory

The Hierarchy of Needs Theory was developed by Abraham Maslow (1943). The theory is premised on the fact that human needs are arranged in hierarchical order from the order of lower needs to higher needs. Therefore, lower needs are met before higher needs become a motivation. Once a need is met, it stops to become a strong motivation of human behaviour. The Hierarchy of Needs Theory explain how employees are motivated in seeking satisfaction of their hierarchical needs and such needs will determine whether they stay in an organization as they seek to find terms of employment that helps them satisfy their needs. This theory can also explain why employees make their decisions of staying or leaving an organization depending on inherent human resource management practices inherent in NGOs. Terms and conditions of employment such as rewards and gratitude, career progression, conducive work environment, and compensation affect employee turnover decisions. This theory was applied by the researcher to provide important lessons about how meeting hierarchical order needs influence employees retention decisions.

According to Maslow's Hierarchy of Needs Theory, there are five (5) human hierarchical order needs (Rees & Porter 2008). The first order of needs is basic in nature. They are sometimes referred to as survival needs and are vital in sustaining life. They include food, water, air, shelter and clothing. The second order needs are also basic in nature and are associated with security and safety. In the context of organizations, they are concerned with work and protection and include such matters as job security, personal safety, and property protection. Employee's job security needs can be met in the organization through policies

such as pension plans, training and development, and promotions. The third order needs are social in nature. They are concerned with love and creating a sense of belonging. These needs include among other things, friendship as a means of feeling accepted and at home at workplace.

The fourth order needs are psychological and involve self-esteem needs. In the context of work, they relate to respect and recognition. They can be achieved through, promotion, awards, recognition programmes etc the fifth order need is concerned with Self-Actualization. This is about realising individual's full potential. The ability of employees to contribute to societal requirements is then summed up by self-actualization, which results in a sense of accomplishment and fulfilment. It communicates to a desire in everyone for self-growth. In the context of employment, this order can be realised through enhancing employees' personal development and leadership opportunities through career advancement.

According to this theory, a need level cannot become significant until the one above it has been met. However, if the previously met level set of demands becomes lacking again, the individual returns to that level (Maslow, 1943). In the framework of the study, NGOs would need to provide possibilities for accomplishment, gratitude, accountability, captivating work, and career progression to inspire their staff and minimise the rate of turnover (Maslow, 1943).

The theory therefore links to career development which is an independent variable in the study. By offering a framework for people and organizations to comprehend and address motivational drivers at each level of the pyramid, Maslow's Hierarchy of Needs theory is applicable to career development. Applying this theory entails addressing esteem needs

with opportunities for growth and recognition, fostering social needs by encouraging teamwork, meeting physiological and safety needs with sufficient pay and job security, and ultimately assisting self-actualization through demanding work that enables the realization of individual potential.

2.2.4 Job Embeddedness Theory

The concept was introduced by Mitchell et al. (2001). The idea emphasizes how a worker's conclusion to remain in their current engagement is influenced by variables other than the work itself. Among these are social ties and individual sacrifices. According to the theory, employees get entangled in their work and organizations because of connections, fit, and sacrifices—all of which are related. The connections and ties that an employee forges in the workplace and the community at large are encompassed by the links dimension (Treuren & Fein, 2021).

These ties include can be manifested in different scenarios. Through teamwork, functional work committees, professional networks, and even social groups like church groups, welfare groups, peer groups and management teams. Strong emotional connections contribute to a strong sense of belonging and attachment. This in tun contribute to retention of employees since no employee want to suffer the loss of detachment. Safavi and Karatepe (2019), discussed the fit dimension as the degree to which an employee's values, interests, and abilities align with the organisational values and culture. Workers feel congruence and compatibility when they feel that they are in line with the organisational ethos (Treuren & Fein, 2021).

This alignment strengthens their commitment to staying in their current position and creates a sense of personal identity with the administration. Conversely, the idea of

sacrifice includes all the material and immaterial investments a worker has made in their position and company. These investments include relationships, seniority, time, effort, training, and even location. The basic idea is that an employee's perceived cost of leaving will increase in proportion to their level of investment in their present position and company, which reduced turnover (Li, Mitchell, Lee, Eberly, & Shi, 2022).

According to the hypothesis these aspects work together to generate a network that keeps workers in their current roles. Staffs are more probable to feel committed to the company and obligated to stay in their current positions when they cultivate strong social and professional ties, feel aligned with the organization, and have made significant investment. Organizations can increase employees' sense of attachment and commitment by nurturing strong relationships, fostering a positive organisational culture, and recognizing and rewarding employee investments. This reduced the likelihood that employees looked for opportunities outside of the company (Safavi & Karatepe, 2019). Furthermore, establishments can adopt an environment that endorses job embeddedness and long-term success by understanding the larger context of employees' life, including their connections and sacrifices.

Job Embeddedness Theory has vital lessons that organizations can use to enhance on employee retention. First, organizations can increase employees' ties and connections to their current jobs, colleagues, and the organization through initiatives such as employee engagement programmes, support networks and community involvement. In the study, Job Embeddedness Theory is used to expound job embeddedness as a moderating variable. By offering a framework for people and organizations to comprehend and address motivational drivers at each level of the pyramid, Maslow's Hierarchy of Needs theory is applicable to

career development. Applying this theory entails addressing esteem needs with opportunities for growth and recognition, fostering social needs by encouraging teamwork, meeting physiological and safety needs with sufficient pay and job security, and ultimately assisting self-actualization through demanding work that enables the realization of individual potential.

2.3 Empirical Review

2.3.1 Leadership and Employee Retention

Rao, Sahyaja, Akhil, and Narasimha (2018) conducted a study on corporate hospitals, converging on the impact of leadership on retention of workers. The research was designed to determine the linkages between career advancement, performance evaluation, and rewards and recognition, in Ramesh Hospitals in Vijayawada as a case study. Their findings confirmed that leadership style plays an important part in retention. Nevertheless, the focus of the study was only on leadership as an organizational factor contributing to employee retention. However, the present research looks at different variables namely, leadership style, work environment, career progression, job embeddedness and job satisfaction and their contribution to employee retention giving a broader scope.

When Wells, Peachey, and Walker (2018) investigated the association between leadership behaviour, employees' voluntary turnover intentions, and their satisfaction with the leader's gender, they found a strong linkage between leadership behaviour and voluntary turnover. This demonstrated that effective leadership of employees reduces their likelihood of leaving voluntarily. However, a contextual gap exists as the study primarily examined voluntary turnover. The present study expanded the scope to include both voluntary and involuntary turnover, offering a more comprehensive perspective.

Jacqueline and Nafula (2021) conducted a case study analysing the association amongst leadership styles and retention of staffs at Safaricom in Nairobi- Kenyan's telecommunications sector. Leadership style exhibited a strong positive association with staff retention. However, the study heavily relied on a case study plan, presenting a methodological gap. This study has addressed this gap through a descriptive research design for broader applicability.

When Azinga, Kamara, Nzulwa, and Ombui (2018) examined the impression of leadership styles on turnover of workers in Kenya's insurance sector, they discovered that the leadership styles greatly influenced retention of workers. However, like the investigation this research was exclusively on leadership as a determinant of retention of workers. In contrast, the present study incorporates multiple organizational factors, offering a more holistic analysis of employee retention dynamics.

2.3.2 Work Environment and Employee Retention

Naz et al. (2020) examined the role that organisational obligation and person-organization fit play as intermediaries in the association amongst retention of workers and a supportive work environment. Multiple items taken from previous studies were used in the questionnaires, which used a quantitative methodology to collect responses. The consequences of the study demonstrated that, study work atmosphere and retention off workers are absolutely correlated. However, the investigation did not include the role of arbitrating and controlling variables.

The study conducted by Saputra and Riana (2021) centred on the correlations between employee retention and work environment, remuneration, and organisational guarantees. The analyses performed were multiple linear regression and descriptive. The discoveries

suggest that there is no noteworthy association amongst the non-physical work environment and organizational commitment or staff retention. Nonetheless, it makes sense that a positive outcome is measured by the salary received and the organisational commitment to boosting employee retention. These factors contribute to employees' continued connection with the organization. However, the investigation did not account for mediating and moderating variables, which could further explain the association amongst compensation, organizational commitment, and employee retention.

Kwenin (2018) employed a descriptive research survey, utilizing descriptive statistics to analyse cross-sectional data. There were possibilities for professional growth, the workplace culture, and employee retention all had a favourable impact on workers' decisions to stay with the company. However, since this study was conducted in Ghana, it presents contextual differences that may limit its applicability to other settings, such as Kenyan NGOs.

Msengeti and Obwogi (2018) discoveries obviously exhibited that the work atmosphere has a noteworthy impression on retention of employees, it was proposed that firms in the sector reassess their compensation practices to stay competitive. Since the study was carried out in Mombasa, this encourages it to be related to the experience of Nairobi County. However, the sector differences are not comparable since NGOs in Nairobi did not operate in a hospitality set up.

2.3.3 Career Development and Employee Retention

Al-Sharafi et al. (2018) examined the impact of career development on retention of workers in Yemen. However, given that the research was conducted in Yemen, contextual differences may affect the generalizability of its discoveries to other regions, such as

Kenyan NGOs. However, the investigation focused solely on advancement of the career as the organizational factor influencing retention. This research however examines five organizational factors, providing a more thorough analysis of employee retention dynamics.

In a study undertaken by Sari and Dewi's (2020) to look at how administrative pledge, work environment, and career development affect employee retention, the outcomes of the hypothesis testing displayed that organisational commitment, career expansion, and the work atmosphere had a major positive impact on employee retention. The exploration left out the mediating and moderating variables.

A study done by Houssein et al. (2020) about retention of workers in Djibouti's banking sector looked at how work life balance contributes to workforce stability within the industry. The study utilized a survey method in this quantitative research, collecting data from 100 respondents. Additionally, the study found no remarkable association amongst work-life balance and employee retention. There could be other, more important reasons for this. The findings suggest that one of the most important features in retention of employees is engagement.

Ndiritu (2022) concentrated on job retention and professional advancement. According to the regression study, career development was responsible for 78.1% of the change in employee retention. Training and development had the second-biggest impact on employee retention after career planning. Employee retention was impacted by job enrichment, and coaching and mentoring had the least impact. Subsequent findings demonstrated that every career development strategy included in the study improved retaining of staffs in the insurance sector. However, the research focused solely on career advancement as the

primary organizational factor influencing retention. In contrast, the present study examines three organizational factors, providing a broader perspective on employee retention dynamics.

2.3.4 Human Resource Practices, Job Embeddedness and Employee retention

Shibiti (2019) examined the job embeddedness of public-school teachers concerning retention factors and job satisfaction. The study explored how various factors influenced teachers' decisions to remain in their positions. A non-experimental survey was carried out. Multiple regression studies showed that job embeddedness was predicted by retention factors. The investigation used non-experimental survey while this investigation employs an explanatory research design.

The focus of Hassan et al. (2021) was on millennial retention strategies in the private sector and the mediating effect of employment embeddedness. Smart Partial Least Square (PLS) was used in the model's development for path modelling, measurement models, and bootstrapping when testing the hypotheses. The investigation discovered that, as was expected employment embeddedness had an impression on retention of workers. Many contributions have been made to this study, all of which are advantageous to private industry stakeholders. The investigation left out the aspect of human resource management practices.

Qasim and Rashidi (2018) highlighted commitment-based HR strategies as a foundational characteristic that promotes job embedding. Confirmatory factor analysis was used. The association between work embeddedness and commitment-based HR practices was found to be confirmed by the empirical data. Owing to the brief two-month period, cross-sectional data was employed. Since longitudinal data offer several advantages in tracking changes

over time, this kind of data presents a more refined illustration of the understudied components. The study was longitudinal while the current study was correlational.

Acquah (2019) asked employees about their opinions on HRM procedures at their companies and how those opinions affected their views of job embeddedness and, in turn, their intentions to leave. The impression of human resource strategies on worker engagement in the aviation business was the main concern of Alola and Alafeshat's (2021). Six employees of private airlines in Jordan were provided with 277 questions. Since cross-sectional data collecting was used, care needed to be taken when extrapolating the results. The investigation left out the aspect of employee retention.

2.3.5 Human Resource Practices, Job Satisfaction and Employee Retention

The moderating impression of job satisfaction on the link between organisational learning and success of workers in Kenyan classified hospitality enterprises was the topic of Thumbi, Hannah, and Rosemarie's (2020) study. The findings demonstrated that learning in firms and success of workers was mediated by the culture of the corporations. In addition, learning was found to be a key pillar in success of workers.

Ashton (2018) concentrated on the ways that best practices in human resources management affect employee gratification in the Thai hotel sector. Using a step-by-step strategy for data analysis and the multiple regression technique was used. Research indicates that enhancing compensation does not necessarily lead to higher employee gratification. Instead, factors such as a positive work environment, effective leadership, consistent training, job stability, the hotel's reputation, and individual characteristics play a major role. The study's conclusions offer a thorough foundation for management and scholarly solutions to the labour and skill shortage issues.

Mondejar and Asio (2022) examined work satisfaction and HRM practices as the foundation for creating a framework for teacher retention. The survey found that private academic institutions use hiring and selection procedures, assess worker performance, offer professional development, suitable remuneration, chances for career planning. In Baringo County, Kenya, Kiuta and Karanja (2019) concentrated on how human resource practices affect job satisfaction and employee performance and concluded that workers productivity was highly impacted by work satisfaction techniques.

