

**RELATIONSHIP BETWEEN HUMAN RESOURCES PRACTICES AND
EMPLOYEE RETENTION IN SELECTED REFERRAL HOSPITALS IN KENYA**

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(Human Resource) of Kenya Methodist University

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DECLARATION AND RECOMMENDATION

DECLARATION

This thesis is my authentic work and has not been presented for a degree or any other award in any other University.

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RECOMMENDATIONS

We confirm that the work reported in this thesis was carried out by the candidate under our supervision.

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DEDICATION

This Thesis is dedicated to my wife Fartun Hassan and my children Roba and Yusuf for their understanding, support and encouragement.

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ABSTRACT

Employee retention is a crucial issue for organizations because it guarantees that they have put in place tactics to maintain employees for the greatest amount of time possible. Organizations need to be very articulate when coming up with the human resource practices to ensure they are geared towards employee retention. Studies have revealed that if the human resource practices are well defined to fit into the organizational requirements, then generally the performance is improved and there is employee retention. The main aim of this research was to assess the relationship between human resource practices and employee retention in selected referral hospitals in Kenya. The specific objectives were to establish the effect of talent management, training, leadership development, and employee benefits on employee retention in Kenya's referral hospitals. Resource-based vision theory, human capital theory, and open book management theory were the theories that guided the research. The research adopted a descriptive research design. The instrument for data collection process was a questionnaire. The intended audience consisted of 107 respondents who were human resource managers, CEOs, and section heads from particular referral hospitals in Kenya. The researcher conducted a census in which the entire population was looked at because the responders were few in number. The study used content validity and Cronbach's Alpha to assess the reliability of the instrument. With the use of inferential and descriptive statistics, the data collected with the aid of the instrument were further clarified after being analyzed with SPSS (Version 23). The gathered data was easier to grasp as a result of this. talent and retaining employees. The statistics show a favorable and strong link between management and performance. Additionally, training and staff retention had a favorable and significant relationship. Employee retention was positively impacted by leadership development and employee benefits. The study also concluded that upcoming talents are recognized in the referral hospitals. In addition, proper talent selection and talent monitoring is done in most referral hospitals in Kenya. Further, talent is continually evaluated in most referral hospitals in the organization. The study also concluded that most referral hospitals in Kenya do job training. Further most referral hospitals give their employee time off as well as study leaves. The study concluded that there is career mentorship and goal setting in most referral hospitals in Kenya. As a result, the study recommends that the human resource practices utilized in the study be adopted to improve staff retention in all hospitals, not just the ones studied. Programs for staff mentoring and coaching should be introduced at referral hospitals without them because they help with employee retention. According to the findings, referral hospitals should encourage active cooperation throughout the entire organization. Additionally, they need to make sure that the company provides career paths for workers.

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LIST OF ABBREVIATIONS AND ACRONYMS

CEO:	Chief Executive Officer
HR:	Human Resource
HRM:	Human Resource Management
NACOSTI:	National Commission for Science, Technology and Innovation
RBV:	Resource Based View
SPSS:	Statistical Package for Social Sciences
WHO:	World Health Organization

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Globally, companies strive to remain on top of the game in terms of performance and competition. This notwithstanding, employee retention has been considered an enabler over time in achievement of outstanding performance in organizations. As a result, firms will go to any length to keep high-performing staff for as long as possible in order to avoid the costs and stress of acquiring new personnel. Therefore, one of the functions of human resources is to ensure that an organization does not lose employees. If an employee leaves, they are considered to be an asset to the company (Rothwell, 2012).

Many businesses always turn to their current workforce to fill open positions or even consider them for promotions. Internal hiring lowers overall costs because current workers don't actually need organizational culture training because they've been continuously developed over the talent management phase (Rothwell, 2012). They maintain that, in addition to lowering hiring costs, it also facilitates time savings and confusion reduction during the onboarding process for new employees. Once orientation is complete, they believe, employees can begin working effectively and efficiently (Rothwell, 2012).

Through talent management, organizations can be able to develop unique competencies that would help them outperform their rivals in the market and help boost organizational performance and achieve employee retention. Talent management is a very key ingredient in realizing the achievement of organizational goals which in turns translates to organizational success. Talent management therefore is the effort to improve the identified capabilities of employees and

putting measures meant to grow the talents (Gothard & Austin, 2013). When talents are grown it means there is monitoring and evaluation in the organization and that employee development is evident since it is talented employees that drive the organization to achieve its maximum potential. Every organization longs to have very talented employees since they act as role models and in any case they are major component in nurturing the upcoming young talents as a strategy to employee retention and organizational success (Gothard & Austin, 2013).

