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Relationship of Employees Morale and Retention within Higher Learning Institutions in Kenya: A Case of Cooperative University College of Kenya

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Abstract

The main purpose of the study was to investigate the effects of motivation on staff retention in the workplace within higher learning institutions, with focus on Cooperative University college of Kenya (CUCK). Research questions included the following: How does compensation influence employee job retention at CUCK? How does employee training influence employee job retention at CUCK? How does employee recognition influence employee job retention at CUCK?

Descriptive research design was adopted in this study. Descriptive research was used to obtain information concerning the current status of staff motivation as the phenomena to describe what existed with respect to motivation variables or conditions in CUCK. The target population consisted of 90 CUCK employees who included lower cadre employees, lecturers, heads of departments, coordinators and head of units, and top management of the organization. In order to identify the sample elements, stratified sampling was adopted for the heads of departments, lecturers, and heads of units because they could provide the same information. A sample size of 45 respondents was employed. This represented 50% of the sample frame. Data collection was done using a standard self-administered questionnaire which was distributed to the respondents. Data analysis was by way of descriptive statistics in terms of the mean, mode, median and frequencies. Data presentation was in form of frequency tables, mean, and graphs.

The findings established that majority of respondents felt that money played an important role as key motivation variable that improves employee job retention. Others confirmed that, although still positive, indicated a lesser degree of positive response to the fact that annual performance bonuses, salary and wages, and monthly target based incentive schemes are regarded as having a positive impact on employee job retention. The results further revealed that, monetary motivation was the only motivation that motivated employees. The results also stressed that monetary motivation can only be regarded as a short-term motivator.

It was also revealed that there exists training and development opportunities at CUCK, majority of the respondents agreed that potential promotional opportunities are based on one's training. At CUCK career development is what motivates employees to stick within the institution. Additionally, respondents agree that CUCK has offered them opportunities to use their own initiatives, CUCK has offered employees more responsibility as a result of the trainings attended. CUCK has offered them excellent training opportunities to broaden the functions of their job while CUCK has offered them frequent training that have enhanced the feeling of accomplishment they get from their job and finally CUCK had had excellent training opportunities to assist their staff advance their career.

Finally, the findings revealed that, majority of the respondents were in agreement about how employee recognition contributes to employee retention. In the same regard respondents agreed that there exist employee training opportunities at CUCK. It was further revealed that they received informal praise from their superiors. Similarly, respondents agreed that they received formal praise from their bosses. It was further revealed that respondents received symbolic gifts such as dairies, calendars, notebooks, caps, badges and t-shirts, were mentioned as well as daily newspapers.

It is recommended that the needs of employees should be seriously considered when designing and implementing a motivation system to motivate staff to remain in the organization. The first step would be to determine the stage of the life cycle that majority of the employees fall. Once this has been established, the hierarchy of needs in terms of importance within this life cycle phase must be determined. From the conclusions of this study it is clear that compensation should be included in motivation schemes. In addition, CUCK should continue using training to motivate employees, as this was to satisfy their needs since it is necessary for the career growth. Similarly, the study recommended that, there was need for CUCK to conduct frequent workshops and capacity building seminars so as to ensure that employees have something to keep them loyal to the organization. The study finally recommended that CUCK should conceptualize the use of informal praise by superiors, symbolic gifts, and writing monthly magazines where good performers are mentioned, and employee of the month awards in order to motivate employees to perform better. Secondly the study recommended that, that it is important for CUCK to involve all the employees when determining the performance standards.

1. Introduction

1.1. Background of the Study

Motivation is described as a force within an individual which impels action. The force is caused by a state of tension. The tension impels a person to act. Action is caused by a state of tension. The tension causes a need which must be fulfilled. The needs can be basic or secondary. According to Abraham Maslow in 1954, there are primary and secondary needs. In very basic terms motivation can be those material as well as the psychological payoffs which organizations consider to be very crucial when it comes to employee performances at their workplaces. In another definition of motivation can be described to be a composition of the valuable items offered to members of organization in what can be termed as a recognition of their contributions to the organization in order to motivate them to perform better (Reinter, 2004). According to Hornby (2010), motivation can be described in simple terms as any offerings for employees who carry on their works diligently.

Motivation therefore are well considered to be those psychological as well as material payoffs which are offered to an employee just as a means of recognizing that given employee for the good work as well as contributions and for performing tasks well in the workplace. Daft (2012), On the other hand argues that motivation issued by another person, typically a manager and includes promotions and pay increase.

Extrinsic motivation attracts and retains competent performers. Employees who are motivated by these motivations execute their duties as expected hence boosting their performance. According to Armstrong (2010), financial motivation is defined as being those indirect motivators that help in enhancing employee's financial wellbeing given that they provide tangible means of recognizing achievements. Such motivation motivates employees in the course of doing their jobs better than before and with less supervision, especially when it comes to profits and are shared to employees thereby improving their performance.

Many Researchers have shown that when it comes to employee motivation, compensation systems play a very big role in enhancing employee motivation as well as their performance and notwithstanding employee productivity (Milgrom and Roberts, 2012). In the same line of thought it also means that motivation management processes although mainly concerned with the design, implementation and maintenance of motivation systems is also structured in a manner that enables it to improve organizational, team and individual performance.

Very many studies have shown that employees are more likely to lose their drive and end up in depression, in the event that they are not well compensated. On the other hand, employees are more likely to put additional effort in their assigned duties if they are well compensated. This emanates from the fact that an effective compensation system brings about dissatisfaction and failure mode. Although money is part of the motivation systems Armstrong (2010), is of the opinion that money is not necessarily the only reward. He therefore goes ahead to argue that compensation can have a positive effect on the individual effort, if the said individual values the compensation being given out to him or her while in the line of duty.

In the whole world studies have been conducted to show how motivation affect employee retention for example Ivancevich (2011), established that policies that regard wages and salaries of employees are typically adjusted at some point during the year, historically; the adjustment has resulted in pay increase. In his view, most employees expect to get at least one raise annually. However, when the general economy is not health or in the case of increased foreign competition in some industries, employees have actually accepted a constant pay. Organizations that retain their high performers are bound to be successful in performance and at the same time avoid expenses that are incurred in advertisement of vacant positions, recruitment and selection, induction and training new employees that follow when an employee is lost. It is therefore advisable that every organization should maintain its best performers especially in today's competitive economic arena where competitors are observed to 'poach' employees from each other. Research on employee retention has been carried out.

Movement within an organization to a position in which responsibilities and presumably prestige is increased is ordinarily labeled as promotion. Promotion possibilities influence the behavior of individuals in the organization and stimulate individuals to greater abilities to move ahead (Prasad, 2011). Promotion is used as a motivation and an inducement to better work performance and other organizationally approved forms of behaviors. People will work harder if they feel this will lead to promotion. They have little motivation if they feel that better jobs are reserved for outsiders. The system of promotion permits organizations to match its need for competent personnel with the employees' desire to apply the skills they have developed. There is a significant correlation between opportunities for advancement and high level of job satisfactions.

The main aim of promotion procedure of any organization should be to help the management to get the best talent available within the organization so as to be able to fill more senior posts while at the same time being able to provide employees with the opportunity to be able to advance their careers within the institution, in accordance with the opportunity available and their own abilities (Armstrong, 2010).

A study conducted in Rwanda established that indeed pay has been and will remain an important driver of performance, experience demonstrates how important other motivators have been at both the organizational and individual level. Established in 1997, the RRA as a semi-autonomous agency administers the collection of taxes and customs and excise duties on behalf of the government. In a period of six years, the organization was transformed from a defunct government department into a performing and respected organization. Revenue was increased from 9 – 13 per cent of GDP while the costs of collection had also decreased. Corruption levels were reduced significantly while the general standing and legitimacy of the organization among the taxpaying public had improved (World Bank, 2004).

World Bank (2004) findings also clearly indicated that, a "total reward" approach is needed to enhance staff motivation (one of the key elements in increasing organizational performance). This is so as ascertained by Mukherjee (2011), in the formulation of his

approach for the World Bank, he emphasizes both the contractual monetary motivation obligations of the employer, and the more intangible non-contractual motivation such as job, prestige, training among others. This means therefore that human relations approach to management especially with dire emphasis on how management can motivate staff on a day-to-day basis is equally important. This study therefore seeks to examine the impact of motivation on employee retention at CUCK Kenya.