2.4 Summary of Literature and Research Gaps

The studied literature scrutinised a model, and various theories related to retention of employees, including the Mixed Model of Employee Retention, Trait Theory, Hierarchy of Needs Theory, and Job Embeddedness Theory. The wealth of knowledge from the literature reviewed greatly supported the research assumptions. Upon these assumptions, the researcher has related the various aspects that influence employee retention in the NGOs sector in Nairobi.

The reviewed literature identified several factors that contributed to understanding important features which influence retention of employees. Theories such as the Trait Theory, Hierarchy of Needs Theory, Job Embeddedness Theory and the Mixed Model Theory of employee retention revealed the unique personal attributes, intrinsic motivators that influence employee's decision to stay or leave an organization. Human resource management practices such as effective leadership styles, provision of conducive work environment and career progression opportunities have great potential to motivate employees, contribute to job satisfaction, nurture psychological engagement and long-term employee commitment.

The literature reviewed also revealed significant gaps in the theories. These include conceptual differences arising from differences in sectors, contexts, geographical locations, prevailing cultures, and the nature of the industries studied. For instance, Wells, Peachey, and Walker (2018) found a clear inverse association amongst leadership behaviour and voluntary turnover. However, their study primarily focused on voluntary turnover, whereas the present study examines both voluntary and involuntary turnover.

Table 2.1: Table for the Summary of Empirical Literature and Research Gap

| Authors name and year | Focus of the investigation | Methodology | Findings | Research gap | Focus of this Study |
|--------------------------------------|---|--------------------|--|---|--|
| Sahyaja, Akhil, and Narasimha (2018) | Impression of leadership on employee retention | Descriptive plan | Leadership had an impression on employee retention. | The investigation made focused on organizational factor which was leadership. | The present investigation focused on four organizational factors. |
| Wells, Peachey, and Walker (2018) | Association between an organization's subordinates' intention to leave on their own volition and the leader's behaviour | Descriptive plan | The findings showed a clear inverse association between the leader's behaviour and the intention of voluntary turnover | A contextual gap occurs because the study mostly examined voluntary turnover. | The present investigation covered both voluntary and involuntary turnover, and its scope is not restricted to the former |
| Kwenin (2018) | The connection amongst Vodafone Ghana Limited's work environment, opportunities for career advancement, | Descriptive plan | professional development possibilities and the work environment had a favourable association | Geographically, there is a opening as the investigation was done in Ghana rather than Kenya | The current investigation was done in Kenya |

| | | | | | |
|----------------------------|--|-----------------------------|---|---|---|
| | and worker retention | | with employee retention | | |
| Msengeti and Obwogi (2018) | Impacts of compensation and work environment on retention of workers | Descriptive design | work atmosphere has a noteworthy impression on employee retention | Since the investigation was done in a different county it presents a gap | The recent investigation was done in Nairobi, Kenya |
| Al-sharafi et al. (2018) | Career expansion on employee's retention in Yemen | Cross sectional design | employee retention and satisfaction are positively impacted by training. | Yemen was the focus on the investigation | The recent focus was Kenya |
| Qasim and Rashidi (2018) | highlighted commitment-based HR strategies as a foundational characteristic that fosters job embedding | Descriptive design | The association between work embeddedness and commitment-based HR practices was found | The study left out the moderating variable. | Job satisfaction was used as a moderating variable. |
| Ashton (2018) | ways that best practices in human resources management affect job retention and employee satisfaction | Descriptive design | Compensation does not necessarily lead to higher employee satisfaction. | The investigation was done in Thai hotel sector donating a contextual gap | NGOs was the major focus |
| Shibiti (2019) | Job embeddedness of public-school teachers in relation to retention factors satisfaction | non-experimental survey | Worker's retention was affected by job embeddedness | The investigation used a non-experimental survey plan thus adopting a methodological gap. | The recent investigation used a descriptive plan. |
| Houssein et al. (2020) | retention of workers in Djibouti's banking sector. | Descriptive research design | the study found no noteworthy connotation amongst work-life balance | The study was done in Djibouti thus showing a contextual gap | The current study was done in Kenya |

| | | | | | |
|--------------------------------|---|-----------------------------|---|---|---|
| | | | and employee retention. | | |
| Naz et al. (2020) | Role that organisational obligation and person-organization | Causal research plan | SWE and ER are positively and significantly correlated | The investigation used a causal research study plan thus adopting a methodological gap. | The resent investigation used a descriptive plan. |
| Jacqueline and Nafula's (2021) | Employee retention and leadership styles in Kenya's telecommunications sector | Case study design | Findings demonstrated a weak but has an association amongst staff retention and a directive leadership style. | The investigation used a case study plan | The resent investigation used a descriptive plan. |
| Hassan et al. (2021) | Millennial retention strategies in the private segment and the interceding effect of employ embeddedness | Cross sectional design | there is a robust positive connection between all these characteristics | The study left out the moderating variable. | Job satisfaction was used as a moderating variable. |
| Saputra and Riana (2021) | correlations between employee retention and work environment, remuneration, and organisational guarantees | Descriptive research design | there is no noteworthy association amongst the non-physical work environment and organizational commitment or staff retention | However, the investigation did not account for mediating and moderating variables, which could further explain the association amongst compensation, organizational commitment, and employee retention. | The current study accounted for both moderating and mediating variables |

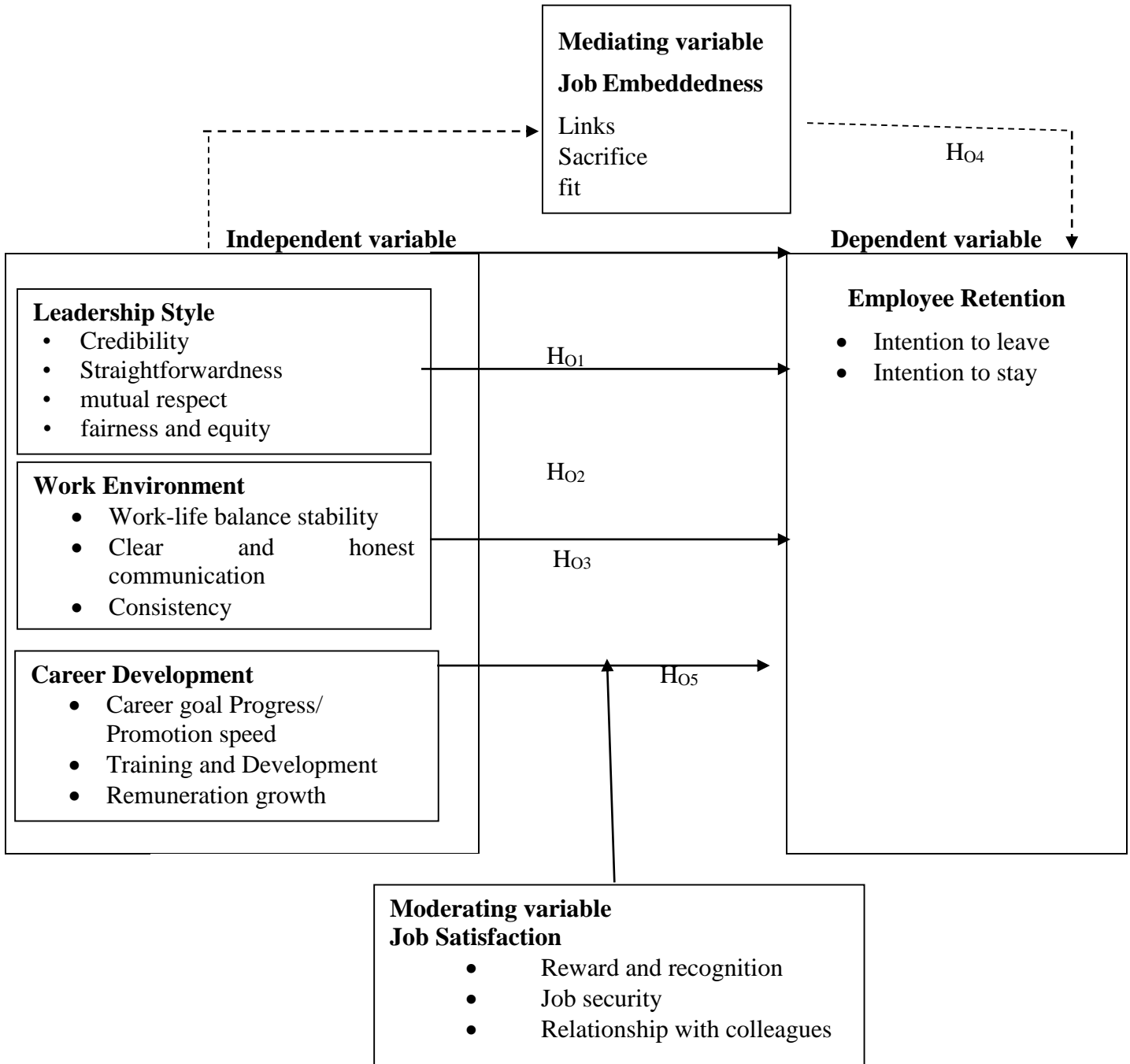
| | | | | | |
|--------------------------|---|-----------------------------|---|--|---|
| Ndiritu (2022) | job retention and professional advancement | Descriptive research design | Training and development had the second-biggest impact on employee retention after career planning. | The study left out the moderating variable. | Job satisfaction was used as a moderating variable. |
| Acquah (2019) | employees about their opinions on HRM procedures at their companies | Causal research design | job embeddedness affects intentions to leave | The investigation used a causal research study plan thus adopting a methodologic al gap. | The resent investigation used a descriptive plan. |
| Mondejar and Asio (2022) | work satisfaction and HRM practices as the foundation for creating a framework for teacher retention. | Descriptive research design | The survey found that private academic institutions use hiring and selection procedures, assess worker performance, | The study left out the moderating variable. | Job satisfaction was used as a moderating variable. |

Source: Author (2024)

2.5 Conceptual Framework

This is an illustrative presentation of the relationships between key concepts in the study. It shows a correlation between different variables under study. A symbolic depiction of the variables this investigation examined is shown below.

Figure 2.1: Conceptual Framework



Source: Researcher (2024)

The independent variable in this research is leadership style, work environment and career development. Leadership is generally regarded as the ability to influence, guide, and provide direction to employees, enabling them to achieve organizational goals and aspirations within a certain time frame while Leadership Style refers to the various approaches leaders use to effect, inspire, and guide employees. Leadership styles impact engagement, productivity, satisfaction, and overall organizational success. It was assessed as credibility, straightforwardness, mutual respect, accountability, integrity, fairness, and equity.

Work environment which the study regards as the intrinsic favourable workstation that promotes an employee's willingness to perform and associated with the organization. In this study, work environment was assessed as, steadiness of work-life, deceptive and open communication, security and consistency.

Career development, which the study regards as the opportunity employees have to progress in their careers through education, training, and promotion to higher levels of responsibility within the organization. Furthermore, career is regarded as a clear pathway to professional or employment progression over time of a worker. It was assessed as, career goal progress or promotion speed, training and development chances, and improved remuneration.

The research also looked at job embeddedness as a mediating variable which is the extent to which staffs feel integrated into their workplace atmosphere, reassuring a sense of belonging and commitment to the organization. This was measured by links, sacrifice and fit. Additionally, the study looked job satisfaction as a moderating variable to employee

turnover. It was measured by reward and recognition, job security and relationship with colleagues.

Generally, retention of workers in this study was considered as the organization's aptitude to retain workforces and minimize voluntary turnover over time. This aptitude of an organization to hold onto their employee for duration of time. It is manifested in the number or percentage of staffs who leave or want to leave their employment relationship in the NGOs voluntarily. It was measured by the intention to go or the intentions to remain

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter discusses the research philosophy, and the approach used to explore the relationships between variables. In addition, the chapter presents the overview of the target population, the sampling plan, data gathering instruments, validity and reliability, data gathering procedure, data analysis, results presentation and the discussions on ethical considerations.

3.2 Research Philosophy

Research philosophy is broadly categorized into positivism, interpretivism, realism, and pragmatism (Saunders et al., 2019). Realism accepts the presence of an objective reality while acknowledging that social and historical conditions influence how we perceive it. The empirical, the actual, and the real (underlying mechanisms) make up the stratified reality that critical realist researchers believe in (Lawani, 2021). Pragmatism stresses problem-solving and real-world outcomes. Finding practical answers to research problems is the main goal of pragmatic researchers, who frequently use mixed methods approaches that incorporate aspects of both qualitative and quantitative research (Simpson, 2018). Interpretivism holds that individuals and groups assign meanings to social phenomena. Therefore, reality is socially constructed and is subjective. This implies that people's reality is better understood from their reality. Contrasted with positivism interpretivism uses methods like in-depth interviews and participant observation to explore the complex, context-specific meanings that people attach to their worlds (Saunders et al., 2019).

The study adopted positivist research philosophy. Positivism asserts that reality is objective and can be measured through observable, quantifiable data. It is commonly associated with the natural sciences and uses structured methodologies. Positivist stresses on objective view and the use of rational approaches to explore (Bryman, 2012) where researchers provide views to assess the social world using the objective lens (Saunders, 2011) hence minimising personal biases. This research philosophy is suitable for this type of study since it is pegged on respondents maintaining distance (emotionally neutrality) to enable them to make a distinction between their own feelings and reason (Mertens, 2015) and thus derive independent information that is not influenced by individual perceptions.

