

# INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE RETENTION AMONG NON ACADEMIC STAFF IN PUBLIC UNIVERSITIES IN KENYA

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**Abstract:** Employee turnover is a major challenge faced by higher institutions of learning in Kenya. Universities are operating in highly competitive environment which requires that these institutions retain their core employees in order to gain and retain competitive advantage. Universities are striving to retain their talented employees by implementing effective retention strategies, but staff turnover is still high. There is a high competition in most of our Kenyan Universities. There is a challenge of lack of qualified non-academic staff. Due to this, non-academic staffs are on the move seeking for better places. This can either be in other competitive universities, non-Governmental Organizations and County Government. This study focuses on the influence of Strategic Human Resource Management Practices (SHRMP) on employee retention among non-teaching staff of Jaramogi Oginga Odinga University (JOOUST). The study was anchored on three theories of human resource which include Human Capital, expectancy theory and Herzberg's Two-Factor Theory. A descriptive survey design was adopted, with JOOUST being the focus university. The target population of this study was 240 non-academic staff. Stratified random sampling was used to collect useful information from 150 non-academic staff in Jaramogi Oginga Odinga University employed on permanent and pensionable terms. The sample size of this study was 150 respondents. In this study structured questionnaires were used to collect data from the respondents. The questionnaires were distributed through drop and pick later method to help increase response rate. Descriptive statistics and inferential statistics were used in this study to analyze quantitative data. Descriptive statistics that were used in this study include mean, standard deviation, percentages and frequencies. The study established that there is a positive relationship between recruitment and selection ( $R=0.652^{**}$ ). Human resource management strategies significantly accounts for 83.4% variation in employee retention. Therefore, human resource management strategies significantly influence employee retention. This study therefore recommends that Jaramogi Oginga Odinga University should hire employees with competent skills for its employees. The study also recommends that staff recruitment and selection policies in JOOUST should be improved so as to attract more professional non-academic staff.

**Keywords:** Employee turnover, qualified non-academic staff, non-Governmental Organizations.

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## 1. INTRODUCTION

### 1.1 Background to the study

The chapter includes an explanation of the area of the research that set context for the problem at hand. This included a detailed literature review in which explanation about previous studies about the topic and discussed recent developments on the topic. In this regard, the chapter discussed concept of human resource management strategies, employee retention, non-academic employees and JOOUST as a university under study.

### 1.1.1 Concept of Human Resource Management Strategies

In the recent decades, HR management has changed dramatically. Initially, it was an administrative function which focused on day-to-day responsibilities. Due to the change in labor market conditions and new ways of doing business there is need for strategic Human resource planning that include both recruitment and retention of the top performers. In today's business environment, the retention of valuable employees becomes an enormously significant strategy for human resources management (Waleed, 2011).

According to Armstrong (2010) the word strategy has entered the field of management more recently. Initially, the word strategy was used to mean what a manager does to offset actual or potential action of competitors. HRMS is the overall plan which is used to deploy resources to establish a favorable position. Strategic Human Resource Management Practice is the process of developing Human resource strategic plan. This is done by assessing the organizations current environment, its vision and mission statements followed by implementation, monitoring and evaluation of the HR strategic plan Armstrong (2010). A mission statement is important as it helps an organization to link its activities to the needs of the society and legitimate its existence. A vision statement communicates with the people of the organization and to those who are in some way connected or concerned with the organization about its very existence in terms of corporate purpose, business scope and competitive leadership in HRMS has gradually increased its important and named differently over time. Before 1990s, it was called personnel management and which after named as human resources management.

According to study conducted by (Chang & Huang, 2005), it is said that human resource has some advanced privileges which give an organization a sustainable competitive advantage. These privileges are strategic and have a direct contribution to an organization which would want to achieve its targets (Boxall & Purcell, 2011). In a study by Mkungo, (2011), the study investigated the strategic HRM that influences retention of employees at Becon industries in Kenya. The study indicates that there is a subtle difference between HRM and HRMS. HRM is defined as a reactive management field in which human resource is seen as a tool to implement the strategy. HRMS is a proactive function whereby human resource activities create and shape the strategy of the business.