CUCK is a training institution expected to offer quality education in cooperative management. In spite of the significance of good morale in organizations, the current situation at CUCK appears to be different. The productivity and efficiency of employees at CUCK had gradually sunk to a level where, the saying "It is none of my business" is becoming the order of the day. This could be attributed to the reluctance of the management to look into the plight of its workers thereby finding the ways of boosting their morale (CUCK Internal Records, 2010).

CUCK is a Parastatal Co-operative University Institution. It operates under an Act of Parliament, the Co-operative College University of Kenya Act of 1995. This Act sets up the CUCK as a semi-autonomous government agency. This change in status had facilitated fast and more flexible decision-making.

The Act had prompted the College to undertake restructuring and re-organization of the College by re-examining its internal strengths and weaknesses as well as external relationships with the Co-operative and Pre-cooperative organizations and other stakeholders. The restructuring had been necessary to ensure building of the institutional capacity to manage and deal with the changes happening in the co-operative movement, pre-cooperative sector, and the associative economy (CUCK Strategic Plan, 2010).

The College is the only recognized training institution in the country for the co-operative movement staff, the committee members, the ministry staff, and individual members as well as potential informal economy groups having intention to form co-operatives in order to reduce poverty nationally and internationally.

Restructuring made some of the CUCK staff to be deployed within the Ministry of Cooperative development and Marketing, while some of them sought for employment within the private sectors. The scenario was characterized by poor work performance; low service levels and high labor turnover. There has been sudden increase in the number of junior employees opting for part time studies with an aim of leaving the organization. Lecturers looking for part-time teaching within other institutions, and there was observed lack of pride in what they do. Poor handling of customers and students as well as the general public was common among employees (CUCK internal records, 2010).

1.2. Statement of the Research Problem

In most higher learning institutions, there seems to be minimal existence of comprehensive motivation systems. Unknown to them is that monetary and non-monetary motivation often form a large part of total motivation systems and have a major role to play as far as employees' job retention is concerned (Bartley, et al, 2008). According to Obongo (2008), organizations in Kenya are yet to match the pace of their counterparts in other parts of the world. The question therefore, is what could be the reason behind the low retention levels in these organizations? Taljaard (2012), also avows that for an organization to stay competitive and ensure that the institution has a long-term future, it is important to improve motivation on an ongoing basis. Employee retention will only improve with the buy-in of the employees into higher levels of performance motivated by related motivation.

The institution will benefit because its labor productivity will increase, thus making it more competitive. This can only be made possible by rewarding/motivating good work. Being in the university over the years, CUCK had come to realise that their clients prefer unmanned solutions to training issues hence their need to retain competent employees. CUCK had therefore invested heavily on information technology, modern equipment and training. As a result, CUCK experienced high staff turnover in the recent past and also faced a lot of resistance to this change by their employees. It would be important therefore to examine if indeed the motivation have a role to play when it comes to the element of employee retention.

Pratheepkanth (2011), demonstrated there is a relationship between the motivation system of an organization and employee motivation, what is not clear from this study is if motivation can impact on employees' job retention. Lack of motivation can impact negatively on job retention and this has led to the need to evaluate the effects of motivation systems on employee retention. Furthermore, the study by Taljaard (2012) indicated that there is a relationship between non-monetary motivation system and employee motivation. In his opinion Taljaard (2012), argued that motivation is one major aspect that can influence an individual's performance in the organization. What is not clear however is whether these findings apply not only to employee motivation but also to employee retention? This study therefore sought to examine the impact of motivation on employee retention at CUCK.

1.3. Purpose of the Study

The main purpose of the study was to investigate the effects of motivation on staff retention in the workplace, with focus on CUCK

1.4. Research Questions

1.4.1. How does compensation influence employee job retention at CUCK

1.4.2. How does employee training influence employee job retention at CUCK?

1.4.3. How does employee recognition influence employee job retention at CUCK?

1.5. Significance of the Study

1.5.1. Employees

Most employees felt that they were worth more than they were actually paid. The results of this study were useful in sensitizing and creating awareness among the management team of CUCK to take cognizance of the need to develop strategies for retaining staff in the organization.

1.5.2. High Learning Institutions

Recognition would be part of the organization's culture because it contributed to both employee satisfaction and retention. The results emphasized to the management that, one of the keys to avoiding turnover was to make motivation count. Additionally, a personal note may mean more than a generic institution award. Use what employees say when it comes time to motivation for performance (St. Amour, 2000).

1.5.3. Researchers and Academicians

The study was important to researchers and academicians who would like to pursue this area of study especially based on the recommendations of this study. Their findings of this study can be very useful to help them develop their hypothesis with regards to the objectives they wish to examine.

1.6. Scope of the Study

The study was limited to administrative staff at CUCK main campus. These staff members were drawn from different departments; Accounts, Human resource, procurement academic heads of departments and units, ICT and maintenance.

1.7. Terminologies

1.7.1. Employee/staff Motivation

Motivation is regarded as being those material as well as the psychological payoffs that are considered to be necessary in the performance of tasks in an organization workplace. Motivation can as well be defined to include any other perceived valuable which is given to an employee as recognition for good contribution made and if they are chosen properly then they are likely to be good motivators (Kreitner, 2014).

1.7.2. Employee Retention

Retention is concerned with how well an organization can hold on to the members of this organization (Madiha. et al., 2009).

1.7.3. Employee Recognition

A range of formal and informal practices in the workplace that support organizational values, goals, objectives and priorities through positive reinforcement of desired behavior and performance (Heathfield, 2008)

1.7.4. Employee Morale

Defined as the job satisfaction, outlook, and feelings of well-being an employee has within a workplace setting. This is regarded to be the element that makes employees feel zealous about their tasks in an organization (Mitchell, 2011).

1.7.5. Employee Turnover

This refers to the proportion of employees who leave an organization over a set period, which is expressed as a% age of workforce number (Kreisman, 2002).

1.7.6. Organizational Competencies

Competencies that enlist generating value are essential competencies and that gives a particular organization or groups of organizations a competitive edge, are distinguishing competencies as market share, scientific status and these differentiating competencies are as the competitive weapons (Itami, 1987) and foundation for the competition in the future.

1.8. Chapter Summary

Briefly the chapter highlights that, motivation and recognition plays a vital role in performance and motivating employees toward continuous improvement. It should not take an organization long to realize that if it wishes to attract, recruit and retain good employees, fair and respectful treatment is essential. Employees who do not feel valued and appreciated will either contribute less effort as time goes on, or leave for greener pastures where they will be appreciated.

2. Literature Review

2.1. Introduction

This chapter is looking at studies done of various researchers on business employee retention with particular focus on the objectives of the research mentioned in chapter one. These include how compensation influences employee job retention, how employee training influence employee job retention and how employee recognition influence employee job retention.

2.2. Compensation and Employee Retention

Compensation is considered to be crucial when it comes to the management of human resource in any particular organization. This is mainly because for any organization to perform better there is need for such an organization to put in place an effective compensation structure so as to enable the managers of such an organization to motivate the workforce. According to Willis (2011), having an effective compensation structure in an organization is a good ingredient in attracting and keeping talent in organizations. Additionally, it can be further argued that that money influences employee behavior through shaping their attitudes. In this regard, therefore wages influence the attraction and retention of the workforce. It also means that clearly the provision of a lucrative remuneration package is one of the broadly discussed factors of retention.

Studies have shown that when it comes to employee motivation, compensation systems play a very big role in enhancing employee motivation as well as their performance and notwithstanding employee productivity (Milgrom and Roberts, 2012). In the same line of thought it also means that the motivation management processes although mainly concerned with the design, implementation and maintenance of motivation systems is also structured in a manner that enables it to improve organizational, team and individual performance.

A number of studies have shown that employees are more likely to lose their drive and end up in depression, in the event that they are not well compensated. On the other hand, employees are more likely to put additional effort in their assigned duties if they are well compensated. This emanates from the fact that an effective compensation system brings about dissatisfaction and failure mode. Although money is part of the motivation systems Armstrong (2010), is of the opinion that money is not necessarily the only reward. He therefore goes ahead to argue that compensation can have a positive effect on the individual effort, if the said individual values the compensation being given out to him or her while in the line of duty.

It has also been established that outstanding work by individuals in an organization need to be recognized from the evaluation reports and the top performers rewarded in various ways ranging from recognition to award of medals and other material endowments. While evaluation of performance takes place every day, individual performance is summarized at least annually during the performance review discussion and documented in the performance development summary. It was also observed that this offers a place to plan training and development activities that are consistent with improving performance and supporting career development plans. In an effective franchising, it has been observed that employee developmental needs ought to be evaluated and addressed. Specifically, through developing entails increasing the capacity to perform through training, giving assignments that introduce new skills or higher levels of responsibility, improving work processes, or other methods. The study adopted a descriptive research design and did not therefore did not examine the relationship between compensation and employee retention. This particular study therefore seeks to go further by examining the nature and direction of the relationship between compensation and employee retention, by examining the regression results.