3.3 Research Design

(Saunders, Lewis, & Thornhill, 2019) outlines various research types, each serving distinct purposes and methodologies. Exploratory Research- is utilized when seeking to gain insights into a problem or phenomenon where little prior knowledge exists. Descriptive research on the other hand - is aimed at portraying an accurate profile of events, situations, or individuals, as it seeks to systematically describe characteristics or functions. Explanatory research-focuses on understanding causal relationships between variables while evaluative research is important for assessing the effectiveness of policies, programmes, or practices. Understanding these classifications aids researchers in selecting the most suitable approach for their specific objectives

In this research, an explanatory research design was employed. This approach helped to explain the cause-and-effect connection amongst components (Etikan & Bala, 2017). This plan was also important in examining the association amongst the variables.

3.4 Target Population

This research focused on examining employee retention trends of NGOs based in Nairobi County of Kenya. According to the Kenya Business Directory, Nairobi County has an NGOs population of 201, mostly operating in relief, education, health, the environment, and economic empowerment. Therefore, the unit of analysis was 201 NGOs. The study involved all the 201 NGOs ensuring comprehensive representation. Nairobi County was chosen due to its status as a national hub for the development sector, encompassing all non-governmental organisations. Additionally, Nairobi has the highest concentration of NGOs in Kenya, accounting taken 35%, (Arasa & Kioko, 2014).

Table 3.1: Target Population

| Sector | Population | Percentage |
|---------------|-------------------|-------------------|
| Health | 29 | 14.43 |
| Economic | 57 | 28.36 |
| Relief | 39 | 19.40 |
| Education | 29 | 14.43 |
| Environment | 11 | 5.47 |
| Women | 36 | 17.91 |
| TOTAL | 201 | 100 |

Source: Kenya Business Directory (2023)

3.5 Sampling Techniques and Procedures

In this study, stratified random sampling was employed. Stratified sampling is a method used to ensure that a more illustrative sample of the populace is studied, by dividing the population into homogenous subgroups called strata. This ensured that the subgroup under the range of demographic variables being studied, is captured. Using stratified sampling, groups were created within the population according to certain attributes. Next, a probability sample—typically a straightforward random sample was chosen within each

group. The groups used in stratified sampling are denoted as strata (Cooper & Schindler, 2014). Simple random selection was used to choose the NGOs' staff members to partake in the research process.

3.6 Sample Size

Since the population is fewer than 10,000 units Fisher *et al.* (2003) formula was used.

$= (N / (N + (z^2 * p * (1-p) / d^2))) * N$, where:

n: sample size

N: total population

z: is the z-score corresponding to the desired confidence level (e.g., 1.96 for 95% confidence)

p: is the estimated proportion of the population with the characteristic of interest (if unknown, usually set to 0.5)

d: is the desired margin of error (0.05)

$$= (201 / (201 + (1.96^2 * 0.5 * (1-0.5) / 0.05^2))) * 201$$

$$= 201 / (201 + 3.8416 * 0.5 * 0.5 / 0.0025) * 201$$

$$= 201 / (201 + 384.16) * 201$$

$$n = 201 / 585.16 * 201$$

$$= 0.3435 * 201$$

$$= 69$$

Therefore, the study focused on 69 employees of the NGOs that was designated by use of stratified sampling.

Table 3.2: Distribution of Sample Size

| Sector | Population | Percentage | Sample size |
|---------------|-------------------|-------------------|--------------------|
| Health | 29 | 14.43 | 10 |
| Economic | 57 | 28.36 | 19 |
| Relief | 39 | 19.40 | 13 |
| Education | 29 | 14.43 | 10 |
| Environment | 11 | 5.47 | 4 |
| Women | 36 | 17.91 | 13 |
| TOTAL | 201 | 100 | 69 |

Source: Researcher (2024)

3.7 Data Collection Instrument

This research relied on primary data. This allowed the researcher to address issues specific to the study while maintaining control over data collection, giving the researcher the option of choosing the study location, timing, and sample size. Data was primarily gathered using semi structured questionnaire. To ensure consistency, researcher used a well-tested questionnaire with standardized questions and response options. According to Clark and Creswell (2014), questionnaires are favoured because they enable the researcher to cover a larger geographic area at a comparatively lesser time and cost.

Table 3.3: Operationalization and Measurement of variables

| Variable | Type | Operationalization | Scale of Measurement |
|---------------------------|-------------|--|-----------------------------|
| Employee Retention | Dependent | <ul style="list-style-type: none">• Intention to leave• Intention to stay | Nominal |
| Leadership Styles | Independent | <ul style="list-style-type: none">• Credibility• Straightforwardness• mutual respect• fairness and equity | Nominal |
| Work Environment | Independent | <ul style="list-style-type: none">• Work-life balance stability• Clear and honest communication | Nominal |

| | | | |
|---------------------------|-------------|--|---------|
| | | <ul style="list-style-type: none"> • Consistency | |
| Career Development | Independent | <ul style="list-style-type: none"> • Career goal Progress/ Promotion speed • Training and Development • Remuneration growth | Nominal |
| Job Satisfaction | Moderating | <ul style="list-style-type: none"> • Reward and recognition • Job security • Relationship with colleagues | Nominal |
| Job Embeddedness | Mediating | <ul style="list-style-type: none"> • Links • Sacrifice • fit | Nominal |

Source: Researcher (2025)

3.8 Pilot Testing

Pilot testing is recommended for 10% of the sample (Mugenda & Mugenda, 2003). Also as noted by (Saunders, Lewis, & Thornhill, 2009) that any data collection instrument chosen should be clear and unambiguous, therefore, it was important to conduct pilot testing before real data collection started. Thus, the questionnaire's comprehension, logic, and relevance were pre-tested on a pilot group of seven NGOs' staff. The questionnaire's form and layout, instructions, question difficulty, sequence, language, and content were all pre-tested.

3.8.1 Validity

The construct validity was evaluated by dividing the questionnaire into various sections. Each section was further segregated into subsections relating to its specific objective. Thereafter, a confirmatory factor analysis (CFA) test was conducted to determine the questionnaire's validity to collect the intended data. The test proved that the questionnaire

was a valid instrument to gather data. This helped to ascertain that the objectives of the research were in line with the conceptual framework (Kothari, 2015). Content validity was measured using expert judgment which involved lecturers at Kenyatta University and colleagues at the master’s class. A confirmatory Kaiser-Meyer-Olkin (KMO) test was conducted. The value of the KMO was 0.69 which was above 0.4 and thus the variables were all found to be reliable.

3.8.2 Reliability

The study's variables were assessed for internal consistency by means of reliability analysis (Sekaran & Bougie, 2013). Higher alpha coefficient values indicate greater reliability. Cronbach's Alpha constant has a range of 0 to 1. The acceptable measure of reliability in this study was 0.7, which served as the cut-off point. A score below 0.7 resulted in rejection, however a score above 0.7 was beneficial to the research. Reliability outcomes are also displayed in Table 3.3.

Table 3.3: Reliability Results

| Variable | Cronbach's Alpha | Number of items | Comment |
|--------------------|-------------------------|------------------------|----------------|
| Leadership | 0.835 | 8 | Dependable |
| Work environment | 0.801 | 8 | Dependable |
| Career development | 0.825 | 8 | Dependable |
| Job embeddedness | 0.729 | 5 | Dependable |
| Job satisfaction | 0.711 | 5 | Dependable |
| Average | 0.780 | 34 | |

Source: Research Data (2024)

The outcomes on Table 3.3 designated that Cronbach alpha for leadership, work environment, career development, job embeddedness and job satisfaction were 0.835,

0.801, 0.825, 0.729, 0.711 respectively thus all the variables were dependable. In addition, the average reliability was 0.780 further confirming the reliability of the data.

3.9 Data Collection Procedure

The first step was to get the requisite clearance authorization from Kenyatta University, the NGOs Board and the relevant government ministry to ensure respondent confidence and trust. Secondly, the researcher engaged a variety of data collection methods that included, online submission via Google forms, a drop- and- pick approach where a questionnaire was delivered to the respondent and collected after completion. Each respondent received an approval letter from the relevant authorities. To maintain confidentiality and ensure honest responses, no personal information, including names, was requested. The researcher also followed up the respondents via phone calls- reminding online respondents to submit their feedback and coordinating questionnaire collection. In any case, a scheduled time was agreed upon to collect the filled questionnaire within a period of two weeks.

3.10 Data Analysis and Presentation

The Statistical Package for Social Sciences (SPSS) software was used to organize, and Logistic regression prepare the quantitative data collected via questionnaires for analysis. The descriptive statistics consisted of mean and standard variations, while the inferential statistics consisted of a regression model.

was used to determine the relationships between the research variables. The employee retention was predicted based on the organizational factors as predictor variables using the logistic regression.

$$\{(P_i = f(Y=1|X_i) = \beta_0 + \beta_1 X_1 + \dots + \beta_n X_n \dots\dots\dots (3.1)\}$$

Where: P_i = the probability of intention to stay, Y = explanatory variable (employee retention).

Where $Y = 1$ intention to stay in the NGO and $Y = 0$ intention to leave the NGO.

The Logit model was thus estimated as:

$$\text{Logit } \{(P_i / (1-P_i)) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots\dots\dots (3.2)\}$$

X_1 =leadership

X_2 =work environment

X_3 =career development

Testing the Moderating Effect of job satisfaction

The researcher applied the two steps proposed by Whisman and McClelland (2005) to test for moderating effects. The significance of the coefficient determines the presence of the moderating effect.

During the analysis, equation 1 represents the direct effect model, which is estimated first, followed by Equation 2, where the moderator is included. The moderation effect is seen as the association effect between the variables, in that the predictor effect relies on the magnitude of the moderating variable.

$$Y = \beta_0 + \beta_1 X_i + \epsilon \dots\dots\dots (1)$$

$$Y = \beta_0 + \beta_1 X_i + \beta_2 Z + \beta_3 XZ + \epsilon_i \dots\dots\dots (2)$$

Where Y = employee retention (Dependent variable) Z = job satisfaction (Moderator) X_i = Human Resource Management Practices (Independent variable)

Table 3.3: Test for Moderation

| Model 2 | Model 3 | Total Effect | Conclusion |
|---|--|---------------------|---|
| B_1 is not statistically significant ($p > 0.05$) | - | - | No effect |
| B_1 is ($p < 0.05$) | B_2 is not statistically significant (p less than 0.05) | - | There is a moderating influence of the moderating variable. |
| B_1 is statistically significant ($p < 0.05$) | B_2 is statistically significant (p greater 0.05) | B_3 | There is a moderating influence of the moderating variable. |

Source: Researcher, (2024)

For mediation to be confirmed as present, there are four conditions that must be fulfilled:

Step one:

In the absence of a mediating variable (job embeddedness), it is found that the measures of the independent variables (HRMP) are significantly connected with the reliant on variable (employee retention).

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Step Two:

The independent variable (HRMP) is significantly associated with the mediator variable (job embeddedness).

$$X_1 = \beta_0 + \beta_1 M + \varepsilon$$

Step Three:

The mediator variable (job embeddedness) was significantly interrelated to the reliant variable (workers retention)

$$Y = \beta_0 + \beta_1 M + \varepsilon$$

Step four:

While checking on the influence the mediating variable has on the predictor variable, the influence of the regressor on the dependent variable is not significant in the presence of the mediating variable.

$$Y = \beta_0 + \beta_1 X + \beta_2 M + \epsilon$$

Where X is the HRMP composite, M is the mediator (Job embeddedness) and Y is workers retention

Hypotheses testing is performed to assess influence of each explanatory variable on the response variable as follows:

Table 3.4: Test for Hypotheses

| Objective | Hypotheses Statement | Statistical approach | Thresh-hold for Interpretation |
|---|---|---|---------------------------------------|
| To ascertain how a leader's style affects the retention of staff members in non-governmental organisations (NGOs) | Employee retention in non-governmental organisations (NGOs), is significantly impacted by leadership style. | Logistic regression Logit $\{(Pi/ (1-Pi) = \beta_0 + \beta_1 X_1 + \epsilon$ | F Value t Value $P \leq 0.05$ |
| Assessing how work environments affect non-governmental organisations' (NGOs)' ability to retain staff | work environment in Non-Governmental Organisations (NGOs), significantly affect employee retention | Logistic regression Logit $\{(Pi/ (1-Pi) = \beta_0 + \beta_2 X_2 + \epsilon$ | F Value t Value $P \leq 0.05$ |
| To evaluate how career development affects non-governmental organisations' (NGOs) ability to retain staff | Employee retention significantly benefits from career development | Logistic regression Logit $\{(Pi/ (1-Pi) = \beta_0 + \beta_3 X_3 + \epsilon$ | F Value t Value $P \leq 0.05$ |
| To decide the mediating effect of job embeddedness on the association | job embeddedness mediates the association amongst organizational factors | $Y = \beta_0 + \beta_1 X + \beta_2 M + \epsilon$ | |

| | | | |
|---|--|---|-------------------------------------|
| amongst HRM and governmental organisations' (NGOs) ability to retain staff | and governmental organisations' (NGOs) ability to retain staff | | |
| To determine the moderating effect of job satisfaction on the association amongst organizational factors and non-governmental organisations' (NGOs) ability to retain staff | Job satisfaction moderates the association amongst organizational factors and governmental organisations' (NGOs) ability to retain staff | $Y = \beta_0 + \beta_1 X_i + \varepsilon$ $Y = \beta_0 + \beta_1 X_i + \beta_2 Z + \beta_3 XZ + \varepsilon_i.$ | F Value t Value $P \leq 0.05$ |

Source: Researcher (2024)

The validity and reliability of the regression models were subjected to diagnostic tests. The tests measured multicollinearity to confirm the suitability of the statistical technique used.