### 1.1.2 Concept of Employee Retention

Employee Retention (ER) is the ability of an organization to hold on to highly performing employees. According to Shivaraja and Vijayakumara (2015), employee retention is defined as the process in which employees are satisfied to remain in the organization for a period of time. This retention reduces employee turnover. Organizational objectives can be realized when valuable employees are retained. In addition, the organization gains sustained competitive advantage (Armstrong 2009). Employees can remain in the organization till they retire or until the project they were undertaking is completed and the contract expires (Rasli et al., 2014). Employee retention is the strategic planning practice at the level of the senior management. Michael, (2010) confirms that employee retention and turnover in higher learning institutions in South Africa were influenced by intrinsic and extrinsic factors. These were training and development, work environment, reward management, challenging opportunities and job security. Ruth, (2011) examined the influence of human resource policies on employee retention at Hass Petroleum in Nairobi, Kenya and found out that training, promotions and reward policies have a greater influence in determining retention rate. It is observed that retention programs of human resource policies in an organization should be operational. Shimanyi, (2015) defines employee retention as the ability to hold on to top performing the employees whom you may want to keep for a longer period of time than your competitors.

However, it is clear that retaining top performers is still a challenge for managers since this category of employees move from one organization to another. According to James and Mathew, (2012) opined that employee turnover is still high. (Huselid, 2015).

### 1.1.3 Non- academic staff in Public Universities

Non- academic staffs are employees within the academic environment but whose job is not teaching. They serve in managerial and service oriented areas of university administration. Since the 1970s/1980s, scholars have documented a revolution in management Baltaru, (2018). In Australian universities, the term Non-academic staff has been replaced by the term "professional staffs". According to Graham and Regan, (2016) in exploring the contribution of professional staff to students' outcomes in Australia and UK, the study provides a qualitative investigation into what the non- academic staffs contribute. Furthermore, the study recommends management to motivate their employees if they have to realize better performance and retention.

According to the study by Onu et al. (2013) universities in South Africa dwindled from 828 in 1995 to 412 in 2000. This was due to emigrations which accounts for 22% of the employees who leave for better paying jobs. The study further contends that universities can effectively realize its objectives if they have competent, motivated and qualified non-academic staffs. Performance of non-academic staffs is not just a function of qualification and competence but of motivation. Hassan et al.,(2011) recommends that performance of non-academic staffs in public universities depends on a number of strategies such as compensation, job security, performance appraisals staff satisfaction, training and development and rewards.

#### 1.1.4 Public Universities in Kenya

JOOUST is one of the 32 public universities in Kenya. It the successor of Bondo University College which was established by the Government of Kenya as a constituent College of Maseno University through a Legal Order No. 56 of 11<sup>th</sup> May 2009. JOOUST was then chartered in the year 2013. It is situated in Bondo town, within Siaya County in Nyanza on Bondo -Usenge Road. The University is a premier institution of higher learning offering relevant and quality market driven academic programmes for steering socio economic development. JOOUST is strategically located at the Serene beaches of Lake Victoria and focuses on the Kenya's cultural heritage through the utilization of the vast natural resources for academic advancement and research purposes for improving socio-economic status of the community. It has a total workforce of 598 of whom 240 are non-academic staff who fall nearly in all the departments.