Another study was conducted by Mercer (2013), and revealed that employees will remain in an organization if they are rewarded and also, they may leave if they are poorly rewarded. Employees are likely to stay in organizations where they believe that their capabilities, contributions and efforts are appreciated. He stated that internal equity and external equity should be observed in terms of remuneration if the compensation package is to be used as a retention strategy. This study however failed to capture the existent relationship between compensation and employee retention in the context of firms, thus particular study seeks to fill this research gap. Although this study looked at how employee retention is influenced by motivation, it only focused on nurses and therefore the findings of this study are not necessarily applicable to firms. In contrast, Cappelli (2010), argues that due to the recent movement towards benchmarking, organizations are now facing difficulties in setting themselves apart from their competitors by means of remuneration hence the impact of financial motivation on employee retention is reduced. However, regardless of many studies reporting that financial motivation to be are poor motivating factors, remuneration packages still remain as a tactic employed by several organizations to improve employee commitment.

A study conducted by Horwitz, Heng and Quazi (2013), also reported that compensation practices is still one of the most popular retention strategy. The preset study will borrow from the findings of this study so as to be able to examine if contrary to modern belief, monetary compensation is not the highest employee motivator. It will be interesting to establish if money and perks matter, but employees tell us again and again that what they want most are challenging, meaningful work, good bosses, and opportunities for learning and development. Additionally, the assumption that today 's employees live in stable homes, have sufficient educational backgrounds, and share institution behavioural standards falls short. Management is not trained to deal with the modern social patterns affecting the workplace. Studies indicated that employees stay when they have strong relationships with others with whom they work (Clarke, 2011). This explain the efforts of organizations to encourage team building, project assignments involving work with colleagues and opportunities for interaction both on and off the job.

Other studies indicated that effective communication improve employee identification with their agency and build openness and trust culture. Increasingly, organizations provide information on values, mission, strategies, competitive performance, and changes that may

affect employees enthuse. Many companies are working to provide information that employees want and need in better way of communication, through the most credible sources on a timely and consistent basis.

Hinkin (2010), studied factors contributing to employee turnover which revealed that the costliest element of employee turnover, representing 60 %, is that of lost productivity. He further explained that employees have a role to play as far as retention or turnover is concerned. This is because they make the decision on whether to remain in their current organization or to move to other organizations. However, there are a number of factors that influence these decisions. These factors may either be from the employee's current organization or the next potential employer and they range from the terms and conditions of service, the work environment, the motivation scheme, the individual career goals, the benefits, the line of command, employee management and any other factor perceived by the employee enough to influence the decision to move out. Thus, the awareness of the importance of employees staying with an organization is evident (Cho et al., 2012). Hinkin (2010), also made use of descriptive research design, this study will employ a regression results so as to examine the direction of the relationship. The present study seeks to fill the research gap since the study by Hinkin (2010), did not focus on the context of the developing countries.

2.3. *Employee Recognition and Employee Retention*

Organizations are seen to improve employees' retention rate through the adoption of job enrichment programs and thus enhancing their advancement opportunities. A part from promotion opportunities, the evaluation criteria used in the promotion and motivation system is considered as very important given that it affects employees' turnover. Ineffective performance appraisal and planning systems is likely to contribute to employees' perceptions of unfairness given that the employees are more likely to consider leaving the organization. Studies have found a significant and positive correlation between promotion practices and perceived employee performance; however, HR outcomes were used as mediating variables.

Employers are in the best position to recognize and retain today's employees. Heath field (2008), suggests that organizations should prioritize employee recognition to create a positive, productive and innovative organizational climate. He added that people who feel appreciated are more productive about themselves and their ability to contribute to the achievement of organizational goals.

In 2011, Accenture in Ireland conducted a survey about the level of recognition that employees receive for doing a good job at work, and found 63% who have no plans of leaving are satisfied with their recognition, while 24% are not satisfied with the recognition of the organizations (Gioboforce, 2011). Given these numerous results, organizations should seek changes to improve their strategies like to eliminate favoritism, recognize more than just the elite, and value employees for more than their work. This study adopted a descriptive case study design, with the main focus being on employees' reaction to recognition and promotional opportunities. The present study will also borrow from this study by adopting promotion as one of the independent variables of the study and thus examine how promotion leads to employee retention. This is because there exists a research gap in this particular area since the researches only focus on how promotion led to improved performance.

Williams (2010) revealed that organizations need motivation to so as to get people motivated to do things that they would not otherwise do in the absence of such motivation. His study also established commented that motivation must be linked to performance. Ideally there should be a relationship between task performance and motivation Employee mobility involves both turnover and retention, which may be considered as different sides of a coin. A worker's turnover indicates her/his separation from a given employment relationship. This study made use of descriptive research design however unlike his study this study will also employ regression analysis to measure the direction of the relationship between motivation and employee retention.

Meanwhile, due perhaps to difficulties in data collection or unintentional human errors, his study focused on staying workers' "propensity to turnover" (Schnake, 2000), instead of the length of time those who left actually kept their jobs. Most studies have also relied on individual-based data, including worker demographics and attitudes.

Mitchell et al., (2011), revealed that employers find replacement cost and hidden organizational cost high additionally workers find monetary and psychological costs taxing. Human capital theory (Becker, 1962), considers voluntary turnover as an investment in which costs are borne in an earlier period in order to obtain returns over a long period of time. Therefore, the decision to stay in or leave an employment relationship involves evaluating cost and benefits. If the present value of the returns associated with turnover exceeds both monetary and psychological costs of leaving, workers will be motivated to change jobs. If the discounted stream of benefits is not as large as costs, workers will resist changing jobs. The present study concurs with these findings; however, it goes further to examine how relevant these findings are applicable to the context of developing nations. This is because the explicit and implicit benefits associated with staying/retaining a job will be reduced if a worker is unhappy in the current job, if the immediate cost of leaving is low, if the utility from the new job is great, or if the new job offers a comparable compensation package. Additionally, it means that the loss of an employee from an organization is a direct loss to the organization incurred, not only during the recruitment but also during replacement. Since employers replace seasoned employees with inexperienced personnel, the remaining employees' work schedules are disrupted as they pick up the slack for employees in training (Rowley 2011).

Organizations should maintain their workforce in employment to minimize on cost. This maintenance of employees in an organization is termed as retention. Turnover on the other hand refers to a phenomenon where an organization fails to retain its employees or loses its employees to other organizations. When retention rates are low, extra time and money are spent on recruiting, selecting, and training new employees that could have been spent on other activities like performance improvement or career development of employees (Armstrong, 2010). Additionally, organizations may experience a decrease in performance, efficiency, and morale, and an increase in the disorder of social networks, group cohesion, and communication.

Examinations have been done on the impact of motivation systems on the performance of hospitality industries where it was established that hospitality executives who understand the value of human capital and adopt organizational policies and management

practices in pursuit of employee retention will outperform the competition Cho et al., (2006), Indeed, tenured workforces not only reduce the separation, recruiting, selection and hiring costs associated with the churning of employees, but also become more productive over time, resulting in higher competitiveness and added profitability.

Effectively designed and well implemented employee retention programs that increase employee tenure more than pay for themselves through reduced turnover costs and increased productivity. Moreover, financially successful hospitality firms have attributed their strong performance to their emphasis on employee retention and development (Hinkin 2010). Most organizations have taken measures to ensure that their team of employees is retained in the organization. The present study seeks to borrow from these findings however unlike this study, the present study will not focus on the hospitality industry but rather the sector. It will be interesting to see if indeed the findings are similar, or if there exist any particular differences.

Employee recognition is mainly concerned with the issuance of authority to members of an organization as well as empowering them with requisite skills that will help them to perform their tasks. Additionally, this goes a long way in ensuring that allowing each member of an organization as well as other members of specific groups in an organization are equipped with the right as well as the required flexibility to enable them to carry out informed decisions that will help the organization to meet their specific objectives (Hellriegel and Slocum, 2004). On the other hand, Lincoln, Travers, Ackers and Wilkinson (2012) have looked at employee empowerment from a perspective of an organization being able to make use of a number of techniques in order to be able to change those who do not have the power and bring them into equitable position.