In the third world countries, the health care system encounters various predicaments; one of the main problems encountered is the human resource retention. The system is constructionally and consistently fragile and this makes it difficult for it to render effectual service when they are highly required. It is believed that brain drain has played a major role in making the situation complicated and even worsening it (Oyelere, 2007). The accessibility of physicians in Africa is considered to be worse when compared to several regions of the globe. The lack of access to the health workers is the main reason as to why the people cannot be in a position to receive sufficient healthcare (Chankova, 2006). According to Hunt (2009), when a health organization is not able to retain its health workers, the bottom line of the organization will be influenced negatively. Reduced patient care Dana (2005) patient loss (Price Waterhouse Coopers, 2007) higher staff costs, greater nurse turnover, and (Anderson et al., 2004) increased medical staff turnover will all have an influence on patient care. Anderson et al. (2004) maximum staff costs, increased number of accidents and absenteeism (Glass et al., 1993).

There are a variety of reasons why professionals may choose to relocate to industrialized countries. They include: information and communication access, and technology that makes jobs simple to find or makes it uncomplicated to carry out applications for a visa, their increased rate of recruitment to fill vacancies, accessibility to employment opportunities, increased earnings

and good working conditions in developed countries (Stilwel et al., 2004; Torrington et al., 2011) , the existence of safe and favorable living conditions; and increased chances for advancing academically through the refresher courses, availability of Internet and through conducting studies in the existing libraries.

Seteni et al. (2019) argue that the success of an organization can be realized through employee retention whereby they should be motivated through various ways as per the organization guidelines. When an organization has strategies that make employees stay for the longest period of time possible, it ensures talent and competences are not drained in an organization. Organizational success aims at maximizing the resources available and reducing cost as much as possible while on the other hand having in mind the organizational goals. This therefore means if turnover is reduced when the organization has the right retention strategies, cost is reduced as no recruitment associated costs are incurred and also training cost is reduced (Singer & Griffin, 2014).

In implementing employee retention, organizations need to prioritize training and development. This can help employees to be very aware of the goals of the organization and fit perfectly into the culture of the organization. Islami et al. (2018) found that training and development increased the courage of employees in carrying out daily activities, thereby providing a sense of belonging and belonging to the company. This is crucial for the organization because it promotes staff efficiency and effectiveness, which leads to the achievement of goals and the organization's success. An organization that put invests in training its employees whether on the job or off the job, in most cases win the loyalty of its employees thus the employees are not in a hurry to exit the organization as they feel enriched and valued.

Leadership development can be achieved by continuously evaluating and improving existing talent, taking into account the achievement of the goals and objectives of the organization that have been set (Wickramasinghe & Sajeevani, 2018). Leaders are instructed to do so from the first day of entering an organization, according to Islami et al. (2018). This can only be accomplished by making daily attempts to improve it. Gothard and Austin (2013) claim that organizations can promote strong leadership and cross-departmental linkages by utilizing efficient leadership development approaches that permit regular organizational goal analysis.

According to Baldwin and Ford (2013), leadership development attributes the pursuits that enhance the capabilities, courage and the skills of leaders. They continue to argue that the standard of the programs, the quantity of assistance and acceptance from leaders, and the features of an individual that is being developed are the factors that highly influence the accomplishment of leadership development. There are various analysts who tend to make a distinction between leadership development and leader development. Leadership development is utilized when mentioning the development initiatives concentrating on mutual authority in a company while leader development is used when referring to individuals. In the process of succession planning, it is customary for leadership development to be involved because it focuses on producing leaders of high-caliber to assume superior positions when they are vacant (Gregerman, 2013).

The shortage of healthcare staff is not only a problem in Kenya, but also in several other African countries. Kenya is one of the countries with a shortage of health personnel. The World Health Organization has established a minimum entry rate of 23 doctors, nurses, and midwives per 10,000 people, which is vital for providing critical health services to children and mothers. At the moment, the ratio of Kenya is at 13 per 10 000 (World Health Organization [WHO], 2016). In the rural areas, it is noted that the scarcity of healthcare workers is encountered at an increased

rate. According to a recent Transparency International analysis, rural areas are grossly underserved, with deficiencies in provincial and rural health institutions ranging from 50% to 80% (TI-K, 2016).