#### 1.2 Statement of the Problem

Most organizations' success depends on how well the HR department formulates and implements its strategies. HR leaders in the present global market are involved in making decisions. They are expected to participate in the team that makes strategies. However, HR professionals in many organizations have been sidelined in functional strategic planning. This has lowered performance and failure to maintain its good standing with other competitive institutions. One of the challenges facing JOOUST is high competition by the upcoming private and public universities. These competitors target experienced staff and this in turn becomes too costly to the university. With the introduction of two layers of Government in Kenya, most non-academic staff opted for secondment and transferring their services to these county Government. It was reported that in 2016, 28% of the academic and non-academic staff left public universities to county Government. Some of the reasons attributed to this include recruitment of non-skilled and incompetent staff. Retaining of non-academic staff at JOOUST is a major challenge in the HR department. This is evidenced by a high rate of turnover experienced yearly. This means therefore; the HR department has to make advertisements, recruitment and selection more often. These factors make skilled employees in public universities to move out in search for better rewards. It is on this basis that the researcher would want to investigate on the influence of Human resource Management Strategies on retention of non-academic staff at JOOUST.

#### 1.3 Research Objective

The main objective of the study was to evaluate the influence of strategic Human Resource Management Practices at JOOUST.

The study was be guided by the following specific objective;

- (i) To analyze the role of recruitment and selection strategies on retention of non-academic staff at JOOUST, in Kenya.

#### 1.4 Research Hypotheses

The following research hypotheses were used;

**H<sub>01</sub>:** There is no significant influence between recruitment and selection strategies and retention of non-academic staff at JOOUST.

#### 1.5 Justification of the Research

The study investigated the influence of Strategic Human resource Management Practices on employee retention among non-teaching staff at JOOUST. This is expected to offer useful insights and source of reference to other researchers and scholars in general. The study also gave insight to policy makers by suggesting some policy statements in the recommendations which touches on recruitment and selection strategies that determine employee retention. These

recommendations have valid research data. The study was relevant to the university management and other organizations to establish the key elements to consider for when it comes to retention of employees. The study was therefore of great value to the HR managers as they would use it in decision making. The study assists Government institutions like Commission for University (CUE), Ministry of Education to come up with HR strategies that was enhance retention. This would go a long way in enhancing overall performance of the universities in Kenya.

### 1.6 Scope of the Study

The study considered Public universities with a case study of JOOUST in Kenya. JOOUST is one of the chartered Public Universities in Kenya. It is situated along Ukwala- Bondo Road in Bondo, Siaya County in Nyanza in Kenya. Respondents included non-academic staff that are on permanent and pension terms in the University. The study was conducted for a period between January 2018 to November, 2018 with a budget of approximately ksh.123,300. The study focused on four variables; recruitment and selection. Through the this variable the researcher derived a conclusion on the influence of strategic Human resource management practices on employee retention at JOOUST, Kenya.

### 1.7 Limitations of the Study

Some respondents were not willing to give sensitive information especially on various aspects of strategic human resource management practices in JOOUST. This was however mitigated through assurance of the confidentiality of their responses. Also some respondents had limited time to respond to the questionnaire due to their busy schedule such cases the researcher used drop and pick method which was supplemented by reminders through short messages and calls (Milman, 2003).

## 2. CONCEPTUAL FRAMEWORK

A conceptual framework is a group of concepts that are broadly defined and systematically organized to provide a focus, a rationale and a tool for integration and interpretation of information (Creswell, 2014). It is usually expressed abstractly through word models and is a basis for many theories. In this study, it may be possible recruitment and selection may contribute to retention. The conceptual framework is represented in figure 1.1