The ability of members of an organization to effectively execute the necessary strategies set up by any organization is seen to be as a result of employee empowerment (Argyris, 1998). In the same regard, it has been established that it is not easy for an organization to effectively make use of the capabilities and skill of employees if indeed the employees of such organization are not empowered. According to study carried out by Hrebiniak (2006), it was revealed that the process of strategy execution can be easily achieved if the organization workforce is empowered to carry out their tasks. In another study Mahlloney and McMillan (1994), were able to establish that involving the employees directly in the organization processes, is considered key to the success of that organization.

2.4. Training and Employee Retention

Training is regarded as a massive investment to the organizational human assets. It is therefore considered to be a useful means through which an organization achieves success with the help of technological innovation, market competition, organizational structuring, as well as demographic shifts. Training and development is mainly made up of three key activities these are: training, education, and development. It follows therefore those organizations offering training and employee development are indeed making a visible investment in their employees. This therefore is likely to bring with it positive outcomes in the form of increased employability for the individual employee. The present study seeks to examine how training relates to employee retention.

Villegas (2012), explained that training has a direct relationship with employee retention. Training helps organization to increase employee retention and decrease turn over. The study by Villegas (2012), was cross sectional in nature and only focus on one element of the motivation system, which is training and employee development. This leaves a research gap with regards to other elements of the motivation system. The present study will borrow from this study by adopting training as one of the variables of the study. This is because one way many organizations have chosen to hang on to their top talent is by reinventing in their human capital- their specialized knowledge, skills, and abilities of an institution's workforce. After making the initial investment of hiring these employees, companies are now looking to provide their workforce with the tools needed to grow and develop as contributors to the growth of the institution.

Mckeown (2002), conducted a study to examine the relationship between employee training and employee performance and established that the value of the organizational stock of human capital can be added to by training. Investments in human capital especially through personnel training are considered increasingly important for the success of the organizations. The benefits of training have been well documented. Training improves employee productivity, for example, training decreases wastage, accidents and absenteeism. Rather than focusing empowerment, employers need to train the work force effectively to improve employee job performance.

The most specific benefits of training and development is that it is best seen as incentive to enhance employee retention, especially to keep those who have ambition to seek career advancement in their work. Nowadays most of the employees are eager for the chance to learn new things so that they can take new responsibilities. Training can motivate the employee and build organizational commitment and loyalty as training makes them realize the organization is helping them to achieve their career goal. This study however did not mention exactly how employee training leads to retention of employees. This therefore leaves a gap in research which the present study seeks to fill by examining how training impacts on employee retention. The present study seeks to adopt training as one of the independent variables of the study, however unlike this study the present study will look at it from the context of firms in Kenya.

Training is regarded as a massive investment to the organizational human assets. It is therefore considered to be a useful means through which an organization achieves success with the help of technological innovation, market competition, organizational structuring, as well as demographic shifts. Training and development is mainly made up of three key activities these are: training, education, and development. It follows therefore those organizations offering training and employee development are indeed making a visible investment in their employees. This therefore is likely to bring with it positive outcomes in the form of increased employability for the individual employee (Armstrong, 2010).

The business environment coupled with the rapidly changing global market place, is largely being affected by increased technological advancement, given that firms are now demanding a more flexible and competent workforce that has the ability to remain adaptive competitive. This therefore, becomes a strategic objective that must be achieved by organization and therefore it creates the need to

have a human resource training and development (T&D) system of an organization is that will ensure the knowledge, skills, and attitudes that are necessary to help the organization achieve its goals and in the end, create competitive advantage (Henry, 2006).

Armstrong (2010), states that employees have to be aligned to the organization vision and leaders must whet the appetite for truth in the employees in every possible way. According to him mentoring is the process of giving direction to the employees through constant guidance and advice on the course of action taken while training and development involves activities that add value to the education or skill levels of the employees. According to his definition, training will involve exposing the employees to expert coaching by specialist in their field so that they can learn new skills or improve their current way of carrying out tasks. Development will involve the organization allowing their employees to undertake courses that help them to progress in their careers such as in universities.

Market trends are constantly changing and the environment both internal and external is constantly turbulent. Employees have to be strategically positioned to respond to these changes effectively. It is therefore crucial that leaders of an organization strategically place themselves in a competitive position by heavily investing in the greatest resource, human capital. This can only be achieved by exposing their employees to training, constant guidance through mentoring and development. This prepares the employees for any changes in the business which in turn makes the leadership of an organization successful because as the employees perform well, then the results are evident in the organization performance. Trainings are offered either on job or off job. These trainings are conducted by consultants who have vast knowledge and experience in the field. The employees are trained on areas that affect the way they work. An example is whereby the organization employees are trained on how to handle customers better (Armstrong, 2010). As the employees gain the skills on proper handling of customers, there will be a ripple effect whereby the customers will keep coming back to buy from the business loyally. This will therefore provide constant sales for the organization and hence the successful performance of the organization.

Identifying the developmental strategies that can motivate the employee commitment to the mission and values of organizations in order to motivate them and assisting the organization to achieve and maintain a competitive edge, is the emerging issue for the HR managers. Gaining innovative skills and getting benefit of many diverse systems of learning beneficial to employees and organizations is what studies demonstrated as "Development" (Simonsen, 1997). Within the organizations, the opinion about prospects development opportunities motivates the employees for up to expectations performance, hence remain with the institution to reveal their skills and abilities. Promotion brings a positive change in employees, it signifies that organization is aware of and evaluating the employees' performance through formal promotion.

To remain in the current jobs, career growth, learning, and development are the major three bases. A cooperative supervisor gives opportunities to learn, challenges, and growth on their jobs equivalent to their abilities and ambitions. A supervisor supports employees to develop the task itself along with their capabilities and keep themselves upgraded in their expertise. Itami (1987) determined that strongly controlled developmental opportunities cause's employees to separate themselves from their bosses and strongly opposed organizational demands particularly in larger organizations. Stout et al. (1988), stated, Employees presented negative responses as decreased promotional motivations and reduced organizational commitment, and even more inclination to quit the job. Hence negative responses from employees including declined organizational commitment and increased chances to leave are strongly influenced by enlarged job tenure.

Kreitner (2014) stated that employee's satisfaction with their career achievements is generally termed as career satisfaction also evaluated as career success. Career satisfaction can be predicted through factors as goal-specific environmental maintenance and resources that offers social and material supports for personal goals of employees. In recent researches, it is argued that employees have a less propensity to leave only if they feel that they are learning and developing. Conversely, they instigate to externally seek for better alternative job opportunity.

2.5. Chapter Summary

In summary, the literature defines retention as continuing relation between customers (employees) and their organization. The benefits of retention are lower costs for their agent, less price sensitivity, greater market share, improve productivity, increase employees' performance and thus increase profits and meet their organizational goals and objectives. The relationship between satisfaction and retention in many studies has described as weak, and researches shows that satisfaction does not necessarily cause to retention. In today's business climate of continuous changes and uncertainty, the importance of job satisfaction to organizational performance needs to be seen from a new perspective. The next chapter presents the research methodology that will be employed in this particular study.

3. Research Methodology

3.1. Introduction

This chapter highlights the research methodology that is used in the study. The research process includes the research design, the population which includes the specific population that the study focused on; sampling design; sampling frame; sampling technique; sample size showing the distribution of the population; data collection methods; research procedures and the data analysis methods that were used in this study.

3.2. Research Design

The research adopted a descriptive design, where the researcher measured the impact of motivation on employee retention. According to Malhotra (2007), the main objective of descriptive research design was to describe something - usually characteristics or functions.

The design was appropriate, as it allows the description, interpretation, of existing relationships and comparison of variables under study. This design was justified because the respondents are expected to inform how motivation at their institution has impacted on retention and therefore provided quantitative data on how retention of employees is affected by the motivation.

3.3. Population and Sampling Design

3.3.1. Population

Castillo (2009), defines population in relation to research as a large collection of individuals or objects that is the main focus of a scientific query. The staff was drawn from different departments; accounts, human resource, heads of academic departments and sections/units, lecturers, procurement and ICT as well as finance departments

Respondent departments	Population	Sample Size
Lecturers	55	20
Accounts	8	5
Finance	6	4
Departmental heads	4	4
Heads of sections	4	3
Procurement	3	3
ICT	8	5
Total	90	45

Table 1: Population Distribution

3.3.2. Sampling Design

A stratified sample was used to divide the entire target population into different subgroups (strata) in this case the targeted respondents at CUCK were sub grouped according to the various departments they are drawn from. From these subgroups, the appropriate number for the research was drawn.