3.10.1 Multicollinearity

Multicollinearity implies a statistical situation where un-reliant variables in a regression model are highly correlated, potentially distorting the estimated coefficients and reducing the model's reliability (Gwelo, 2019). Multicollinearity is determined by checking whether two or more independent variables are highly corelated with each other in a regression model. The Variance Inflation Factor (VIF) is used to assess multicollinearity. A VIF value of 1 shows no multicollinearity. A VIF value between 5 and 10 suggest a moderate to high multicollinearity problem that may require further investigation (Thompson et al., 2017).

3.11 Ethical Considerations

In this study before the primary data was collected, the researcher sought data collection clearance from Kenyatta University. Additional clearance was obtained to conduct the

research from National Commission for Science, Technology, and Innovation (NACOSTI). Participation in the study was entirely voluntary, and respondents were required to provide conversant consent before taking part.

To ensure confidentiality, respondents were guaranteed that the info they provided would be used exclusively for hypothetical reasons, and their identities, as well as their responses, would remain anonymous. Additionally, awareness was created in advance that their involvement in the study was voluntary, and that no financial compensation would be provided for their participation.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter is made up of the response rate, demographic characteristics, descriptive results, regression assumptions and tests for hypotheses.

4.2 Response Rate

A total of 69 questionnaires were distributed to respondents who worked in the NGO based in Nairobi, Kenya. Out of 69 questionnaires, 58 were filled and returned.

Table 4.1: Results of response rate

| Response | Frequency | Percentage |
|-----------------|------------------|-------------------|
| Returned | 58 | 84.06% |
| Unreturned | 11 | 15.94% |
| Total | 69 | 100% |

Source: Researcher (2024)

A total of 58 out of 69 respondents returned the completed questionnaire. The response rate of 84.06% was attained. This rate reflected a very good participation of the respondents indicating that the data was representative of the targeted population. This response rate was higher than the threshold typically considered acceptable in survey research. According to Babbie (2004), a return rate of 70% is considered very good for survey-based research.

4.3 Demographic Characteristics

4.3.1 Gender of the respondents

Table 4.2: Respondents Gender

| | Frequency | Percent |
|--------------|------------------|----------------|
| Male | 43 | 74.1 |
| Female | 15 | 25.9 |
| Total | 58 | 100 |

Source: Researcher (2024)

The respondents consisted of 74.1% men and 25.9% women. This suggests that most NGO employees in Nairobi are male.

4.3.2 Age of the respondents

The table below shows the age distribution of the respondents.

Table 4.3 Respondents Age

| | Frequency | Percent |
|----------------|------------------|----------------|
| Less than 20 | 1 | 1.7 |
| 21-30 years | 8 | 13.8 |
| 31-40 years | 27 | 46.6 |
| above 40 years | 22 | 37.9 |
| Total | 58 | 100 |

Source: Researcher (2024)

The composition of the respondents was made up as follows; 46.6% of the respondents were aged between 31 and 40 years, while 37.9% were above 40 years. In addition, 13.8% were within the 21–30-year age group, and only 1.7% were below 20 years.

These results suggest that many NGO employees in Nairobi are above 30 years of age, which is indicative of their levels of valuable experience and insight of employee retention issues within their organizations.

4.3.3 Education Level

The table below shows the educational level of the respondents.

Table 4.4 Respondents Education

| | Frequency | Percent |
|--------------|------------------|----------------|
| Secondary | 4 | 6.9 |
| College | 19 | 32.8 |
| University | 35 | 60.3 |
| Total | 58 | 100 |

Source: Researcher (2024)

The analysed results indicated that the majority, 58.6%, held a university degree, while 32.8% had completed college education. Only 6.9% had a secondary education. This suggests that most employees in NGOs are well-educated equipped with knowledge and skills to understand issues about employee retention strategies and challenges within their organizations.

4.3.4 Work Experience

The findings on work experience and skills among the respondents are presented below.

Table 4.5 Duration of Working for the Same Organization

| | Frequency | Percent |
|-------------------|------------------|----------------|
| less than 5 years | 5 | 41.2 |
| 5-10 years | 23 | 38.8 |
| 11 - 15 years | 23 | 13.1 |
| above 15 years | 7 | 6.9 |
| Total | 58 | 100 |

Source: Researcher (2024)

The findings indicate that 41.2% of employees had worked in a similar organization for less than 5 years, while 38.8% had a tenure ranging from 5 to 10 years working in the same organization. Additionally, 13.1% had been with their organization for 11 to 15 years, and only 6.9% had operated for fifteen years and above

These results suggest that most NGO employees in Nairobi have relatively short tenures, with most serving less than 5 years in the same organization. These findings imply low employee retention rates. This can mean two things. Reduced commitment of employees or ineffective retention strategies employed by NGOs. Both have the consequences of high turnover rates, loss of institutional knowledge, and increased recruitment costs.

4.4 Descriptive Results

Descriptive results comprised of measures of central tendency (such as mean and median) and measures of dispersion (such as standard deviation). Descriptive results were used to understand the distribution and patterns of the collected data.

4.4.1 Leadership Style

The table below captures the analysis of the Leadership Style from the research questionnaire. Leadership Style is treated in this study as an independent variable and part of human resource management practice. The study revealed that the nature and type of leadership approach can contribute to, employee engagement, improved productivity, job satisfaction, and overall organizational success.

Table 4.6: Leadership

| Statement | N | Mean | Std.dev |
|--|----------|-------------|----------------|
| Our leaders are highly visionary | 58 | 3.48 | 1.50 |
| Our leaders develop employees for the future | 58 | 3.28 | 1.31 |
| Our leaders create emotional bonds with employees | 58 | 3.83 | 1.40 |
| Our leaders expect self-direction from employees | 58 | 3.53 | 1.27 |
| Our leaders are commanding | 58 | 4.14 | 1.26 |
| Our leaders involve employee on decision making on matters that affect them | 58 | 3.67 | 1.21 |
| My supervisor/leader is able to recognize, the unique requirements and perspectives of everyone. | 58 | 4.03 | 1.06 |
| Our organization reward and recognize employee contributions | 58 | 4.02 | 1.00 |
| The aggregate scores for leadership | | 3.75 | 1.25 |

Source: Researcher (2024)

Leadership perceived to be highly visionary scored a mean rate of 3.48, with a standard deviation of 1.50. The high standard deviation with a high variability in the responses so that the perception from the respondents varied greatly. Many of the respondents in the research indicated that their leaders were visionary. However, some of the respondents remained neutral while others even disagreed that their leaders were highly visionary. This suggested a diverse perception of leadership vision within the organizations.

The response to whether leaders develop their employees for the future stood at a mean of 3.28. The respondents leaned slightly toward agreement without strongly affirming their leaders' effectiveness in supporting employee growth. There was moderate level of variability in the responses, as indicated by the standard deviation of, 1.31. Basically, the respondents communicated that some employees recognized their leaders' developmental efforts, while others remained uncertain or perceived these efforts as unsatisfactory.

On the question of whether leaders strive to create emotional bond with their employees, the analysis of the responses indicated a mean of 3.83 with a deviation of 1.40. This mean showed a strong tendency towards agreement, suggesting that respondents generally felt their leaders created emotional bonds with them. This portrays what seems to be a positive effort from the leaders to create a positive bond. However, the deviation of 1.40 suggests a moderate level of variability in the responses indicating that some respondents hold differing views.

On the question of whether NGOs leaders expect their employees to be self-directed. The analysis gave an average of 3.53 revealing that respondents basically agreed with the statement. Further results on the leaders are commanding. The collective average was 4.14 with a deviation of 1.26. The mean indicates that respondents generally agree that leaders expect self-direction from employees. This score is above neutral, suggesting that self-direction is a valued expectation within the organization. While many employees agree with the expectation for self-direction, some of the respondents disagreed and some felt neutral about expecting employees to be self-driven.

On whether the leaders involve employee on decision making on matters that affect them, the collective average was 3.61 and deviation was 1.27. The mean score indicated a strong

tendency towards agreement with the statement. This implies that many employees perceived their leaders as authoritative and decisive. This perception can contribute to a clear organizational direction.

On whether the employees' supervisors or leaders can recognise, comprehend, and adjust to the unique requirements and perspectives of employees, the respondents mean score was 4.03 while the standard deviation stood at 1.06. The high mean score shows a strong affirmation by the respondents that their leaders or supervisors recognize the unique needs and perspectives of individual employees. This positive mean score on leadership effectiveness and sensitivity, suggests that leaders are perceived by employees as responsive to the unique requirements of members. This kind of perspective is important in promoting an inclusive and supportive work environment.

On the question of whether their organization's reward and recognize employee contributions, the respondents were generally in agreement with a mean score of 4.02 and a standard deviation of 1.00. The mean score suggested that most employees perceived their organization as valuing their efforts. This is an important element in employee retention. Effective reward and recognition systems can contribute to employee motivation, job satisfaction, and retention.

On aggregate the score for leadership was 3.75 with a standard deviation of 1.25. This is a good indication of how the respondents were generally happy with the leadership style of their leaders with a moderate variation in responses that connote some disagreement by some of the respondents, suggesting differing employee perception and experience. The cumulative leadership score indicated that leadership practices within the organizations are generally well-received.

4.4.2 Work Environment

Work environment was studied as an independent variable and one of the Human Resource Management Practices.

Table 4.7: Work Environment

| Statement | N | Mean | std.dev |
|---|----------|-------------|----------------|
| In my organization, the work schedules are advantageous. | 58 | 2.5 | 1.43 |
| The physical aspects of the workplace—such as the air conditioning, heating, and space—are excellent. | 58 | 2.31 | 1.42 |
| I am content with the organization's working hours. | 58 | 2.09 | 1.44 |
| The company has a work-life policy in place. | 58 | 1.98 | 1.24 |
| Our institution has the necessary tools and equipment for the job. | 58 | 3.97 | 1.27 |
| I don't experience unreasonably high levels of stress at work. | 58 | 2.19 | 1.43 |
| My work obligations don't get in the way of my family time. | 58 | 2.59 | 1.57 |
| This company's culture encourages a healthy balance between work and personal life. | 58 | 2.64 | 1.67 |
| The aggregate scores for work environment | | 2.53 | 1.43 |

Source: Researcher (2024)

On the question of favourable work schedule, the respondents average score was 2.5 and a standard deviation of 1.43. This mean score that is below the midpoint of 3, indicated dissatisfaction with work schedules. The standard deviation of 1.43 portrayed varying opinions and experience among the respondents. The disagreement expressed by the respondents demonstrate the need for management to review and improve work scheduling policies to enhance employee satisfaction and work-life balance.

Equally, the respondents felt that the physical aspects of the workplace such as air conditioning, heating, and space were not good enough, with a mean of 2.31 and a standard deviation of 1.42. This communicated the need for organizational leadership to improve the outlook of their work environment to enhance employee comfort and productivity.

The respondents also indicated that they were dissatisfied with their working hours, as shown by an average score of 2.09 and a standard deviation of 1.44. Such low score on the mean point to the need for organizations to consider re-designing their working hours and probably consider introducing flexible work hours meet employee expectations and retention.

When asked to respond to whether their organization's had a work life balance policy, the findings revealed that most respondents disagreed that their organizations had a work-life policy with a mean of 1.98 and a standard deviation of 1.24. The low mean score indicates that such policies are either absent, poorly communicated, or ineffectively implemented within the organization. The standard deviation variation in employee opinions, reflect inconsistent experiences or awareness levels regarding work-life policy. Majority of the employees generally perceived that their employers offered limited institutional support to help them balance work and personal life commitments.

On a different note, many of the respondents agreed that their organizations provided them with the necessary tools and equipment for their job, with an average of 3.97 and a deviation of 1.27, signifying that most employees felt adequately equipped to perform their tasks.

When asked to respond to the statement, "I don't experience unreasonably high levels of stress at work," the analysis reflected an average of 2.19 and a standard deviation of 1.43.

The low mean score showed that the respondents were experiencing or had experienced unreasonable levels of high stress at work making workplace stress an important matter that requires intervention through stress management programmes and workload balancing strategies.

The respondents were categorical from a mean score of 2.59 and a standard deviation of 1.57 that their work obligations get in the way of their family time. This clearly show that work-life balance is a challenge. It showed that many NGOs need to develop flexible work policies that support employee well-being.

Lastly, a lot of respondents disagreed that their company's culture encourages a healthy balance between work and personal life, as indicated by an average of 2.64 and a standard deviation of 1.67. This emphasizes the need for organizations to promote work-life balance initiatives and encourage a supportive workplace culture.