The Kenyan health sector encounters several predicaments with the human resource, predominantly a general shortage of workers in areas that are crucial. This situation is aggravated by the increased number of trained workers in the health sector migrating to work abroad. The workers who are left to work in Kenya are unequally distributed in the rural and urban regions (Dambisya, 2017). The health services in Kenya are being endangered by the brain drain of medical workers. Brain drains or brain waste causes Kenyans to lose 20 medical workers monthly on average (Ndetei et al., 2018). The current rate of emigration of doctors is at 51%, most of the doctors migrate to the United Kingdom; the rate of emigration of the nurses is estimated to be at 8%.

The pace of health care management and staff retention is likely to be complicated by the decentralization of healthcare in Kenya. The Kenya Health Policy 2012–2030 can direct the health sector in identifying and setting mandatory requirements to fulfill the government's health goals as a result of the delegated government. This plan is consistent with Kenya's Vision 2030, Constitution, and global health objectives like the MDGs (MMS & MPHS, 2012). The main directives of the MOH according to the policy paper, are to promote national policies, provide technical assistance at all levels, monetize health care status and standards, provide recommendations on health rates, and conduct administrative and management research.

The establishment of a district health department was mandated by the Kenya Health Policy 2012–2030 with the goal of establishing and leveraging the institutional and managerial

frameworks that would be in charge of benchmarking and supervising the implementation of county health policies and services. Political calls for the formation of a county health surveillance team were made in addition to the County health councils. These will assist to avail executive and applied supervision structures in all the counties so as to harmonize the conveyance of health services through the health facilities in every county.

It has been revealed that in spite of the extensive public finances that were used to train the healthcare workers in Kenya and the abundance of infections, an increased number of workers is still seen migrating from the country. These disclosures gave rise to the researcher seeing the essence of practically investigating the role of HR practices including talent management, training, leadership development and employee benefits on retention of the healthcare workers in selected referral hospitals in Kenya.

1.2 Statement of the Problem

Health practitioners are critically essential in the successful operation of the health systems. The system expects that the workers were in a position to stick to a company for a substantial amount of time as they provide services to the needy citizens of their country in matters affecting their health (WHO, 2016).

Employee turnover is regarded to be a factor that extensively influences the health care systems. The practical studies that have been carried out indicate that the healthcare system of Kenya encounters several predicaments in the human resource sector. Predominantly, it encounters the problem of insufficient workers in crucial areas; this situation is made worse by the increased number of healthcare trained workers that migrate to work abroad. Brain drain or brain waste causes Kenyans to lose 20 medical workers monthly on average (Ndeti et al., 2018). The current

rate of emigration of doctors from Kenya is at 51%, most of the doctors migrate to the United Kingdom; the rate of emigration of the nurses is estimated to be at 8% (WHO, 2020). The health workers that remain in the country are unequally distributed in the rural and urban regions. If the current practice of squandering Kenya's priceless human resources for health and other professionals continues, Kenya's chances of meeting the Millennium Development Goals on health and Kenya Vision 2030 may suffer.

Compensation, career development, work-life balance, work environment, workers benefits, employee relations, job design, training, enlistment, and preference are some of the factors that affect the rate of retention in human resource management practices (Bierrglee et al., 2009; Gupta, 2008; Mello, 2009).

Previous studies have linked human resource management practices to employee retention. However, because they were conducted in nations with different environments than Kenya, studies like (Jagero et al., 2017; Ratna et al., 2018; Wu et al., 2016) exhibited a contextual gap. Nyambura and Kamara (2017) found that staff retention in public universities was positively correlated with professional training, development, and mentorship. Muma (2018) found that leadership development positively influenced worker retention at Deloitte Kenya. Nonetheless, these studies focused on education and production sectors, which are different from the health sector. The suggested study aims to investigate the association between human resources strategies and employee retention in selected referral hospitals in Kenya in light of the aforementioned information gap.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of the study was to assess the relationship between human resources practices and employee retention in selected referral hospitals in Kenya.