3.3.2.1. Sampling Frame

According to Currivan (2004), a sampling frame is a list or device used to define a researcher's population of interest. It defines a set of elements from which a researcher can select a sample of the target population. The selection of a sample from a defined target population requires the construction of a sampling frame which ensures that the right population that the researcher is targeting for the research is identified. The defined target group in this research was the administrative staff at CUCK head office in Nairobi. Having identified the target group, the research adopted the probability sampling research design and use stratified random sampling to identify the strata or subgroups that represented the entire administrative staff at CUCK based on the respondent's descriptions i.e. drawn from different departments.

3.3.2.2. Sampling Technique

In this research probability sampling was used so as to ensure that individuals in the process are given equal chances of being selected. (Crossman, 2012). A stratified sample was used to divide the entire target population into different subgroups (strata) in this case the targeted respondents at CUCK were sub grouped according to the various departments they were drawn from. From these subgroups, the appropriate number for the research was drawn. This is to ensure that the research had adequate amount of subjects from each department participating in the research. Stratified sampling was used to ensure that the sample population for conducting research was a good representation of the overall population at CUCK and reduced cases of bias. The method is also very easy to carry out and of very high efficiency. Stratified random sampling was appropriate in this research to break the population of interest into mutually exhaustive sample population called strata. This is to ensure that specific groups are represented, even proportionally, in the sample(s) (e.g., different departments, by gender etc.), by selecting individuals from strata list. Eventually, the respondents per category was obtained using the probability sampling by use of simple random sampling. This was to ensure that this process is less biased and that there is equal chance of representation of all the administrative staff at the organization. Purposeful sampling will be also applied in this research to select the right respondents that are knowledgeable on the information that is being sought in this research.

3.3.2.3. Sample Size

The sample size that was used in this research is 45. This was drawn from different departments and the highest number being derived from the lecturers even though it was the least in terms of % age representation. The highest %representations were heads of academic departments and procurement department as shown in the table below.

Respondent departments	Population	Sample Size	%
Lecturers	55	20	36%
Accounts	8	5	60%
Finance	6	4	67%
Academic Departmental heads	4	4	100%
Heads of sections	4	3	75%
Procurement department	3	3	100%
ICT	8	5	50%
Total	90	45	50%

Table 2: Targeted Administrative Staff Distribution

3.4. Data Collection Methods

Primary data was obtained through the use of administering questionnaires which were structured according to the research objectives of this research. The questions contained both closed ended and open-ended questions and were standardized to ensure validity and reliability. The questionnaires were administered to the individuals selected from within the targeted population at CUCK. The questionnaires were taken to the selected individuals and were collected after two days from the date of delivery. The responses received from the administration of the questionnaires were treated in confidence and strictly used for the purpose of this research.

3.5. Research Procedures

The questionnaires were designed on the basis of the research questions and were standardized, valid and reliable for testing purposes. The questionnaires were first pretested at the research department with some samples of lecturers who were participating in researches for the purpose of getting its reliability in capturing the needed information. This helped in the validation of the final questionnaire that was to be used in the study. Prior to the administration of the questionnaires for the selected lecturers at CUCK, a communication was done via telephone to book appointments and after confirmation; the hard copy questionnaires were delivered to them.

3.6. Data Analysis Methods

Data analysis methods helped to describe facts, detect patterns, develop explanations, and test hypotheses. It is used in all of the sciences. It is used in business, in administration, and in policy (Levine, 1996). Descriptive statistics includes the numbers, tables, charts, and graphs used to describe, organize, summarize, and present raw data and enables the researcher to meaningfully describe a distribution of measurements. (Texas State, 1995). After the questionnaires were received from the respondents, they were all given reference numbers to the answers and the responses grouped into categories.

SPSS software was designed to perform statistical analysis on quantitative data. Since the study was descriptive, descriptive statistics such as frequencies and %ages were calculated. This was to enable the researcher to reduce, summarize, and describe quantitative data obtained from empirical evidence. The analyzed data were presented in tables and charts for better interpretation.

3.7. Chapter Summary

This chapter has covered the research methodology that was used in this research. It has shown that this research adopted the descriptive research design and the target population at CUCK. The sample size for this research was 45 respondents who were drawn from different departments in the institution through the use of Stratified Sampling. Questionnaires were used as the data collection method and the questionnaire were designed based on the research objectives of this research and were administered to the selected population at their workplace. Through the use of the data analysis tool known as SPSS, measures of central tendency, percentage growth and measures of dispersion was calculated and the data was represented using tables and charts for simpler analysis. The next chapter presents results and findings of the study.

4. Results and Findings

4.1. Introduction

This chapter presents the results and findings of the study on the research questions with regards to the data collected from the respondents. The first section covers the background information with regards to the respondents. The second section covers the various aspects on how compensation influences employee job retention at CUCK. The third section looks at employee training influence employee job retention at CUCK and the final section was on employee recognition influence employee job retention at CUCK. The response rate was 100%.

4.2. Background Information

4.2.1. Gender of the Respondents

Table 3 provides a summary of the gender of the respondents as a result of the responses given by the respondents. The results of the study clearly show that the majority of the respondents were male respondents while the female respondents were the minority. The study results showed that 64 % of the respondents were men while 36 % were female. These results indicate that there is minimal gender consideration in the organization.

Gender	Distribution	
	Frequency	%age
Male	30	67
Female	15	33
Total	45	100

Table 3: Gender of the Respondents

4.2.2. Monthly Income

The study established the monthly income of several of the targeted respondents at CUCK. Table 4, provides the distribution of the respondents' monthly income: While 44% of the respondents earned less than 100,000 Kenyan shillings, 29% of the respondents earned between 100,000 to 150,000. Consequently, 11 % of the respondents earned between 150,001 to 200,000, whereas 9% of the respondents earned between 200,001 and 250,000. The remaining 7% of the respondents earned above 250,001.

Monthly Income	Distribution	
	Frequency	%
Under 100,000	20	44
100,000-150,000	13	29
150,001-200,000	5	11
20,001-250,000	4	9
Above 250,001	3	7
Total	45	100.0

Table 4: Monthly Income

4.3. Compensation and Employee Retention

The first objective of the study was to examine how compensation influences employee job retention at CUCK. Table 5 presents findings relating to monetary motivation. The results of all three statements in Table 5 below, shows that the majority (60%) of respondents strongly agreed that Annual institution performance bonus played an important role as a motivation that contributes to employee job retention. Those who only agreed were 21.7%, uncertain were 5%, disagreed and strongly disagreed were 3% each. Monthly target incentives schemes response indicated that, 51.7% strongly agreed, 31.7% agreed, 11.7% uncertain, 3.3% disagreed, and 1.7% strongly disagreed that this could lead to employee retention. This finding implied that, all compensation variables should be looked into in order for employees to be retained at CUCK. It is important to lay more emphasis on annual institution bonuses but without neglecting the others.

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Mean
	%	%	%	%	%	
Salaries and wages	60	30	0	8.3	1.7	4.38
Annual institution performance bonus	66.7	21.7	5.0	3.3	3.3	4.45
Monthly target based incentive schemes.	51.7	31.7	11.7	3.3	1.7	4.45

Table 5: Compensation on employee retention

The results of further monetary motivation statements are illustrated in Figure 1:

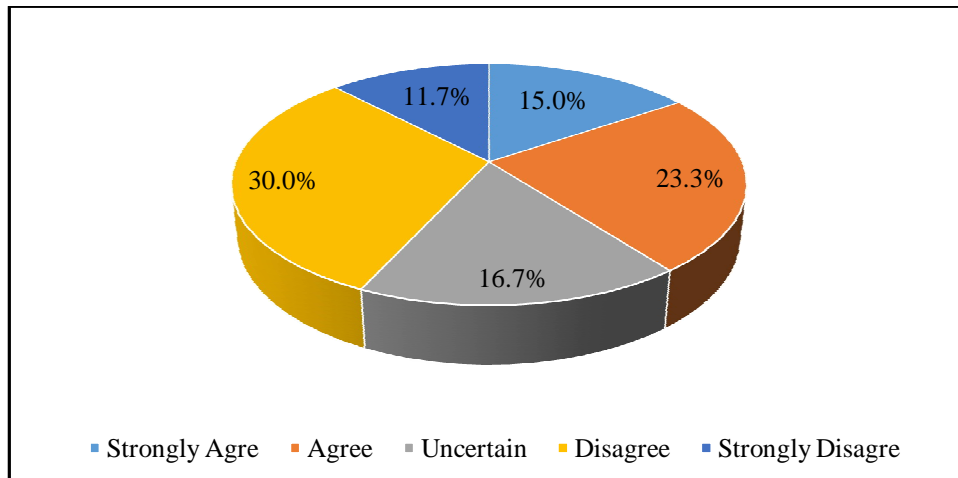


Figure 1: Monetary motivation is the only ones that motivate

As seen in Figure 1 it was revealed that 15% strongly agreed, 23.3% agree while 16.7% are uncertain that monetary motivation are the only ones that motivate. Figure 1 further presents findings with regards to monetary motivation being short term motivators.