The overall mean score for work environment was 2.53, which is approximately 3 (moderate) as per the scale employed by the study. However, a mini variation of the findings from the mean was noted, as exemplified by the total deviation of 1.43. The accumulative average of work environment stipulates that different activities regarding work environment are moderate. The results of the research concurred with Naz et al. (2020) who demonstrated agreement with the study that work atmosphere and employee retention are positively and significantly correlated. The respondents were however not in agreement with Saputra and Riana (2021) who found that there is no distinct relationship amongst the non-physical work environment and organisational commitment, staff retention, or compensation have a noteworthy and favourable impact on staff retention, but, only in part. The present findings suggest that while compensation and other factors may

partly influence retention, the work environment remains an important determinant of employee satisfaction and retention.

4.4.3 Career Development

Career development which is regarded in this study as the opportunity employees have to progress in their careers through education, training, and promotion to higher levels of responsibility within the organization was one of the independent variables of the research. It constituted the Humana Management Practices in the study.

Table 4.8: Career Development

| Statement | N | Mean | Std.dev |
|--|----|-------------|-------------|
| All employees have access to coaching and mentorship courses. | 58 | 2.41 | 1.52 |
| Promotional requirements are quite explicit. | 58 | 4.05 | 1.11 |
| An employee's immediate supervisor is aware of their career goals inside the organization. | 58 | 3.74 | 1.29 |
| There are multiple positions available for promotion for employees in our organisation. | 58 | 2.16 | 1.4 |
| This organisation meets the needs of both individuals and the organisation in terms of growth. | 58 | 3.98 | 1.36 |
| Each employee is eligible for sponsorship and scholarships. | 58 | 1.98 | 1.37 |
| There is a career path or advancement available to personnel within the organisation. | 58 | 3.91 | 1.37 |
| I'm encouraged to constantly learn new job-related skills by my current employment. | 58 | 3.55 | 1.33 |
| The aggregate scores for career development | | 3.22 | 1.24 |

Source: Researcher (2024)

The research aimed to determine whether all employees have access to coaching and mentorship programmes. The findings revealed an average of 2.41 with a standard deviation of 1.52, indicating a potential gap in professional development opportunities within the organizations. The respondents were in agreement that the criterion for promotion is clearly articulated in the organization and is clear. This is reflected in the

mean score of 4.05. However, this agreement was not unanimous looking at the standard deviation of 1.11. Some of the respondents felt that the promotional requirements were not clear enough even though they are in the minority.

The question on whether the employee's immediate supervisor is aware of their career goals inside the organization indicated that received above average affirmation from the respondents with a mean score of 3.74. This demonstrated that employees feel that the supervisors are aware of their career goals, but a few were not agreement looking at the standard division of 1.29. The issue of availability of multiple positions for promotion received mixed responses. The majority with a mean score of 2.16 which is below the midpoint of 3 in the study Likert scale of a maximum 5 points. The standard deviation of the response was 1.40 showing a wide variation in the responses. This suggests that while promotion criteria are transparent, the availability of promotional opportunities remains limited.

On the matter of whether the organization meets its own and the individuals need for growth, the respondents agreed that their organization meets both individual and organizational growth needs, with an average of 3.98 indicating a favourable perception of the organization in terms of meeting the needs of both the employees and the organization. However, the standard deviation of 1.36 reveal a wide variation in the responses, meaning not all employees share in this perception.

The most disagreed on issues was on the question of whether each employee was eligible for sponsorship and scholarships. The mean score of 1.98 with a standard deviation of 1.37 indicated that most employees strongly disagreed with the statement that every employee is eligible for sponsorship or scholarship. This shows that few employees have experiences

of being sponsored or offered scholarship for their personal advancement in the organization. This could indicate a lack of financial support for employee education and career advancement.

The high mean score of 3.91 and with a standard deviation of 1.37 means that most of the employees appreciate that in their organizations, there is clear career paths or advancement opportunities reflecting positive organizational concern for career progression and long-term employee development. However, there exists moderate variation in the responses. A standard deviation, while many employees agree that opportunities for career advancement exists, some employees did not feel the same.

When asked if in their current employment, they are encouraged to constantly learn new job-related skills, many of the respondents with a mean score of 3.55 expressed themselves in the affirmative. It seems like many of the organizations provide support or motivation for their employees to acquire to enhance their job-related skills. However, the standard deviation score of 1.33 indicates moderate variation in responses. encouragement to develop new skills may be experienced unevenly across different roles, departments, or employee levels.

The aggregate mean score of 3.22 is slightly above the neutral midpoint (3.0). It suggests that, overall, employees have a positive perception of career development practices within their organisations. The aggregate standard deviation scored 1.24. This shows reasonable variability in the responses. These findings suggest that career development initiatives within NGOs in Nairobi are generally effective, with room for improvement in areas such as mentorship, promotional opportunities, and financial support for employee growth. The findings also concur the study of Sari and Dewi's (2020), which found out that

organizational commitment, career growth opportunities, and the work environment significantly influence employee retention. However, findings vary from the study of Houssein, Singh, and Arumugam (2020). They discovered that there was no considerable association between work-life balance and employee retention.

4.4.4 Job Embeddedness

Job Embeddedness is a mediating variable in the research.

Table 4.9: Job Embeddedness

| Statement | N | Mean | std.dev |
|--|----|------|---------|
| I cherish my interpersonal relationship with my coworkers. | 58 | 3.53 | 1.56 |
| I routinely engage with my coworkers while doing my job. | 58 | 3.74 | 1.38 |
| My employment makes good use of my abilities and talents. | 58 | 3.86 | 1.20 |
| I believe I am a good fit for this organisation since my principles align with the company's values and culture. | 58 | 3.65 | 1.46 |
| My position gives a lot of freedom to pursue my ambitions. | 58 | 2.04 | 1.44 |
| The aggregate scores for job embeddedness | | 3.36 | 1.41 |

Source: Researcher (2024)

The respondents generally agreed that they cherished the interpersonal relationship with their coworkers with a mean of 3.53. This suggests that the workplace relationships are generally positive and contribute to a supportive work environment. However, a standard deviation of 1.56 is high indicating a large variation in responses. Moreover, the respondents indicated that they regularly engage with their co-workers while performing their duties, at a mean score of 3.74. This implies that many of the NGOs have made a deliberate effort to instil a work culture that encourages teamwork, communication, and

shared task execution. However, the standard deviation of 1.38 shows moderate to high variation in responses. It shows that while many employees frequently engage with colleagues, others do not experience the same level of interaction.

When asked whether their employment makes good use of their abilities and talents. The respondents agreed that their employment effectively utilizes their abilities and talents, with a mean of 3.86 and a standard deviation of 1.20. The responses on the matter of whether employees believed they were a good fit for their organisation since their principles aligned with the company's values and culture, revealed that the employees were generally in agreement, with a mean score of 3.65 and a standard deviation of 1.46. This suggests a generally positive perception of job roles and responsibilities. This also indicates that many of the employees felt they were a good fit for their organizations. However, a few of the employees did not feel this way, given the standard deviation of 1.46, meaning, there are employees who felt that their values did not align to those of the organization.

Respondents totally disagreed with the statement that their position provides them with significant freedom to pursue their ambitions. The mean score stood at 2.04 with a standard deviation of 1.44, suggesting that many NGOs may not be providing sufficient opportunities for employees to pursue personal career aspirations.

On aggregate, mean score for job embeddedness stood at 3.36. This is moderate, looking at the study Likert scale that has a top score of 5 and shows moderate level of job embeddedness in the NGOs based in Nairobi. The findings suggest that career development and job embeddedness within NGOs are relatively effective. However, the high standard deviation of 1.41 reflects considerable variation in employee experiences.

These findings validate what Shibiti (2019), found out that job embeddedness influences employee retention. Moreover, the study findings support what Hassan et al. (2021), discovered that employment embeddedness is vital in employee retention strategies.

4.4.5 Job Satisfaction

Job Satisfaction was studied in this research as a moderator variable.

Table 4.10: Job Satisfaction

| Statement | N | Mean | std.dev |
|--|----|-------------|-------------|
| I am highly committed to job in this organization | 58 | 3.47 | 1.29 |
| There is job security in my company | 58 | 2.03 | 1.41 |
| The services organizations are appreciated | 58 | 3.71 | 1.09 |
| I have a good relationship with the employees | 58 | 3.57 | 1.26 |
| The rewards I get from my company are satisfactory | 58 | 1.95 | 1.32 |
| The collective average for job satisfaction | | 2.95 | 1.27 |

Source: Researcher (2024)

The response to the question of employee’s level of commitment in their organizations revealed a mean score of 3.47 and a standard deviation of 1.29. The mean score suggests that employees in NGOs perceived themselves to be highly commitment to their jobs. Although many employees expressed that they felt committed to their jobs, others expressed lower levels of commitment. Such variation may reflect differences in either in personal work experiences, job roles, motivation levels, or perceptions of organizational support.

The matter of employees’ job security received mixed reactions. The analysis mean score showed a score of 2.03 and a standard deviation of 1.41. This indicated a general concern among employees regarding job stability. A score of 2.03 shows that most respondents

disagreed with the statement. This implies that employees do not feel secure in their jobs and should be a concern to management of organizations especially when it comes to retaining experienced and talented employees. Equally, the standard deviation of 1.41 indicates a wide variation in responses showing that some employees might felt secure, while many of the employees expressed not being secure demonstrating mixed experiences across the organization.

The question of whether the respondents felt their services were appreciated, the mean score stood at 3.71 with a standard deviation of 1.09, an indication that most of the employees felt that their services were recognised and appreciated in their organizations. Nevertheless, the standard deviation of 1.09 showed a measured spread in responses, meaning that while most employees shared a positive view, a few felt that their services were not appreciated as much. When asked if they thought that they a good relationship with the employees, the responses with a mean score of 3.57 indicated that the respondents generally agreed that they have a good relationship with fellow employees. This suggests that interpersonal relations and teamwork within the organization was positive. The standard deviation of 1.26 showed a moderate variation in responses. Many employees felt they relate well with their colleagues, while a few of the employees expressed they had challenges with workplace relationships.

On a different note, employees expressed dissatisfaction with the rewards they received from their organizations, as demonstrated by an average score of 1.95 and a standard deviation of 1.32. It seems that the nature of rewards was perceived by employees as inadequate compared to their expectations, workload, or industry standards. The standard

deviation of 1.32 suggests that a few employees perceived the rewards to be reasonable, in their view.

The aggregate mean score for job satisfaction was 2.95. This indicated that job satisfaction in the NGOs in Nairobi was found to be moderate. This shows that employees were neither fully satisfied nor completely dissatisfied. It means from the employees had some positive experience of different aspects of their work, but there are also important concerns that limit their overall satisfaction. The high standard deviation of 1.27 suggests a great difference in employee experiences, with some employees feeling satisfied while others are feeling dissatisfied. These research findings are corroborated by the study of Kiuta and Karanja (2019), who concluded that workers' productivity is strongly influenced by job satisfaction factors.

The findings on job satisfaction point out an important human resource management practice on employee retention strategies. The management of organizations need to appreciate the role of job security and rewards, to enhance employee commitment and retention in NGOs.

4.4.6 Employee Retention

Employee retention is the dependent variable in this study. It refers to the organization's ability to keep the employees for a period. Employee retention is studied in relation to specific human resource management practices. The practices include leadership style, work environment and career development which serve as the independent variables> They are expected to influence how employees make their decisions to stay or leave the organization. The study is designed to understand how the independent variables collectively influence employee's retention in NGOs based in Nairobi.

Table 4.11: Employees Retention

| | Frequency | Percent |
|--------------|------------------|----------------|
| Yes (1) | 30 | 51.7 |
| No (0) | 28 | 48.3 |
| Total | 58 | 100 |

Source: Researcher (2024)

The respondents were asked if they would consider leaving their current employer if they were offered a better opportunity elsewhere. 51.7% of the respondents indicated they would leave their employer if presented with a better employment opportunity, while 48.3% stated they would remain with their current employer. The responses were even split between the employees who felt committed to staying as compared to those who would consider leaving.

These findings seem to indicate that the management of NGOs in Nairobi, need to enhance their employee retention strategies, especially in areas already revealed by the research such as job security, career development opportunities and competitive rewards. These findings support the work of Musinya (2021), who identified employee retention as one of the greatest challenges faced by NGOs in Kenya.

When respondents were asked to indicate the key factors that would motivate them to remain in their current jobs, the most cited reasons were competitive compensation, career development opportunities, and a healthy work-life balance. These factors appear to play a role in influencing employees' decisions to stay with their organizations. These results were consistent with Saputra and Riana (2021), who found out that compensation has a significant and positive impact on employee retention.

4.5 Regression Assumptions

Regression assumptions are basically the conditions that must be satisfied for regression analysis results to be considered valid and reliable. The study employed the multicollinearity test to determine whether the independent variables in a regression model are highly correlated with each other. Low or no multicollinearity means that the predictors are not too correlated. According to (Gwelo, 2019), when multicollinearity is present, the regression coefficients become unreliable. This leads to inflated standard errors and unstable estimates.

The most common method for determining multicollinearity in a regression analysis is Variance Inflation Factor (VIF). The VIF measures how much the alteration of a regression coefficient is inflated due to correlations among the independent variables.