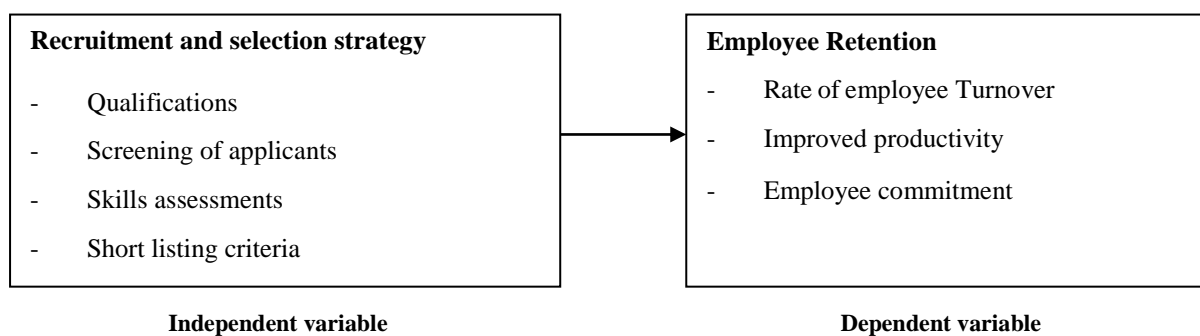


Figure 2.1: conceptual framework

Based on various studies when recruitment and selection is done, it has a direct influence on employee retention which will lead to high productivity. For the organization to compete at the business environment, its human resources must be motivated, attracted, and retain them through promotion which is based on merit.

### 2.1. Research Gap

Most of the studies conducted on employee retention are in manufacturing industries. Fewer studies have been done in service industries. From the literature discussed, studies concerning employee retention have been carried out mainly in U.S, Europe and Asia. In Africa, only handful has been studied (Tetty, 2006; Chipunza & Samuel, 2010; Mensah, 2010; Wangatia, 2010; Guma 2011). In addition, studies on HRM practices have been inconsistent and do not show clearly practices that could improve organizational performance and retention ( Mutua, 2016; Abdulijil, Yazam & Ahmid, 2011).

A Study conducted Mkungu (2011) agrees with that of KoonVui-Yee (2012) in concluding that retention is a critical issue globally, there is no consensus on which practices are most critical in determining non-academic staff retention. There is no effective blend of practices that can improve non-academic retention. The target populations in these studies were

mostly academic employees in higher learning institutions and cooperatives tion of non-academic staff in the universities. Non-academic staffs are also important in Locally, Mutua, Karanja & Namusonge, 2011 Ng'ethe, 2013; Munjuri, 2011; Mapolisa, 2014; Mbugua, 2015; Wambui and Waiganjo, 2014; Maina and Kwasira, 2015 in their studies focused on County Governments, cooperatives, universities, public or private sectors. These studies used mainly secondary data only and more so none of these studies focused on determinants of use of Human resource Management Strategies on non-academic staff retention in Universities in Kenya Mamuli, Onditi & Onyango, (2017) assessed the influence of HR practices on academic staff retention in universities. The study only focused on academic staff. It is very clear that non-academic staffs are also important. This study was look at the determinants of use of Human resource management strategies at JOOUST. This study is distinct in that it was address employee retention using a target population of 240 non-teaching employee.

### 3. RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter consists of; the research design, target population, sampling frame and design, sample and sample technique, data collection instrument, data collection procedure, pilot and data processing and analysis.

#### 3.1 Research Design

This study adopted a descriptive survey research design. Descriptive research design is the tool used by researchers to optimize the validity of the research findings (Buns & Grove, 2001). The study of the research was descriptive in that it sought to get opinions of respective respondents about Influence of SHRMP and its relationship to employee retention. Kothari and Garg, (2014) observed that research designs show very well the procedures and techniques used in research. Questionnaires as a method of collecting data was used whereby the top the selected samples group of 240 employees were given questionnaires. Quantitative will be used. Quantitative approaches collects data by use of numbers. This means focusing on items that can be counted into predetermined categories. The items are then subjected to statistical analysis. Qualitative approach enables the collection of data in form of words.

#### 3.2 Target Population

Target population is a set of complete individuals, cases or objects with some common characteristics to which the researcher wants to generalize the results of the study Mugenda and Mugenda, (2008). The target population was be 240 non-teaching staff of JOOUST. This is because these are the employees who are directly involved and can provide adequate information concerning use of human resource management strategies at the institution.