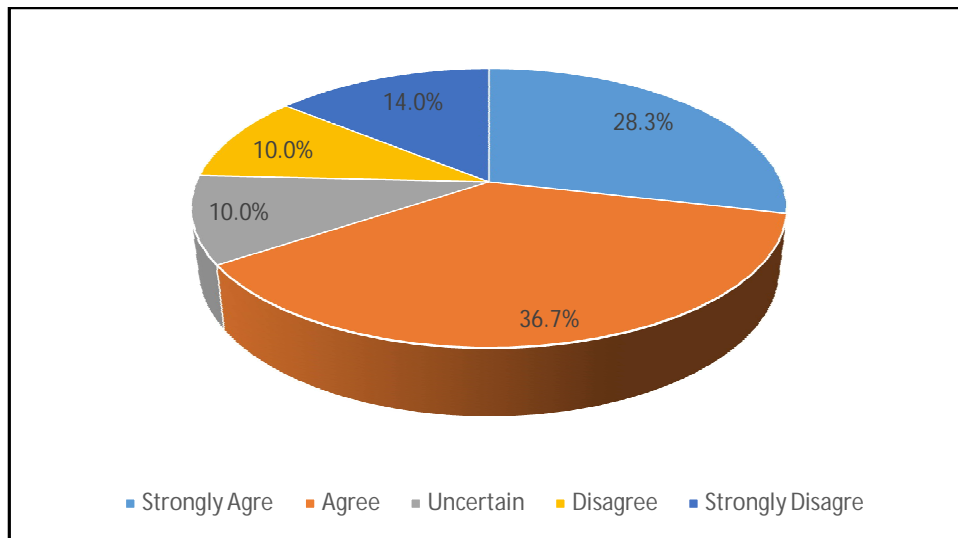


Figure 2: Monetary Motivation are Short-Term Motivators

The results reveal that 28.3 % of the respondents agreed, while 36.7 % agreed as 10 % were uncertain about monetary motivation being short term motivators. On the other hand, a total of 24 % of the respondents were in disagreement.

Figure 3 below, shows the respondents view in regard to how non-monetary motivation were necessary to improve job retention.

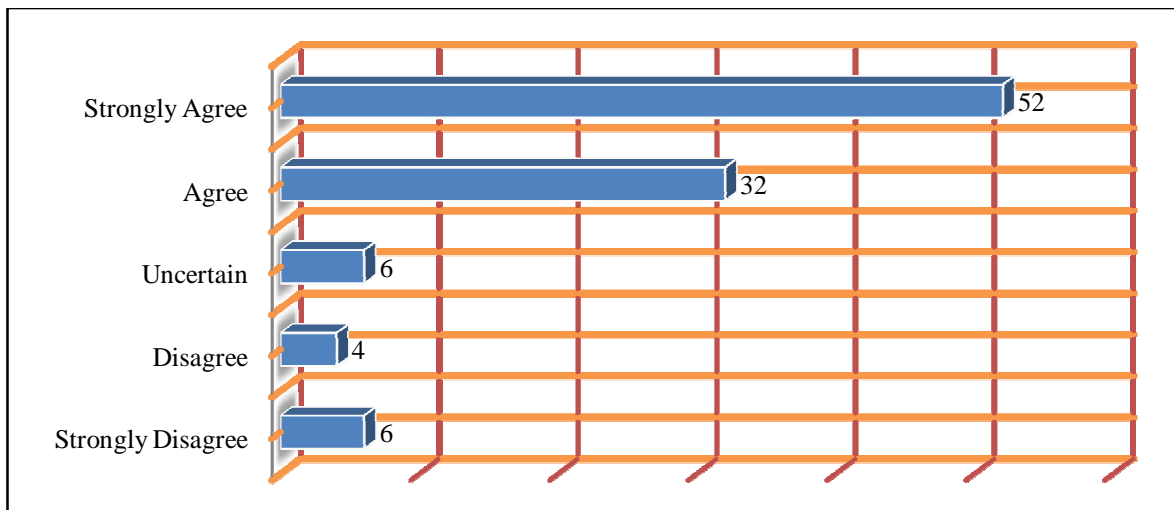


Figure 3: Non-monetary Motivation are Necessary to Improve Job Retention

The findings clearly show that 52% of the respondents strongly agree, 32% of the respondents agree, 6% of the respondents strongly disagree and 4% of the respondents disagree while 6% of the respondents were uncertain in regard to how non-monetary motivation are necessary to improve job retention.

As seen in Table 6, there is a positive significant relationship between compensation and employee retention at CUCK with a beta of .665 and p=0.000

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41.758	5.458		5.185	.000
	Compensation	.665	.213	.602	7.219	.000

a. Dependent Variable: Retention
 b. Independent variable: Employee compensation

Table 6: Employee Compensation and Employee Retention

4.4. Training and Employee Retention

The study further sought to examine whether employee training influence employee job retention at CUCK. The following subsection presents findings with regards to how training has influenced employee retention at CUCK. Table 7 presents findings with regards to how employees regard the element of employee training on their continuous stay in the organization. As seen in the table majority of the respondents agree that employee Training contributes to employee retention (91%), 72% agreed that there exists training and development opportunities at CUCK, 90 % of the respondents agreed that potential promotional opportunities are based one's training. On the other hand, 87 % of the respondents agreed that at CUCK career development is what motivates me to stick there. Additionally, 93 % of the respondents agree that CUCK has offered me opportunities to use my own initiative while 97 % of the respondents agreed that CUCK has offered employees more responsibility as a result of the trainings attended. Similarly, 90 % of the respondents agreed that CUCK has offered them excellent training opportunities to broaden the functions of the job while 95 % of the respondents agreed that CUCK has offered them frequent training that have enhanced the feeling of accomplishment they get from their job and finally 87 % of the respondents agreed that they have had excellent training opportunities to assist their team members.

Statement	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Mean
	%	%	%	%	%	
Employee Training contributes to employee retention	70.1	20.9	5.0	2.0	2.0	3.68
There exists training and development opportunities at CUCK	60.1	11.9	20.0	8.0	0	3.60
Potential promotional opportunities are based one's training and	55.0	35.0	5.0	5.0	0	3.61
AT CUCK career development is what motivates me to stick there.	72.0	15.0	3.0	5.0	5.0	3.61
CUCK has offered me opportunities to use my own initiative	69.0	24.0	7.0	0	0	3.51
CUCK has offered me more responsibility as a result of the trainings I have attended	74.0	23.0	3.0	0	0	3.50
CUCK has offered me excellent training opportunities to broaden the functions of the job	67.0	23.3	1.7	1.3	7.0	4.08
CUCK has offered me frequent training that have enhanced the feeling of accomplishment I get from my job	55.0	40.0	5.0	0	0	3.91
I have had excellent training opportunities to assist my team members	45.0	32.0	10.0	13.0	0	4.67

Table 7: Training and Employee Recognition

As seen in Table 8 below, there exists a positive significant relationship between training and employee retention with a beta of 0.601.

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	204.53	4.537		5.885	.000
	Training	.601	.359	.552	5.456	.000
a. Dependent Variable: Recognition						
b. Independent variable: Training						

Table 8: Training and Employee Recognition

4.5. Employee Recognition and Employee Retention

The study finally examined how employee recognition influences employee job retention at CUCK. Table 9 presents findings with regards to employee recognition. As seen in Table 10 it was evident that majority of the respondents were in agreement about how employee recognition contributes to employee retention (66.7 %). In the same regard 60 % of the respondents agreed that there exist employee training opportunities at CUCK. It was further revealed that 58.3 % agreed that they received informal praise from their superiors, similarly 65 % of the respondents agreed that they received formal praise from their bosses. It was further revealed that 65 % of the respondents received symbolic gifts such as caps, badges and t-shirts, while 63.3 % of the respondents were mention in monthly magazine. In addition, the study further revealed that 55 % of the respondents were received employee of the month gifts (nominated by management while 90 % of the respondents agree that at CUCK there was job and finally 93 % of the respondents received recognition of achieved goals and targets.