4.5.1 Multicollinearity Test

A Variance Inflation Factor (VIF) value of 1 indicates no correlation between the predictor and other variables. Values between 1 and 5 reflect low to moderate and acceptable levels of correlation, values above 5 suggest high multicollinearity that may reduce the reliability of the regression analysis model, and values above 10 indicate very high multicollinearity requiring corrective action such as removing or combining variables.

The multicollinearity test findings using VIF are illustrated below.

Table 4.12: Multicollinearity Test

| | Tolerance | VIF |
|--------------------|------------------|--------------|
| Leadership style | 0.725 | 1.380 |
| work environment | 0.830 | 1.204 |
| career development | 0.836 | 1.196 |
| job embeddedness | 0.787 | 1.271 |
| job satisfaction | 0.858 | 1.165 |
| Mean | | 1.243 |

Source: Research Data (2024)

The test shows that all the VIF values were below 5, and all Tolerance values were also above 0.2. This indicates lack of multicollinearity problem between the independent variables in the model. The predictors are not strongly correlated with each other, and each variable contributes unique information to the regression model.

4.6 Test of Hypotheses

In testing the study hypotheses, a Binary Logistic Regression model was applied to predict the effects of HRM practices-the independent variables on employee retention.

Table 4.13: HRM practices and Employee Retention

| Variables | B | S.E. | Wald | Sig. | Exp(B) | 95% C.I. for EXP(B) | |
|-------------------------------------|----------------------|-------------|-------------|-------------|---------------|----------------------------|-------|
| leadership | 3.981 | 1.88 | 4.483 | 0.034 | 3.019 | 0.013 | 0.744 |
| work environment | 1.569 | 0.348 | 20.363 | 0.000 | 1.863 | 0.004 | 3.043 |
| career development | 0.566 | 0.273 | 4.298 | 0.038 | 2.568 | 0.019 | 3.848 |
| Constant | 0.151 | 2.613 | 0.003 | 0.087 | 0.954 | | |
| Omnibus Tests of Model Coefficients | (chi-square =38.847) | P=0.00 | | | | | |

| | | | | | | | |
|--------------------------|---------------------|---------|--|--|--|--|--|
| Hosmer and Lemeshow Test | (chi-square =1.435) | P=0.067 | | | | | |
| -2 Log likelihood | | | | | | | |
| 234.667 | | | | | | | |
| Nagelkerke R Square | | | | | | | |
| 0.567 | | | | | | | |

Source: Research Data (2024)

The Omnibus Tests of Model Coefficients in the above table, demonstrate a chi-square value of 38.847. This shows that the model explains variation in employee retention which is the dependent variable. Since the p-value is less than 0.05, the model is statistically meaningful. This means, that the inclusion of the predictor variables improves the model's ability to explain employee retention.

This suggests that the HRM practices analysed in the study, contribute to the differences in retention levels, consistent with Muraga and Arts (2018), who noted that HRM best practices enhance employee retention. In addition, Hosmer and Lemeshow test showed a chi-square value of 1.435 with a p-value of 0.067, which is greater than 0.05, indicating that the model fits the data well and therefore no evidence of poor model fit.

The lack of significance indicates no major issues with the model's fit. Additionally, the Nagelkerke R² value of 0.567 reveals that HRM best practices explain 56.7% of the variation in employee retention. While HRM practices play a significant role, the remaining variation (43.3%) suggests that other aspects, not considered in this research, also affects employee retention in NGOs in Nairobi. These findings align with Acquah (2019), who noted that HRM procedures impact employees' intentions to leave.

The results of the binary logistic regression are presented, including the coefficients (B), Wald's chi-square (χ^2), odds ratios (Exp(B)), and significance values (p-values). The

significance of each predictor variable is evaluated using Wald's χ^2 test, which analysed the contribution of each predictor to the model while controlling the effects of the other variables. The odds ratio ($\text{Exp}(B)$) indicated the relative value of each predictor in explaining employee retention, within the overall model.

Therefore, the optimal equation derived from the study is:

$$\text{Logit}(Y) = 1.151 + 3.981X_1 + 1.569X_2 + 1.569X_3 + \epsilon$$

Where X_1 is leadership, X_2 is work environment, X_3 is career development.

The hypotheses of the study were tested using binary logistic regression analysis, and the results are presented in the following sections.

4.5.1 Test of Hypotheses One

(H₀₁): leadership styles have no significant effect on employee retention in non-governmental organisations (NGOs).

The effect of leadership on employees retention in non-governmental organizations (NGOs) was found to be significant, as shown in Table 4.13 ($B = 3.981$, $\text{Wald } X^2 = 4.483$, $\text{Exp}(B) = 3.019$, $P = 0.034$). Given that the odds ratio is greater than one and the Wald statistic is bigger than zero, it is evident that leadership makes a significant contribution to the model. Consequently, confirming that leadership significantly influences retention of workers in NGOs. These results imply that, when holding other predictors constant, a one-unit increase in leadership is expected to lead to a 3.981 change in the log-odds of employees' intention to stay. In practical terms, this suggests that leadership plays a critical role in influencing employees' decisions to remain in NGOs in Nairobi. Furthermore, the outcomes align with Wells et al. (2018), which demonstrated an inverse connection

amongst leaders' behaviours and employees' intention to voluntarily leave the organization. This emphasizes the need of leadership in reducing turnover intentions, highlighting that both experienced and prospective workers are an organization's most valuable assets.

4.5.2 Test of Hypotheses Two

(H₀₂): Work environment has no significant effect on employee retention in non-governmental organisations (NGOs)

The impact of environment of work on employee retention in NGOs was found to be significant, as presented in Table 4.13 ($B = 1.569$, $Wald X^2 = 20.363$, $Exp(B) = 1.863$, $P = 0.000$). Given that the odds ratio is greater than one and the Wald statistic is bigger than zero. This indicates that the work environment makes a significant contribution to the model, confirming that it meaningfully influences employee retention in NGOs. The findings demonstrate that the work environment is a critical factor affecting employees' decisions to remain with these organizations. Different outcomes by Saputra and Riana (2021), displayed no significant connection amongst the non-physical work environment and organizational commitment or staff retention. While Saputra and Riana's study acknowledged the importance of factors like compensation on retention, it suggested these effects were more limited in scope.

Thus, while the findings align with some existing literature, they also highlight the nuanced and variable nature of the connection amongst the work environment and employee retention across different contexts.

4.5.3 Test of Hypotheses Three

(H₀₃): Career development has no significant effect on employee retention in non-governmental organisations (NGOs)

The impact of career advancement on workers retention in non-governmental organizations (NGOs) was found to be significant, as shown in Table 4.13 ($B = 0.566$, Wald $X^2 = 4.298$, $\text{Exp}(B) = 4.568$, $P = 0.038$). Given that the odds ratio is greater than one and the Wald statistic is bigger than zero, it indicates that career development contributes significantly to the model. Consequently, confirming that career advancement knowingly influences retention of employees in NGOs. These results imply that, while maintaining other predictors constant, a one-unit variation in career development is expected to lead to a 4.568 change in the log-odds of employees' intention to stay. This suggests that career development plays a critical role in influencing employees' decisions to remain in NGOs in Nairobi. However, the results differ from the study by Houssein et al. (2020), who found no meaningful connection among work-life balance and retention of workers. Thus, while the study supports the idea that Career development is important for retention, it also highlights the varying influences of different factors across different contexts.

4.5.4 Test of Hypotheses Four

(H₀₄): Job embeddedness does not mediate the relationship between human resource management practices and employee retention in non-governmental organizations (NGOs).

It was hypothesized that job embeddedness mediates the relationship between HRM practices and employee retention

Step One: Connection among HRM Best Practices and employee retention

To assess whether effective HRM practices predict employee retention, the study fitted a baseline model.

Table 4.14: HRM Practices and Employee Retention

| Variables | B | S.E. | Wald | Sig. | Exp(B) | 95% C.I.for EXP(B) | |
|-------------------------------------|----------------------|---------|-------|-------|--------|--------------------|-------|
| HRM practices | 3.214 | 1.490 | 4.135 | 0.036 | 2.908 | 0.011 | 0.741 |
| constant | 0.476 | 1.949 | 0.060 | 1.060 | 0.306 | 11.623 | 0.106 |
| Omnibus Tests of Model Coefficients | (chi-square =53.324) | P=0.000 | | | | | |
| Hosmer and Lemeshow Test | (chi-square =1.012) | P=0.051 | | | | | |
| -2 Log likelihood | 218.999 | | | | | | |
| Nagelkerke R Square | 0.557 | | | | | | |

Source: Researcher (2024)

The discoveries in table 4.14 display that the model fits very well and is significant at P less than 0.05 with R² value of 0.557. Additionally, the odd ratio, exp (B), is greater than 1, indicating that HRM strongly predicts employee retention, and the p-value of HRM best practices is less than 0.05. The results of the investigation concurred with Rao et al. (2018) who indicated that HRM had an impression on employee retention.

$$\text{Logit (Y)} = 0.476 + 0.3214X + \varepsilon$$

Where: Y = employee retention; X = HRM Practices

Step Two: HRM Best Practices Predicting Job Embeddedness

The second model was fitted to test whether composite of HRM best practices predicted the mediator (job Embeddedness).

Table 4.15: Step Two in Testing Job Embeddedness

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------|-----------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | Beta | | |
| (Constant) | -0.350 | 0.313 | | -1.12 | 0.266 |
| job embeddedness | 0.327 | 0.088 | 0.305 | 3.708 | 0.000 |
| R square =0.214 | | | | | |
| p=0.000 | | | | | |

The R² is 0.143, suggesting that HRM best practices explain 21.4% of the disparity in job embeddedness. Furthermore, the β coefficient is 0.327, implying that job embeddedness is meaningfully impacted by HRM best practices in the context of the findings. The findings support the work of Shibiti (2019), who found out that job embeddedness is influenced by retention factors, underscoring the importance of HRM practices in shaping employees' attachment to the organization. Such findings were also confirmed by (Hassan et al., 2021), who demonstrated in their study that employee embeddedness has a strong influence on staff retention. This reinforces the idea that effective HRM practices play a vital role in promoting employee commitment and retention as shown in this study.

$$M = -0.350 + 0.327X + \varepsilon$$

Where: M = job embeddedness; X = HRM best practices

Step Three: HRM Best Practices and Job Embeddedness Predicting employee retention

To assess whether the mediation was complete, partial, or absent, the following model was applied:

- i. Direct effect of HRM best practices on job embeddedness (without considering the mediator, employee retention).
- ii. Indirect effect through employee retention, where HRM best practices first affect employee retention, and then retention influences job embeddedness.
- iii. Total effect combining both direct and indirect effects of HRM best practices on job embeddedness.

The mediation model helps identify the nature of the connection amongst the variables:

Complete mediation: If the direct effect of HRM best practices on job embeddedness is not significant, but the indirect effect via employee retention is significant, it would indicate that employee retention fully mediates the relationship.

Partial mediation: If both the direct effect and the indirect effect are significant, this suggests partial mediation, where employee retention partially explains the connection amongst best practices and job embeddedness.

No mediation: If the indirect effect via employee retention is not significant, it indicates no mediation, meaning that HRM best practices directly influence job embeddedness without the influence of retention of employee.

This model allows for testing the specific pathways through which HRM practices may influence job embeddedness, and whether employee retention plays a role in this process.

Table 4.16: Step Three in Testing Mediating Effect of Job Embeddedness

| Variables | B | S.E. | Wald | Sig. | Exp(B) | 95% C.I. for EXP(B) | |
|-------------------------------------|----------------------|---------|-------|-------|--------|---------------------|-------|
| HRM practices | 2.678 | 2.371 | 5.245 | 0.018 | 3.231 | 0.042 | 1.195 |
| job embeddedness | 1.213 | 1.202 | 2.097 | 0.001 | 1.988 | 0.038 | 1.661 |
| constant | 0.380 | 1.226 | 5.233 | 0.017 | 2.939 | 0.045 | 1.113 |
| Omnibus Tests of Model Coefficients | (chi-square =59.455) | P=0.000 | | | | | |
| Hosmer and Lemeshow Test | (chi-square =2.345) | P=0.072 | | | | | |
| -2 Log likelihood | 216.777 | | | | | | |
| Nagelkerke R Square | 0.601 | | | | | | |

Source: Researcher (2024)

Job embeddedness accounts for 4.4% of variances in employee retention, and the model is noteworthy at $P < 0.05$ with a Nagelkerke R Square of 0.601. Employee retention is impacted because $\exp(B)$ is bigger than 1. Additionally noteworthy is the job embeddedness p-value. The model has improved, as evidenced by the -2 Log likelihood dropping from 238.999 (table 4.13) to 216.777. The discoveries suggest that work embeddedness and HRM best practices were major predictors of employee retention. Shibiti (2019) showed that job embeddedness was predicted by retention factors.

$$\text{Logit}(Y) = 0.380 + 2.678X + 1.213M + \varepsilon$$

Y = employee retention; X = HRM Practices; M = job embeddedness

A mediation test of job embeddedness summary on the connection amongst practices and employee retentions of NGOs in Nairobi is accessible in table 4.17.