**Table 3.1: Target population**

Category	Frequency	Percentage
Heads of Departments	25	10.42 %
Administrative Assistants	30	12.57%
Secretaries and other support staff	185	77.01%
<b>Total</b>	<b>240</b>	<b>100%</b>

*Source: Human Resource Department Data, 2018*

#### 3.3 Sampling Frame

A sampling frame is a list or database from which a sample can be used. In market research terms, a sampling frame is a database of potential respondents that can be drawn from to invite to take part in a given research project (Kothari, 2008). In this study, the sampling frame was drawn from all departments at JOOUST. The list of non-teaching staff employed by JOOUST in various departments gives a sampling frame.

Table 3.2: Sampling Frame

Department	Number	Sample	%
Vice Chancellor's Office	4	1	25.0%
DVC RIO	7	3	42.9%
DVC-Academic Affairs	5	2	40.0%
DVC-Administration and Finance	8	3	37.5%
Dean of students	8	3	37.5%
Finance	18	6	33.3%
Internal Audit	5	2	40.0%
Schools (10 Faculty Departments)	113	34	30.1%
Board of Postgraduate studies	6	2	33.2%
University Dispensary	6	2	33.3%
Estates	9	3	33.3%
Legal	6	2	33.3%
Library	10	4	40.0%
Sports and Games	6	2	33.3%
Transport	5	2	40.0%
Procurement	4	1	25.0%
<b>Total</b>	<b>240</b>	<b>150</b>	

### 3.4 Sample Size and Sampling Technique

#### 3.4.1 Determination of Sample Size

A sample is a definite part of a statistical population whereby properties are studied to get information about part of the whole Creswell, (2014). Sampling involves selecting a number of objects from a population such that the selected group is a representative of the characteristics of the whole group Creswell, (2014). The sampling unit is non-academic staff. Sample size was determined by the objectives of the study, the availability of data, time, and availability of resources and the purpose of the study Onen, (2009). To obtain sample size, the researcher was use Yamane (1967) formula. The sample size was calculated as follows;

$$n = \frac{N}{1+N(e)^2}$$

Where n = sample size

N = Population size

e = level of precision (0.05)

Using the above formula to calculate sample size was;

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{240}{1+240(0.05)^2}$$

$$n = \frac{240}{1+240 \times (0.0025)}$$

$$n = 150$$



### 3.4.2 Sampling Technique

Sampling is a process of selecting a number of individuals from a population such that the selected individuals contain elements that are representative of characteristics found in the entire population (Kothari, 2008). The study employed purposive sampling and simple random sampling techniques. Purposive Sampling is where a researcher decides which respondent to include in the samples. This is based on the typicality and is used to collect focused information Oso & Onen (2009). Purposive sampling technique was also be used to select the heads of departments, administrative assistants and other support staff whom the researcher believes are in a better position to give exclusive information. The sample size was enough to contain all the variation in the population.

### 3.5 Research Instruments

Research instruments are measurement tools which are designed to obtain data on a particular research topic. These included questionnaires.

#### 3.5.1 Questionnaires for employees

According to Kombo and Tromp (2006), a questionnaire is a research instrument used to gather primary data over a large sample. Questionnaires can cover extensive area and also saves on time. In this study, questionnaires were used as the main instrument for collecting data. The data was collected over a period between 2017 and 2018. Questionnaires are most preferred primary instruments since they allow participants to be true as there is no interference hence provides privacy Lucas, (2013).

### 3.6 Data Collection Procedure

The researcher obtained letter from Jomo Kenyatta University of Science and Technology to collect data. The researcher then wrote an Introduction letter about the intent to carry out data collection and presented to the Deputy Vice Chancellor Research and Innovation Officer of JOOUST. The researcher then developed questionnaires and interview schedules after getting permission to carry research in the institution. The researcher conducted interviews with respondents. Questionnaires were self-administered with the help of two research assistants within one week. Pick and drop method was used in administering the questionnaires. Face to face interviews was done with the heads of departments. This method was suitable as it minimizes costs Kombo and Tromp (2006). Secondary data was obtained from Closed ended questionnaires were used to help the researcher obtain personal views of the respondents. In closed ended questionnaires, five point Liker scale is used to measure opinions on the influences of Strategic Human Resource Management Practices.