1.3.2 Specific Objectives

- i. To evaluate the effect of talent management on employee retention in selected referral hospitals in Kenya.
- ii. To determine the effect of training on employee retention in selected referral hospitals in Kenya.
- iii. To evaluate the influence of leadership development on employee retention in selected referral hospitals in Kenya.
- iv. To analyze the influence of employee benefits on employee retention in selected referral hospitals in Kenya.

1.4 Research Hypothesis

H₀₁ There is no significant relationship between talent management and employee retention in selected referral hospitals in Kenya.

H₀₂ There is no significant relationship between training and employee retention in selected referral hospitals in Kenya.

H₀₃ There is no significant relationship between leadership development and employee retention in selected referral hospitals in Kenya.

H₀₄ There is no significant relationship between employee benefits and employee retention in selected referral hospitals in Kenya.

1.5 Significance of the Study

The research is essential to the administration of the hospital since they will be more enlightened on issues of human resource practices and how they can use them to retain employees. The employees will also find the study to be advantageous because it will help them to understand better the reason for the selection of the various HR practices and why they should practice them collectively. Future scholars will also have a basis on Human resource practices and employee retention and have an opportunity to do a similar study even in other areas. It can be used to learn about human resources procedures and staff retention.

1.6 Scope of the Study

The researchers wanted to see if there was a link between HR practices and employee retention in a few Kenyan referral hospitals. The specific objectives included; talent management, training, leadership development and employee benefits. The study's target audience included CEOs, division heads, and managers of human resources from Kenya's chosen referral hospitals (Isiolo, Meru and Nanyuki referral hospitals). The CEOs, section heads, and human resource managers from the respective referral hospitals were among the responders. Questionnaires were utilized to collect data on the topic in order to assess the relationship between human resource procedures and worker retention at the referral hospitals chosen.

1.7 Limitation of the study

Human resource practices differ from one institution to another which means that the respondents who have worked in several institutions could be confused due to different HR

practices. So as to evade this, the respondents were clearly informed by the researcher that the views should be on the institution one is currently working for. All respondents were not familiar with the topic thus the need to explain the same and help them understand before issuing the questionnaire.

1.8 Significance of the Study

This research will be advantageous to the organizations by enabling them to adapt to the best HR practices that will help them retain their employees. As such organizations should focus more on the practices that cater for employees' needs and voices since they are the implementers of the organizational strategies. The society will benefit through creation of employment that is fair and equitable. The learners may use this as a learning tool to be able to understand better issues pertaining HR practices and employee retention.

1.9 Assumptions of the Study

The research assumed that the data obtained was accurate to the best of the respondents' knowledge and had not been tampered with. It was also anticipated that the information gathered was used to examine data in the study.

1.10 Definition of Terms

Talent Management: The efforts employed to improve the identified capabilities of employees and putting measures meant to grow the talents (Gothard & Austin, 2013). An organization that values its employees will always keep track of the talents to be able to identify and retain the most sought for talents.

Training: is defined as an effort to improve workers' current and future performance through learning, altering attitudes, or enhancing their knowledge and abilities (Wickramasinghe & Sajeevani, 2018).

Leadership Development: This is regarded as the pursuits that enhance capabilities, courage and skills of leaders (Baldwin & Ford, 2013). An organization that put more emphasis on developing employees who take over leadership positions in future enjoys employee retention since those under the program are aware of the benefits accrued.

Employee Benefits: This type of benefit is also referred to as fringe benefits, these are the benefits that are offered to the workers over and above their earnings. Examples of this benefits are like being offered vacation, retirement benefits, profit sharing and overtime (Ongaki & Otundo, 2015).

Employee Retention: This refers to the capability of a company to retain their workers for the longest period of time possible (Kompaso & Sriendeyi, 2012). This therefore means if turnover is reduced when the organization has the right retention strategies, cost is reduced as no recruitment associated costs are incurred and also training cost is reduced (Singer & Griffin, 2014).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The theories that underpin the study, the empirical assessment of the study, the conceptual framework that depicts the correlation between the study variables, and the operational framework that displays the parameters were all reviewed in this section.