Table 4.17: Summary of Mediation Test of Employee retention

| Model | Results | Conclusions |
|--------------|----------------|--------------------|
| 1 | P<0.05 | Significant |
| 2 | P<0.05 | Significant |
| 3 | P<0.05 | Significant |

Source: Researcher (2024)

4.5.5 Test of Hypotheses Five

(H₀₅): Job satisfaction does not moderate the relationship between human resource management practices and employee retention in non-governmental organizations (NGOs)

When job satisfaction was added to the model, the impact of HRM practices on employee retention in NGOs as shown by the results in Table 4.16 remained significant. This demonstrated mediation, and the result therefore proved that job embeddedness mediates the relationship between HRM practices and NGOs' retention of employees. Shibiti (2019) showed that job embeddedness was predicted by retention factors.

Consequently, the null hypothesis was rejected. Therefore, job embeddedness mediates the relationship between HRM practices and employee retention in non-governmental organizations (NGOs). Therefore, job satisfaction enhances the effect of HRM practices on employee retention. Hassan et al. (2021) similarly found that, as expected, job embeddedness significantly influences employee retention.

Table 4.18: HRM practices, Job Satisfaction and Employee Retention

| Variables | B | S.E. | Wald | Sig. | Exp (B) | 95% C.I.for EXP(B) | |
|-------------------------------------|---------------------|---------|-------|-------|---------|--------------------|-------|
| HRM practices | 2.279 | 1.19 | 3.666 | 0.036 | 9.768 | 9.768 | 1.235 |
| Job satisfaction | 4.658 | 1.825 | 6.514 | 0.011 | 5.393 | 1.456 | 5.678 |
| HRM Practices*job satisfaction | 0.566 | 0.273 | 4.298 | 0.038 | 1.762 | 1.234 | 4.356 |
| constant | 0.478 | 0.692 | 2.478 | 0.056 | 0.489 | 1.613 | 0.478 |
| Omnibus Tests of Model Coefficients | (chi-square =58.98) | P=0.000 | | | | | |
| Hosmer and Lemeshow Test | (chi-square =1.012) | P=0.067 | | | | | |
| -2 Log likelihood | 207.021 | | | | | | |
| Nagelkerke R Square | 0.623 | | | | | | |

Source: Researcher (2024)

The table in table 4.18 show that the interaction variable (HRM Index*job satisfaction) had a $\beta=0.556$, $p=0.038$ and Wald statistic of 4.298. These findings verified that job satisfaction significantly moderated the connection amongst practices and employee retention in NGOs. The -2 Log likelihood value condensed from 218.999 (table 4.20) to 207.021 implying that the model is better. Nagelkerke R Square is 0.623 indicating that job satisfaction explains 62.3% variations in employee retention. The results of the investigation concurred with Rao et al. (2018) who indicated that leadership had an impression on employee retention. Wells et al. (2018) showed a clear inverse association between the leader's behaviour and the intention of voluntary turnover. Experienced and prospective workers are an organization's greatest assets.

$$\text{Logit (Y)} = 0.478 + 2.279X + 4.658M + \varepsilon$$

Where: Y = employee retention; X = HRM Practices; M = job satisfaction

Table 4.19 provides an overview of the mediation test of work satisfaction on the connection amongst practices and staff retentions of non-governmental organizations in Nairobi.

Table 4.19: Summary of Mediation Test of Employee retention

| Model | Results | Conclusions |
|--------------|----------------|--------------------|
| 1 | P<0.05 | Significant |
| 2 | P<0.05 | Significant |

Source: Researcher (2024)

The interaction between HRM practices and job satisfaction on employee retention in NGOs was found to be significant. Consequently, the null hypothesis was rejected, indicating that job satisfaction mediates the relationship between human resource management practices and employee retention in NGOs. In other words, job satisfaction enhances the effect of HRM best practices on employee retention. These findings align with Kiuta and Karanja (2019), who established that human resource practices influence job satisfaction and employee performance, concluding that employee productivity is strongly impacted by strategies that enhance work satisfaction.

Summary of Test for Hypotheses

Table 4.20: Test for Hypotheses

| Hypotheses Statement | Thresh-hold for Interpretation | Decision |
|---|--------------------------------|----------------------------|
| Employee retention in non-governmental organisations (NGOs), is significantly impacted by leadership style. | $P < 0.05$ | Reject the null hypothesis |
| work environment in Non-Governmental Organisations (NGOs), significantly affect employee retention | $P < 0.05$ | Reject the null hypothesis |
| Worker retention in Non-Governmental Organisations (NGOs) in Kenya significantly benefit from career development | $P < 0.05$ | Reject the null hypothesis |
| job embeddedness mediates the association amongst organizational factors and governmental organisations' (NGOs) ability to retain staff | $P < 0.05$ | Reject the null hypothesis |
| Job satisfaction moderates the association amongst job satisfaction and governmental organisations' (NGOs) ability to retain staff | $P < 0.05$ | Reject the null hypothesis |

Source: Researcher (2024)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This is the last chapter of the study. It contains the summary of the research and conclusions based on the study objectives. Secondly, the chapter presents its contributions to knowledge and its recommendations to policy and human resource management practice. In addition, the chapter proposes possible areas for further research.

5.2 Summary

The initial objective of the study was to examine how leadership style influences employee retention in non-governmental organizations (NGOs). The findings demonstrated that leadership style plays an important role in retaining employees. Visionary and forward-thinking leaders contributed to employee retention, while those who were seen to be supporting employees' career development and professional advancement were perceived as important in enhancing organizational loyalty. Those leaders who built emotional bonds with employees, participated in employee attachment and commitment to the organization. Commanding leaders, with a strong authoritative leadership approach, clear direction and expectations also received strong approval from the respondents.

Moreover, employees were more drawn to leaders who actively involved them in decision-making processes and especially on matters that directly affected them. This was seen to increase the employees' sense of ownership and belonging, contributing to higher retention rates. Supervisors and other leaders who recognized, comprehended, and adjusted to the unique needs of individual employees received high approval by the respondents. This

personalized leadership approach was seen to nurture a supportive work environment and encouraged employees to stay with the organization.

The second objective of the study explored how work environment impact employee's decision to leave or stay in the organization. While many employees were happy with their work schedules, a good number of the employees found the work schedule inflexible and not aligned to their work-life balance. This seemed to negatively influence retention decisions of employees. Some of the physical aspects of the workplace such as air conditioning, heating, and workspace generally received unfavourable rating, suggesting that inadequate physical work environment does not support employee comfort-contributing to job dissatisfaction. These tendencies tend to accelerate the employee's decision of leaving their organizations. Majority of the employees indicated that they experience unreasonably high levels of stress at work, with little support is offered to manage stress at the workplace.

On the other hand, many of the employees acknowledged that their organizations provided them with the necessary tools and equipment to perform their jobs effectively-an important factor dimension of job satisfaction and retention. On the other hand, a good number of employees disagreed that their organization's culture promoted a healthy work-life balance. This contributes to a decrease in employee retention, particularly among employees seeking greater work flexibility.

The third objective focused on understanding how career advancement opportunities affect non-governmental organisations' (NGOs) ability to retain staff. The findings identified several important factors influencing employee retention in NGOs. Many employees expressed concerns about availability for coaching and mentorship, scholarship and plans

for further education and professional development. When such opportunities exist, they are not fairly distributed. The employees were in total agreement that opportunities for career advancement is an important strategy for employee retention. Interestingly a good number of the employees felt that there was a career path or advancement opportunities available within their organization even if not frequently actualised. Positive commitment to career development can influence employees to stay in an organization. The study revealed that a good number of employees felt that their leaders or managers need to inculcate a learning culture in their organizations, to promote continuous learning and competency development. This was seen by many of the employees as an important strategy in employee engagement and retention.

Objective four of the research examined the role of job embeddedness in mediating the relationship between the organizational factors and employee retention in non-governmental organizations (NGOs). The findings express a strong prove supporting the role of job embeddedness in mediating the relationship between organizational and employee retention. In the study the employees were very clear that strong interpersonal relationships and connection with their colleagues at work is a motivation to stay with the organization. The social connections between the employees and their peers within the organization were seen to contribute to a strong sense of belonging and attachment by employees. These are important elements of job embeddedness. The social connections underpin the value of a collaborative and supportive work environment that enhances job embeddedness and retention. The role of positive social interactions at the workplace was found to contribute to employee retention. The role of job embeddedness, which is reflected in how employees gauge how they fit in their organizations received affirmative

acknowledgement by many employees. Majority of the respondents were in agreement that felt that they were a good fit for their organizations and that their personal values aligned with the organization's culture, and principles. This alignment between personal and organizational values is an important aspect of job embeddedness, as employees were more likely to stay with organizations where they felt their values and goals were aligned with the organization's vision, mission and culture.

This study also indicated that many employees did not feel their organizations granted them the freedom to pursue their personal ambitions. Too much of their time is taken leaving limited time to pursue their personal and professional goals. So, while the employees felt a sense of organizational fit, they did not feel the organizations balanced their personal aspirations with those of the organization. This situation has the effect of reducing their overall job embeddedness and impacting negatively their retention.

In conclusion job embeddedness is an important strategy in employee retention. It has a unique role in connecting organizational factors such as interpersonal relationships, organizational fit, and opportunities for engagement. With employee retention. Though some aspects of job embeddedness, like strong relationships and organizational fit, were positively associated with retention, the lack of autonomy and freedom to pursue personal ambitions indicated areas where organizations could improve to strengthen employee retention through better job embeddedness practices. Job embeddedness is therefore a key mediator between HRM practices and employee retention in NGOs.

The fifth objective of the research looked at the role of job satisfaction as a moderator in the relationship between organizational factors and the ability of non-governmental organizations (NGOs) to retain employees. Job satisfaction was seen to interact with

organizational factors to influence employee retention. The study also found out that the employees who felt committed to their roles were more likely to stay in their organizations. thus, enhancing overall employee retention. Nevertheless, a good number of the employees expressed concerns about their job security. Many disagreed that their organizations provide stable employment terms. Job insecurity is known to negatively impact job satisfaction. Employees who felt insecure about their future in the organization, were more likely to seek employment opportunities elsewhere therefore causing a barrier to retention, particularly for employees who value long-term stability.

The research discovered that while the services their organizations provided were well appreciated by the beneficiaries and that such acknowledgements were likely to enhance job satisfaction. This is because, knowing that beneficiaries or client's value their services or products that they offer to them makes them also to feel valued, recognized and appreciated. The lesson here is that appreciation and recognition of an employee's contributions is an important constituent of job satisfaction that supports retention. Warm interpersonal relationships were also demonstrated to be important contributors to job satisfaction. Employees are more likely to remain with an organization where they feel comfortable and supported by their colleagues.

The issue of satisfactory compensation and rewards at organization as a strategy for engaging and retaining employees received varied responses. The majority of the employees disagreed with the statement that the rewards they receive from their organization are satisfactory. When the employees perceived that there were dissatisfactory or inadequate rewards, and recognition their level of job satisfaction plummeted.

Employees are less likely to feel motivated or valued when their contributions are not adequately compensated.

In conclusion the study job satisfaction is aligned to organizational factors such as leadership, work environment, career development, and rewards. These factors influence employee retention positively. Job satisfaction factors such as strong organizational commitment, appreciation of services, and good relationships with co-workers are likely to increase employee retention by enhancing overall job satisfaction. Unfavourable job satisfaction factors, such as job insecurity and inadequate rewards have the consequence of reducing employee retention by undermining employees' satisfaction with their jobs, leading them to seek opportunities elsewhere.

5.3 Conclusions

In conclusion, this study has examined critical human resource management practices such as leadership style, work environment, career growth opportunities, as major issues that affect employee retention in NGOs. The style that leaders and managers adopt in managing their employees plays can determine whether employees stay or leave their organizations. Consequently, leaders and managers of organizations ought to carefully balance between directive, domineering and participative leadership styles and apply them when they are more effective. Each style has a unique impact on employee retention. Effective leadership and management of employees have the effect of building trust, confidence, and drawing employees closer to management -leading to enhanced employee commitment. Ineffective leadership has the reverse effects.

The research findings on work environment demonstrated that employees who feel a strong sense of a caring work environment tends to stay or delay leaving their current

organisations as compared with those who feel frustrated by their work environment. This clearly demonstrate the role of a conducive work environment in employee retention. employee retention in NGOs. Moreover, features such as employee commitment, motivation, and work-life balance were identified as key contributors to employee retention and critical components of a good work environment. Additionally, unfavourable organization cultures were found not to be encouraging a healthy work life balance. This can further undermine retention efforts.

On the same breath, the research found out that career advancement opportunities also helped the employees to make favourable decisions towards employee retention in NGOs. Where employees lacked or had limited access to coaching, mentorship and scholarship opportunities that can support their professional growth, the tendency by many of the employees was to leave the organization or stay in their current organizations while seeking job opportunities elsewhere. However, when it came to career advancement, the employees preferred structured mentoring programmes, where employees are provided with guidance tailored to their career needs. Furthermore, senior management's support and continuous evaluation of mentorship was found to be important to career growth.

The research established that there is relationship between HRM practices and employee retention in non-governmental organizations that is mediated by job embeddedness. Critical aspects of job embeddedness included how well the job fits into an individual's life, the connections they have with other people and activities, and what they would give up by leaving the organization. However, the study also established that many employees in NGOs felt they do not have enough freedom to pursue their ambitions. This could weaken job embeddedness and, in turn, affect retention.

Finally, research determined that job satisfaction moderated the relationship between HRM practices and employee retention in NGOs. Job satisfaction was found to have a direct impact on employee performance and retention. Employees who had greater opportunities for career advancement and felt hopeful about their chances for promotion hence retention.