### 3.7 Pilot Testing

According to Orodho,(2005) points out that, piloting refers to the pre-testing of research instruments to a selected sample, which is identical to the actual sample to be used in the study. Piloting, gives an opportunity to identify possible design or content weaknesses that require improvement. It further asserts that piloting helps to discover deficiencies in the research instruments such as inadequate space and ambiguous questions, and helps to reveal if anticipated analytical techniques if appropriate.

A pilot study was conducted at Maseno University because it has the same features as those of JOOUST. It was easy to authenticate the research instruments and test the reliability of the instruments as a measure of ensuring reliability. Data reliability is the consistency of the research findings if the same data was tried severally. The research instrument is termed as reliable when the output produces same results though different trials are done (Mugenda & Mugenda, 2003). The study was sample 24(10%) respondents working at Maseno University as sample for piloting before actual research. Data reliability was be measured using Cronbach's alpha coefficient which was range between 0 and 1 ( Kipkebut, 2011).

### 3.8 Data Processing and Analysis

According to Kerlinger and Lee, (2012), data analysis refers to the process of categorizing, ordering, manipulating and summarizing of data. This is done to obtain and inferences to research questions. The purpose of analyzing data is to reduce data to interpretable form so that the problem of research is tested Wambui and Waiganjo (2014). Quantitative and Qualitative analysis was done as follows:

### 3.8.1 Quantitative Analysis

Quantitative analysis is a research approach whereby data is collected using numbers. This is where the researcher focuses on items that can be counted into predetermined categories (Kerlinger & Lee, 2012). Descriptive statistics was used to present quantitative data. This was enabled the researcher to describe distribution of scores using few indices (Mugenda & Mugenda, 2003). Quantitative data analyzed using regression analysis aid by the use of statistical Package for social sciences.

Quantitative data was analyzed by use of Person correlation analysis and multiple regression analysis. Pearson correlation analysis was be used when determining the nature of relationship between the dependent variable and independent variable. Regression analysis is the process for estimating relationship between depended and independent variables (Mugenda & Mugenda, 2003). The independent variables are 4 and therefore the multiple linear regression models was be as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y = Represents dependent variable; non-academic staff retention

$\beta_0$ ....  $\beta_4$ = regression Coefficient to be estimated

X1= Recruitment and selection strategies

e = Error term.

## 4. DATA ANALYSIS, PRESENTATION AND INTERPRETATION

### 4.1 Introduction

This chapter presents information about the analysis of the data collected. The results of the findings were done using both descriptive and inferential, analysis. The findings were presented by use of frequencies, percentages, tables and pie charts. Regression coefficients were used to illustrate, present and interpret the analyzed data.

### 4.2 Response Rate

Out of the 150 sampled non-employee respondents, 50 (i.e.33%) did not respond, hence only 100(67%) questionnaires. This correlates with Mugenda and Mugenda (2003) recommendation that a response rate of 50% is adequate for analysis and reporting; a rate of 67% is excellent. This clearly shows that the response rate in this study was excellent.

#### 4.2.1 Reliability

The basis of interpreting the reliability of the data collection instrument in the current study was Cronbach's alpha. The alpha can take any value from zero to one. As a rule of thumb, acceptable alpha should be at least 0.70. The alpha ranged from 0.721 to 0.847; therefore, the questionnaire was considered reliable as shown in Table 4.1

Table 4.1: Reliability Results

Variables	N	Cronbach's Alpha
Recruitment and selection	4	0.843

### 4.3 Descriptive Analysis

Descriptive analysis comprised of percentage, frequency, mean and standard deviation. Mean is a measure of central tendency used to describe the most typical value in a set of values. Standard deviation (SDV) shows how far the distribution is from the mean. The respondents were expected to state the level of their agreement from SA-strongly agree (5), A-Agree (4), N-Neutral (3), D-Disagree (2) to SD-Strongly disagree (1).