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree	Mean
	%	%	%	%	%	
Employee recognition contributes to employee retention	31.7	35.0	13.3	13.3	3.3	3.68
There exists employee training opportunities at CUCK	36.7	26.7	16.7	13.3	1.7	3.60
Informal praise from your superior (thank you)	25.0	35.0	25.0	10.0	0	3.61
Formal praise from your superior (certificate)	23.3	35.0	26.7	5.0	1.7	3.61
Symbolic gifts (caps, badges, t-shirts)	30.0	35.0	23.3	10.0	1.7	3.51
Mention in monthly magazine	30.0	33.3	26.7	6.7	1.7	3.50
Employee of the month gifts (nominated by management)	31.7	23.3	18.3	13.3	6.7	4.08
Job	81.0	10.0	6.0	2.0	1.0	3.91
Recognition of achieved goals and targets	73.0	20.0	7.0	0	0	4.52

Table 9: Employee Recognition and retention

As shown in Table 10 below, there exists a positive significant relationship between recognition and employee retention with a beta of 0.594.

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.61	214		6.015	.000
	Training	.594	.407	.457	5.4238	.000
a. Dependent Variable: Retention						
b. Independent variable=Recognition						

Table 10: Recognition and Employee Recognition

4.6. Chapter Summary

In this chapter, the study provides the findings with respect to the information given out by the respondents. The first section provides the findings based on the respondent's background. This was followed by the findings on how compensation leads to employee recognition. This section has also dealt with the findings on how training influenced employees' retention. Finally, it has also established the findings on how employee recognition which leads to employee retention.

5. Summary, Conclusions and Recommendations

5.1. Introduction

This section covers the summary of findings and the discussion of the main findings, drawing conclusions and making recommendations.

5.2. Summary

The main purpose of the study was to investigate the effects of motivation on staff retention in the workplace, with focus on CUCK. Research questions included the following: How does compensation influence employee job retention at CUCK? How does employee training influence employee job retention at CUCK? How does employee recognition influence employee job retention at CUCK?

Descriptive research design was adopted in this study. The target population consisted of 90 CUCK employees. A sample size of 45 respondents were employed. This represented 50% of the targeted population. Data collection was done using a standard self-administered questionnaire which was distributed to the respondents. Data analysis was by way of descriptive statistics in terms of the mean, mode, median and frequencies. Data presentation was in form of frequency tables, mean, and graphs.

It was found out that the majority of respondents felt that money played an important role as a motivation factor that improves employee job retention. The overall view, although still positive, indicated a lesser degree of positive response to the fact that salary and wages, annual performance bonuses and monthly target based incentive schemes are regarded as having a positive impact on employee job retention. The results further revealed that, monetary motivation is the only motivation that motivate employees which was rated low by the respondents. The results also stressed that monetary motivation can only be regarded as a short-term motivator.

There exists training and development opportunities at CUCK. Majority of the respondents agreed that potential promotional opportunities are based on one's training. At CUCK, career development was what motivates employees to stick there. Respondents agreed that CUCK had offered them opportunities to use their own initiatives. CUCK had offered employees more responsibility as a result of the trainings attended. CUCK had offered them excellent training opportunities to broaden the functions of the job, while, CUCK had offered them frequent training that had enhanced the feeling of accomplishment they got from their job, and finally, CUCK had had excellent training opportunities to assist their team members.

Finally, the study revealed that that majority of the respondents were in agreement about how employee recognition contributes to employee retention. In the same regard respondents agreed that there exist employee training opportunities at CUCK. It was further revealed that they received informal praise from their superiors. Similarly, respondents agreed that they received formal praise from their bosses.

It is recommended that the needs of employees should be seriously considered when designing and implementing a motivation system to motivate staff to remain in the institution. The first step would be to determine in which phase of the life cycle the majority of the employees are. Once this has been established, the hierarchy of needs in terms of importance within this life cycle phase must be determined.

In conclusion, compensation should be included in motivation schemes. CUCK should continue using training to motivate employees, as this will satisfy their needs since it is necessary for their career growth. Additionally, CUCK should conduct frequent workshops and capacity building seminars so as to ensure that employees have something to keep them loyal to the organization. CUCK should conceptualize the use of informal praise by superiors, symbolic gifts, mention in monthly magazine, and employee of the month awards in order to motivate employees to perform better. It also important for CUCK to involve the employees when determining the performance standards.

5.3. Discussion

5.3.1. Compensation and Employee Retention

From the findings, the study revealed that the majority of respondents feel that money plays an important role as a motivation that improves employee job retention. The findings affirm that compensation systems that organizations offer to the employees play a key role in increasing employee motivation, performance and productivity (Milgrom and Roberts, 2012). Motivation management process although mainly concerned with the design, implementation and maintenance of motivation systems is also structured in a manner that enables it to improve organizational, team and individual performance.

Individuals lose their drive and therefore become depressed as time goes by if they are not well rewarded. On the contrary, individuals will put more effort if they are rewarded accordingly. This is because lack of motivation systems brings about dissatisfaction and failure mode. Although money is part of the motivation systems, Armstrong (2010) confirmed that money is not necessarily the only motivator. He argues that a motivation will have a positive effect on the individual effort, if the said individual values the motivation as a person and perceives it as being appropriate to the effort he or she has expended in the activities that have directly or indirectly led to the reward.

It is revealed from the findings that the overall view, although still positive, indicates a lesser degree of positive response to the fact that salary and wages, annual performance bonuses and monthly target based incentive schemes are regarded as having a positive impact on employee job retention.

The results of further revealed that, monetary motivation is the only motivation that motivate employees, are rated low by the respondents. The results also stressed that monetary motivation can only be regarded as a short-term motivator. The findings agreed with a study conducted by Horwitz, Heng and Quazi (2013) where they also confirmed that compensation practices were still one of the most popular retention strategy. The study borrowed from the establishment of this study so as to be able to examine if contrary to modern belief, monetary compensation is not the highest employee motivator. It will be interesting to establish if money and perks matter, but employees tell us again and again that what they want most are challenging, meaningful work, good bosses, and opportunities for learning and development (as cited in Kaye, 2010).

Additionally, the assumption that today's employees live in stable homes, have sufficient educational backgrounds, and share institution behavioral standards falls short. Management is not trained to deal with the modern social patterns affecting the workplace. Studies indicated that employees stay when they have strong relationships with others with whom they work (Clarke, 2011). This explain the efforts of organizations to encourage team building, project assignments involving work with colleagues and opportunities for interaction both on and off the job.

5.3.2. Employee Training and Employee Retention

There exists training and development opportunities at CUCK, majority of the respondents agreed that potential promotional opportunities are based one's training. Organizations are seen to improve employees' retention rate through the adoption of job enrichment programs and thus enhancing their advancement opportunities. A part from promotion opportunities, the evaluation criteria used in the promotion and motivation system is considered as very important given that it affects employees' turnover. Ineffective performance appraisal and planning systems is likely to contribute to employees' perceptions of unfairness given that the employees are more likely to consider leaving the organization. Studies have found a significant and positive correlation between promotion practices and perceived employee performance; however, HR department outcomes were used as mediating variables.

At CUCK career development is what motivates me to stick there. Additionally, respondents agree that CUCK has offered them opportunities to use their own initiatives, CUCK has offered employees more responsibility as a result of the trainings attended. The findings agree with a study by Williams (2010), revealed that organizations need motivation to so as to get people motivated to do things that they would not otherwise do in the absence of such motivation. His study also established commented that motivation must be linked to performance. Ideally there should be a relationship between task performance and motivation Employee mobility involves both turnover and retention, which may be considered as different sides of a coin. A worker's turnover indicates her/his separation

from a given employment relationship. This study made use of descriptive research design however unlike his study this study will also employ regression analysis to measure the direction of the relationship between motivation and employee retention.

Mitchell et al., (2011), revealed that employers find replacement cost and hidden organizational cost high additionally workers find monetary and psychological costs taxing. Human capital theory considers voluntary turnover as an investment in which costs are borne in an earlier period in order to obtain returns over a long period of time. Therefore, the decision to stay in or leave an employment relationship involves evaluating cost and benefits. If the present value of the returns associated with turnover exceeds both monetary and psychological costs of leaving, workers will be motivated to change jobs. If the discounted stream of benefits is not as large as costs, workers will resist changing jobs. The present study concurs with these findings; however, it goes further to examine how relevant these findings are applicable to the context of developing nations.