5.5 Recommendations for Policy and Practice

The study identified key practical lessons that is important for supervisors, human resource practitioners and the management teams in organizations on effective retention strategies. The first lesson is the understanding of how effective leadership and management approaches contribute to retaining employees in the NGOs sector. NGOs therefore need to interrogate their leadership and management style. All those at the level of supervision should ensure they adopt a visionary and a forward-thinking mindset that helps their employees to stay with the organization. Likewise, it's important that leaders and managers take an active role in the development of their employees-encourage their career growth and professional advancement. Moreover, it's important that organizations leaders strive to build emotional bonds with employees to enhance their attachment and commitment to the organization. In addition, it's very important that leaders establish guidelines, rules and boundaries that offer clear direction on leadership within the organization, ensuring consistency and building of trust among employees. Such policies and guidelines are vital for improving leadership effectiveness and ultimately boosting employee retention.

Secondly, the role of a conducive environment plays a very important role and as a key strategy in retention of employees in NGOs. Supervisors and the human resource management practitioners in organizations, are strongly advised to create an enabling work environment that improves employee job satisfaction and retention. Based on the research

findings, creating an enabling environment that requires the organization to align work schedules with employees' needs especially manageable workloads is important. This promotes a healthier work-life balance. The management should also examine the distribution of responsibilities assigned to employees on a regular basis.

Thirdly, NGOs in Kenya are strongly advised to adopt a well-planned career pathway to enhance employee retention. This requires organization to have well-structured mentoring programmes, where employees are provided with guidance tailored to their career needs. The provision of sponsorship and scholarship opportunities for professional development should be planned and actualised to improve employee's performance and commitment to the organization. Furthermore, NGOs should have a clear, structured career progression plan, showing employees the potential for advancement and the organization's long-term commitment to their professional development. This will enhance the employees' sense of job security and motivation to remain with the organization.

Many employees valued strong interpersonal relationships with their colleagues, indicating that social connections within the organization contributed to sense of belonging and attachment, -which are key ingredients of job embeddedness. It therefore important that HR practitioners and the entire organization establish and nurture organizations that promote a collaborative and supportive work environment that enhance job embeddedness and retention, where employees routinely engage with colleagues while doing their job to motivate open and honest communication with one another and the spirit of teamwork.

NGOs should focus on enhancing job satisfaction by empowering employees with meaningful responsibilities. The studies indicated that NGOs should prioritize economic rewards and interpersonal relationships to boost job satisfaction. This could involve

establishing fair wage structures that align with employee expectations and providing financial incentives such as bonuses and annual awards. These rewards can increase employees' sense of value and appreciation, which contributes to greater job satisfaction and retention.

5.5 Suggestions for Further Study

This research focused on understanding the effect of human resource management practices on employee retention. It is evident from the research that employee retention is dependent on effective leadership, conducive work environment and opportunities for career growth opportunities. The information generated by this research would be very helpful to human resource management practitioners, managers and leaders in organization, public policy developers and future researchers. However, the study was limited to the county of Nairobi and within the NGOs sector.

There are several areas still require further research to build upon the current findings. The areas include study of the impact of HRM practices on employee retention in NGOs across other counties, such as Kiambu County, Mombasa County, or Kisumu County. A comparative analysis between Nairobi and other counties could provide a broader understanding of regional differences in HRM practices and employee retention trends within the NGO sector.

This research explored three specific HRM practices namely the influence of leadership style, work environment, and career development opportunities on employee retention. Additionally, the study sought to assess the role of job embeddedness as a mediator in the relationship amongst human resource management practices and the ability of Non-Governmental Organizations to retain employees. Future research could explore other key

HRM practices that may also impact employee retention, such as, performance management, job design and employee's welfare, that were not included in the present study.

In addition, a deeper understanding of the long-term effects of HRM practices in the NGOs sector may be possible through longitudinal studies that monitor employee retention over time. Such patterns and trends would be important in informing long-term retention strategies. Future research could explore the connection amongst organizational culture and employee retention in NGOs. Future studies can generate information on how cultural factors enhance or hinder employee commitment and engagement. By examining how the values, norms, and practices within an organization influence retention, human resource practitioners can better design organizational retention strategies.

This study made use of quantitative methods to analyse HRM practices and employee retention. However, qualitative research could provide valuable insights into the personal experiences and perceptions of employees in NGOs. By providing a deeper understanding of how HRM methods are perceived by employees and their effects on retention from an emotional and cognitive standpoint. This could enhance the quantitative findings.

By addressing these suggestions, future studies can further develop a thorough understanding of the connection between HRM practices and staff retention in NGOs, both inside and outside of Kenya.

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APPENDICES

Appendix I: Research Questionnaire

SECTION A: DEMOGRAPHIC INFORMATION

1. Respondents' gender

Male

Female

2. What is your age? (Annual)

Less than 20:

21-30:

31-40:

Above 40:

3. What educational level do you possess?

Primary

Secondary

College

University

4. How long have you been employed by this non-profit organization?

Less than 5 years:

6-10 years:

11-15 years:

Above 16 years:

SECTION B: LEDERSHIP STYLE

5. Use the Likert scale to answer the questions. 1 – strongly disagree (SD) , 2 -Disagree (D), 3- Neutral (N) 4-Agree (A) and 5-strongly agree (SA).

| Statement | SD | D | N | A | SA |
|---|-----------|----------|----------|----------|-----------|
| Our leaders are highly visionary | | | | | |
| Our leaders develop employees for the future | | | | | |
| Our leaders create emotional bonds with employees | | | | | |
| Our leaders expect self-direction from employees | | | | | |
| Our leaders are commanding | | | | | |
| Our leaders involve employee on decision making on matters that affect them | | | | | |
| My supervisor/leader is able to recognize, comprehend, and adjust to the unique requirements and perspectives of each individual. | | | | | |
| Our organization reward and recognize employee contributions | | | | | |

SECTION C: WORK ENVIRONMENT

6. Use the Likert scale to answer the questions. 1 – strongly disagree (SD), 2 -Disagree (D), 3- Neutral (N) 4-Agree (A) and 5-strongly agree (SA).

| Statements | SD | D | N | A | SA |
|--|-----------|----------|----------|----------|-----------|
| In my organisation, the work schedules are advantageous. | | | | | |
| The space, heating, and air conditioning in the office are all first-rate physical features. | | | | | |
| I am content with the organization's working hours. | | | | | |
| The company has a work-life policy in place. | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Our institution has the necessary tools and equipment for the job. | | | | | |
| I don't experience unreasonably high levels of stress at work. | | | | | |
| My work obligations don't get in the way of my family time. | | | | | |
| This company's culture encourages a healthy balance between work and personal life. | | | | | |

SECTION D: CAREER DEVELOPMENT

7. Use the Likert scale to answer the questions. 1 – strongly disagree (SD), 2 -Disagree (D), 3- Neutral (N) 4-Agree (A) and 5-strongly agree (SA).

| Statement | SD | D | N | A | SA |
|--|-----------|----------|----------|----------|-----------|
| All employees have access to coaching and mentorship courses. | | | | | |
| Promotional requirements are quite explicit. | | | | | |
| An employee's immediate supervisor is aware of their career goals inside the company. | | | | | |
| There are multiple positions available for promotion for employees in our organisation. | | | | | |
| This organisation meets the needs of both individuals and the organisation in terms of growth. | | | | | |
| Each employee is eligible for sponsorship and scholarships. | | | | | |
| There is a career path or advancement available to personnel within the organisation. | | | | | |
| I'm encouraged to constantly learn new job-related skills by my current employment. | | | | | |

SECTION E: JOB EMBEDDEDNESS

8. Use the Likert scale to answer the questions. 1 – strongly disagree (SD), 2 -Disagree (D), 3- Neutral (N) 4-Agree (A) and 5-strongly agree (SA).

| Statement | SD | D | N | A | SA |
|--|----|---|---|---|----|
| I cherish my interpersonal relationship with my coworkers. | | | | | |
| I routinely engage with my coworkers while doing my job. | | | | | |
| My employment makes good use of my abilities and talents. | | | | | |
| Since my beliefs complement the company's ideals and culture, I think I am a good fit for this organization. | | | | | |
| This position gives me a lot of freedom to pursue my ambitions. | | | | | |

SECTION F: JOB SATISFACTION

9. Use the Likert scale to answer the questions. 1 – strongly disagree (SD) , 2 -Disagree (D), 3- Neutral (N) 4-Agree (A) and 5-strongly agree (SA).

| Statement | SD | D | N | A | SA |
|--|----|---|---|---|----|
| I am highly committed to job in this organization | | | | | |
| There is job security in my company | | | | | |
| The services organizations are appreciated | | | | | |
| I maintain a positive rapport with the staff | | | | | |
| The rewards I get from my company are satisfactory | | | | | |

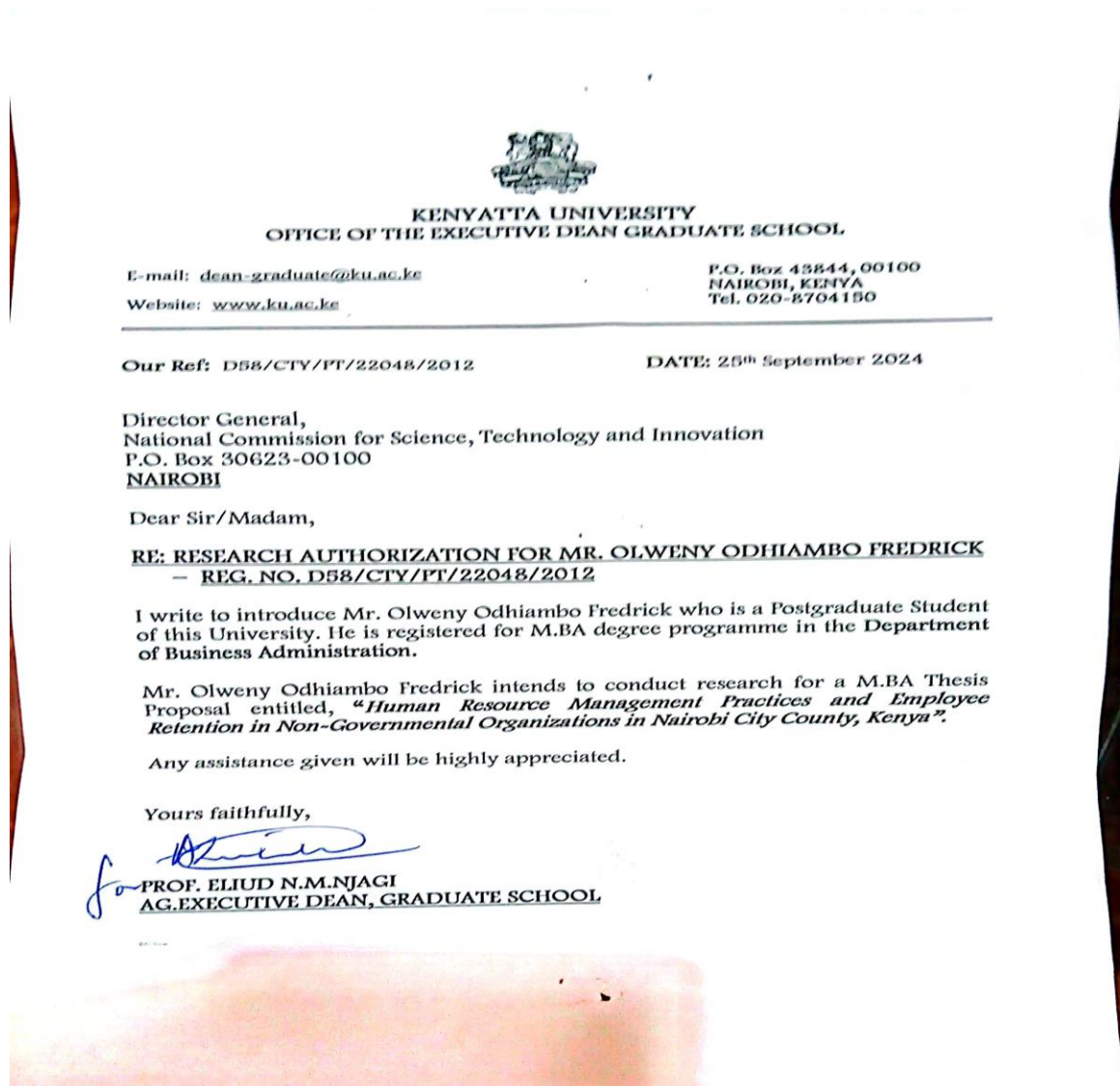
SECTION F: EMPLOYEES RETENTION

I will leave my employer if I am presented a better chance somewhere else

(0) Yes [] (1) No []

If NO which will be the main reason for remaining in your current job?

Appendix 2: Letter of Research Approval from Kenyatta University



Appendix 3: Research License

| | |
|--|--|
|  REPUBLIC OF KENYA |  SCIENCE, TECHNOLOGY & INNOVATION |
| Ref No: 28054 RESEARCH LICENSE | Date of Issue: |
|  | |
| This is to Certify that Mr. Fredrick Odhiambo Olweny of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE RETENTION IN NON- GOVERNMENTAL | |
| License No: | NACOSTI/P/24/41522 |
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