#### 4.3.1 Recruitment and selection and Employee Retention

Recruitment and selection employees are a major Human resource management strategy in ensuring that an organization attracts the best talents. It is aimed at ensuring that the positions vacant are filled by the candidates who are qualifies with



skills to perform their duties. Right selection leads to high retention rate. The study therefore sought to find out the extent to which recruitment and selection was practiced JOOUST to influence employee retention. The findings were as tabulated below;

#### 4.3.2 Employee Retention

Finally, the study sought to establish the level of employee Retention at JOOUST strategic given the above conditions and other human resource management practices that were not captured in the study. The findings were tabulated in Table .

#### 4.4 Inferential Analysis

In this study, inferential statistics comprised of Pearson Correlation and linear regression analysis. These analyses were conducted at significance level of 0.05 (95.0% confidence level)

##### 4.4.1 Assumption of Linear Regression

**Table 4.2: Regression Results for recruitment strategies**

Model Summary <sup>b</sup>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.652 <sup>a</sup>	.426	.420	.15893	1.844	
a. Predictors: (Constant), Recruitment and Selection						
b. Dependent Variable: Retention						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.835	1	1.835	72.636	.000 <sup>b</sup>
	Residual	2.475	98	.025		
	Total	4.310	99			
a. Dependent Variable: Retention						
b. Predictors: (Constant), Recruitment and selection						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta		
	(Constant)	4.321	.016		271.865	.000
	Recruitment & selection	.136	.016	.652	8.523	.000
a. Dependent Variable: Retention						

The Table 4.2 indicates the model summary. From the findings, R was 0.652, R Square was 0.426 and adjusted R square was 0.420. An R square of 0.426 implies that 42.6% of changes in retention of employees at JOOUST are explained by the Recruitment and selection strategies. The increase is statistically significant ( $p < 0.05$ ) With  $P = 0.000$ . The ANOVA also indicated that the F statistic jointly explained the variation in the variables used in the regression model In the hypothesis criteria, the study was to reject  $H_{01}$  if  $B = 0$ . From the results in Table 4.9, the correlation between the mean of recruitment strategies and mean of employee retention had a beta term  $B_1 = 0.136$  at  $P = 0.000$ . The study therefore rejects the null hypothesis and concludes that recruitment strategies have a statistically significant positive influence on employee retention in JOOUST. This finding concurs with Cho, Woods, Jang and Erdem (2006) revealed that correlation

between employee performance and recruitment and selection were highly significant. Mokaya, Mukhweso and Njuguna (2015) established that all the three independent variables (recruitment sources, recruitment policies, recruitment message) had positive relationship with the dependent variable (employee retention) though weaker. Saviour, Yao and Kafui (2017) revealed that recruitment and selection of employees to a greater extent determines the performance of an organization and it is of great Importance if organizations want to achieve their goals.

#### 4.4.2 Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to found out the joint influence of human resource management strategies on employee retention in JOOUST. This entailed the results from Modal Summary which yield R Square and adjusted R square; The ANOVA table give the F statistics which indicates whether the model is The coefficient of recruitment and selection is 0.038 and the probability was 0.035 thus it's significant at 99% confidence level. This means that when recruitment and selection changes by one unit, employee retention changes by 0.038 in the same direction. Sarinah, Gultom and Thabah (2016) showed that recruitment and selection variables influence significantly on the retention of employees in India Aviation industry. Karia, Omari, Mwanaongoro and Ondieki (2013) revealed a statistically significant relationship between recruitment and selection on performance of public water utilities. Al\_Qudah, Osman and Al\_Qudah (2014) indicated that recruitment and selection and compensation significantly correlated with the employee retention in MSI. Sutanto and Kurniawan (2016) found out that the recruitment and employee retention found a significant effect on employee performance. by one unit, employee retention significantly changes by 0.220 in the same direction. These findings are in agreement with Premalatha (2013) who found that compensation system has signification effect on employee retention with special reference to service sector in Pakistan. Darma and Supriyanto (2017) concluded that compensation at PT. Telekomunikasi Indonesia has been classified as good and can improve employee retention. Jean, Ngui and Robert (2017) concluded that employment benefits such as allowances, incentives and bonuses have a positive effect on employee performance at MCL.