The findings affirm that CUCK has offered them excellent training opportunities to broaden the functions of the job while CUCK has offered them frequent training that have enhanced the feeling of accomplishment they get from their job and finally CUCK have had excellent training opportunities to assist their team members.

5.3.3. Employee Recognition and Employee Retention

Majority of the respondents were in agreement about how employee recognition contributes to employee retention. In the same regard respondents agreed that there exist employee training opportunities at CUCK. Villegas (2012), explained that training has a direct relationship with employee retention. Training helps organization to increase employee retention and decrease turn over. The study by Villegas (2012), was cross sectional in nature and only focus on one element of the motivation system, which is training and employee development. This leaves a research gap with regards to other elements of the motivation system. The present study borrowed from this study by adopting training as one of the variables of the study. This is because one way many organizations have chosen to hang on to their top talent is by reinventing in their human capital- their specialized knowledge, skills, and abilities of an institution's workforce. After making the initial investment of hiring these employees, companies are now looking to provide their workforce with the tools needed to grow and develop as contributors to the growth of the institution.

Respondents confirmed that they received informal praise from their superiors, similarly respondents agreed that they received formal praise from their bosses. Armstrong (2010) states that employees have to be aligned to the organization vision and leaders must whet the appetite for truth in the employees in every possible way. According to him mentoring is the process of giving direction to the employees through constant guidance and advice on the course of action taken while training and development involves activities that add value to the education or skill levels of the employees. According to his definition, training will involve exposing the employees to expert coaching by specialist in their field so that they can learn new skills or improve their current way of carrying out tasks. Development will involve the organization allowing their employees to undertake courses that help them to progress in their careers such as in universities.

In addition, the study further revealed that the respondents received employee of the month gifts as recognition of achieved goals and targets. Identifying the developmental strategies that can motivate the employee commitment to the mission and values of the institution in order to motivate them and assisting the institution to achieve and maintain a competitive edge, is the emerging issue for the HR managers today. Gaining innovative skills and getting benefit of many diverse systems of is beneficial to employees and organizations. Employees consider their capabilities to gain on the job consequences and thinking themselves responsible for career, as their advantage by acknowledging satisfaction experience whereas organizations get advantage by encompassing skilled and more productive employees.

5.4. Conclusion

5.4.1. Compensation and Employee Retention

On compensation and employee retention, the study concluded that the majority of the respondents felt that money plays an important role as a motivation that improves employee job retention. The overall view, although still positive, indicates a lesser degree of positive response to the fact that salary and wages, annual performance bonuses and monthly target based incentive schemes are regarded as having a positive impact on employee job retention. The results further concluded that, monetary motivation was the only motivation that motivate employees, are rated low by the respondents. The results also stressed that monetary motivation can only be regarded as a short-term motivator.

5.4.2. Employee Training and Employee Retention

On employee training and employee retention, the study further concluded that, there exists training and development opportunities at CUCK, majority of the respondents agreed that potential promotional opportunities are based on one's training. At CUCK career development is what motivates employees to stick there. Additionally, it was concluded that CUCK had offered them opportunities to use their own initiatives. CUCK has offered employees more responsibility as a result of the trainings attended. CUCK had offered them excellent training opportunities to broaden the functions of the job while CUCK had offered them frequent training that had enhanced the feeling of accomplishment to their job. Finally, CUCK had had excellent training opportunities to assist their team members.

5.4.3. Employee Recognition and Employee Retention

On employee recognition and employee retention, the study concluded that that majority of the respondents were in agreement about how employee recognition contributed to employee retention. In the same regard, it was concluded that there exist employee training opportunities at CUCK. It was further concluded that they received informal praise from their superiors. Similarly, respondents agreed that they received formal praise from their bosses. In addition, the study further concluded that CUCK employees received employee of the month gifts as a recognition of achieved goals and targets.

5.5. Recommendations

5.5.1. Recommendations for Improvement

5.5.1.1. Compensation and Employee Retention

From the study, it is recommended that the needs of employees, should be seriously considered when designing and implementing a motivation system to motivate staff to remain in the organization. The first step would be to determine in which phase of the life cycle the majority of the employees are. Once this has been established, the hierarchy of needs in terms of importance within this life cycle phase must be determined. From the conclusions of this study it is clear that compensation should be included in motivation schemes.

5.5.1.2. Employee Training and Employee Retention

CUCK should continue using training to motivate employees, as this will satisfy their needs since it is necessary for the career growth. Additionally, the study recommends the need for CUCK to conduct frequent workshops and capacity building seminars so as to ensure that employees have something to keep them loyal to the organization.

5.5.1.3. Employee Recognition and Employee Retention

CUCK should conceptualize the use of informal praise by superiors, symbolic gifts, mention in monthly magazine, and employee of the month awards in order to motivate employees to perform better. Secondly the study recommends that it is important for CUCK to involve the employees when determining the performance standards. When the performance standards have been established, employees need to be trained to ensure that all employees understand the performance standards. The second step should be to ensure that feedback and recognition regarding employees' performances take place on a regular basis. The feedback should be in the form of face-to-face discussions to enable the employee to mention any limitations that impacted on his performance. During the course of these sessions the performance standards should be reviewed to set new standards in the event of problems being experienced and to ensure continuous improvement.

5.5.2. Recommendations for Further Studies

The following recommendations should be picked up by other researchers:

1. Recommendation on the scope/data collection of the study: There should be more inclusive research to target more respondents within the institution or more than one training institution for comparison purposes.
2. On research data analysis procedure: There should be other methodology on data analysis procedure to bring out comparisons of the variables which determine employee retention. For example, relationship between motivation systems and employee retention
3. Further studies should be done on a comprehensive training system for CUCK.

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APPENDICES:

Section 1: General Information

Tick the appropriate response from the alternatives provided.

1. Name ----- (optional). Gender: M F
2. Age

20-30	31-40	41-50	51-60	Above 60
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3. Monthly Income (Kshs.):
 - Under 20,000
 - 20,001 – 40,000
 - 40,001 – 60,000
 - 60,001 – 80,000
 - Above 80,000

Section 2: Compensation on Employee Retention

Using a scale of 1-5 tick the appropriate answer from the alternatives, **1- Strongly Disagree 2-Dissagree 3-Uncertain 4-Agree 5-Strongly Agree**

<p>4. The following are valuable for employee retention</p> <ul style="list-style-type: none"> ▪ Salary and wages. ▪ Annual institution performance bonus. ▪ Monthly target based incentive schemes. 	
<p>5. Do you agree with the following statements regarding Monetary motivation?</p> <ul style="list-style-type: none"> ▪ Monetary motivation helps to retain competent employees ▪ Monetary motivation are short-term motivators for employee retention 	
<p>6. Do you agree with the following statement regarding non-monetary motivation and employee retention?</p> <ul style="list-style-type: none"> ▪ Non-monetary motivation is necessary to improve employee retention 	

Section 3: Employee Training and Employee Retention

Using a scale of 1-5 tick the appropriate answer from the alternatives, **1- Strongly disagree 2-Dissagree 3-Uncertain 4-Agree 5-Strongly Agree**

<p>7. The following statements are true about employee training and retention.</p> <ul style="list-style-type: none"> ▪ Employee Training contributes to employee retention ▪ There exists training and development opportunities at CUCK ▪ Potential promotional opportunities are based one’s training and ▪ AT CUCKcareer development is what motivates me to stick there. ▪ CUCK has offered me opportunities to use my own initiative ▪ CUCK has offered me more responsibility as a result of the trainings I have attended ▪ CUCK has offered me excellent training opportunities to broaden the functions of the job ▪ CUCK has offered me frequent training that have enhanced the feeling of accomplishment I get from my job ▪ I have had excellent training opportunities to assist my team members 	
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Section 4: Employee Recognition on Employee Retention

Using a scale of 1-5 tick the appropriate answer from the alternatives, regarding employee training at CUCK**1- Strongly Disagree 2-Dissagree 3-Uncertain 4-Agree 5- Strongly Agree**

<p>8. The following statements are true about employee recognition and retention.</p> <ul style="list-style-type: none"> ▪ Employee recognition contributes to employee retention ▪ There exist employee training opportunities at CUCK ▪ Informal praise from your superior (thank you) ▪ Formal praise from your superior (certificate) ▪ Symbolic gifts (caps, badges, t-shirts) ▪ Mention in monthly magazine ▪ Employee of the month gifts (nominated by management ▪ Employee of the month gifts (nominated by fellow employees). ▪ Recognition of achieved goals and targets 	
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