#### 4.3 Summary of Study Findings

From the findings above, the hypotheses were:

$H_{01}$ : There was no significant influence between recruitment and selecting strategies on retention of non-academic staff at JOOUST.

In the hypothesis criteria, the study was to reject  $H_{01}$  if  $B_1 \neq 0$ . From the results in table 4.20, the correlation between the mean of recruitment strategies and mean of employee retention had a beta term  $B_1 = 0.038$  at  $P = 0.035$ . The study therefore rejects the null hypothesis and concludes that recruitment strategies have a statistically significant positive influence on employee retention in JOOUST.

**Table 4.3: Test of Null Hypotheses**

Hypothesis	Reject if $\beta \neq 0$ and $P < 0.05$	Verdict
$H_{01}$ : There is no significant influence between Recruitment and selection strategies and retention of non-academic staff at JOOUST	$\beta_1 = 0.038,$ $P = 0.035$	Rejected

## 5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Introduction

The objective of this study was to evaluate the influence of Strategic human resource management practices on employee retention among non-academic staff at JOOUST in Siaya County, Kenya. The specific objective was to investigate the influence of recruitment and selection on employee retention. Out of the selected sample of 150 respondents only 100(67%) filled the questionnaires adequately and returned them. This chapter presents a summary of the findings in chapter four, conclusions and recommendations for policy, research and areas of improvement for the firm.

## 5.2 Summary of Findings

The study intended to evaluate the influence of strategic human resource management practices on employee retention in JOOUST. The study sampled 150 non-academic employees from the university. Employee retention was conceptualized using recruitment and selection,

Data was collected using questionnaires and analyzed by use of descriptive statistics (mean, standard deviation, frequency and percentage) and inferential (correlation and regression) with significance level of 0.005. Research instrument was reliable 0.083 which was above 0.7. Key findings as per objectives are summarized as below.

### 5.2.1 Influence of Recruitment and Selection Strategies on Retention of Non-Academic Staff at JOOUST

The research findings revealed that recruitment and selection systems followed in JOOUST were sparingly scientific and rigorous with majority of the employees citing nepotism and corruption. Line managers and HR managers were not involved significantly in selection of employees. Valid and standardized tests were however to a lower extent used when required in the selection process and selection system in the university barely selected those having the desired knowledge, skills and attitudes. The respondents indicated that the directors and top management influenced the recruitment and selection process in the firm and therefore a standard criterion was, to a limited extent, employed. There was significant positive influence of recruitment and selection strategies on retention of non-academic staff at JOOUST and it significantly explains up to 42.6% variation in employee retention

## 5.3 Conclusions of the Study

From the findings, it was concluded that the recruitment and selection criteria used at JOOUST was not scientific and was marred with corruption, canvassing and corruption, although the process significantly influenced employee performance to a tune of 55.5%. The study concluded that the reward management at the university was not based on merit with employees neither adequately remunerated nor rewarded for their job performance. This contributed to low staff morale. Job design also was not based on knowledge, skills and qualifications. The criterion for assignment of duties and responsibilities to the employees at Jooust University was not up to date. The study concluded that recruitment and selection programs were significantly employed in the university.

## 5.4 Recommendations of the Study

The study recommended that JOOUST should ensure that the process of recruitment and selection of employees is fair, transparent and free from canvassing, nepotism and corruption. This will enable them net the right employees for the right job. The study recommends further that, the management of the university should ensure that the reward criteria for the employees competitive, based on skills and qualifications. This will motivate employees to perform. The study recommends that the assignment of duties and responsibilities to an employee at the university should be based on skills,

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