2.2 Theoretical Review

2.2.1 Resource Based View Theory

According to Joo et al. (2013), human resource systems can give an organization a long-term competitive advantage by fostering the development of firm-specific competencies, the emergence of a distinctive body of knowledge, and the maintenance of strong social ties inside the workplace. A company's systems and other components can sustainably contribute to its total competitive advantage, according to the central principle of the resource-based perspective. This suggests that a resource must be rare, valuable, original, and inimitable in order for a company to maintain a competitive edge and be challenging for rivals to imitate. The theory states that the resources are highly likely to supply a firm with an encouraged competitive benefit as compared to the financial, physical or technical. This is because of the fact that they can hardly be emulated (Bharadwaj, 2000). For the organization's long-term competitive advantage and strategic asset, employees are also important assets. To achieve this distinctness, it is necessary to have a well-defined management structure, adequate financial resources, qualified employees, and timely communication that includes feedback (Lengnick-Hall, & Lengnick-Hall, 2002).

A company needs to consistently be able to do things differently or in a unique way in order to carve out a niche where the clients it serves will want to return time and time again since there are no alternatives that can match what it offers. The resource-based perspective also evaluates an organization's assets and capacity to create value before designing a strategy that enables it to realize the greatest possible value in the shortest amount of time (Hinterhuber, 2013). In light of this research, businesses should create human resource policies that set their organization apart and train their staff on how to uphold the standards and utilize the resources at hand to deliver standardized services. When it comes to carrying out tasks in a distinctive manner that people appreciate, having faith in the caliber and avoiding financial loss, as well as making sure that input can meet expectations for output and generate returns, promotes success and also draws employees to stay longer (Hinterhuber, 2013).

This idea was important to this study since the primary goal of every firm is to beat competitors, have the most qualified people and retain them so that they do not quit prematurely, and dominate the market while ensuring long-term high performance. Because the company needs to be able to recruit the desired talent that will drive the business's vision and mission, the theory was applicable to all of the study objectives. Also, the organization should ensure continued staff training to ensure they have unique skills and experiences to be able to give them a competitive advantage. Through leadership development, the organization will be so rich in terms of human resources as the vision carriers will already possess the blood of the organization thus saves on recruitment and training cost and finally the organization should be able to treat its employees as valued assets and offer them deserved benefits which in turns motivates the employees to focus on performance while at the same time retaining them.

2.2.2 Human Capital Theory

The intangible assets in a company, which constitute human capital, play a significant role in the organization's overall success. Employer training, talent management, staff retention, and acquired skills can help businesses build up their human capital (Gary & Mincer, 2011). Every organization must ensure that it has unique human resources in terms of skills and competencies, which means that competitors cannot easily imitate, thus resulting in a competitive advantage. Human capital assets are difficult to duplicate or purchase, which means that success is possible when an organization can retain employees with unique skills and competencies. This implies that it is the duty of every organization to pay close attention to the demands on its human resources and to offer favorable working conditions and motivation, as these factors promote effectiveness, efficiency, and engagement, all of which have an impact on the performance of the organization as a whole. Furthermore, having the proper resources necessitates having the right human resources to achieve optimal resource utilization.

According to Gary and Mincer (2011), organizational skills, human characteristics that provide intrinsic and quantifiable economic value, knowledge accumulated over time in organizations, and organizational social aspects make up human capital theory. He went on to say that the theory of human capital is a mathematical representation of what people can give to the economy. In terms of human capital, social structure, symbolic capital, and long-term economic capital, culture plays a role in an organization's success. Organizations use employee training, career development, talent development, and retention tactics to ensure they have the right human resources to be recognized as organizational assets.

The question of how people can be turned into capital assets and subsequently considered as a key aspect of the company's success aroused interest in management accounting (Crook et al.,

2014). Hence, it leads to a situation where organizational success is predicted by objective decisions versus future preferences and expectations of current outcomes. Human resources can be achieved through, among other things, ongoing training, talent management, leadership development, and employee benefits, which vary from organization to organization.

This theory is important for this research because organizations can control the supply and demand of human capital. Organizations will also be able to detect present and potential talent gaps, as well as where to focus their efforts if they need to be filled. This theory also aids in identifying the type of human capital that secures the organization's long-term existence while boosting the utility of services gathered as a result of the organization's human capital availability. This also has an impact on all study objectives as the organization must have the right talent and ensure proper talent management, continue to train employees, identify and continue to develop leaders and finally ensure they have significant benefits for employees as a magnet for the sought after. talent and as a strategy to retain competent employees.

2.2.3 Theory of Open Book Management

Changcoco et al. (2018) argue that open-book management considers the trendy new management ideas empowerment, looks into total quality management, and builds teams that will help into building business logic. He continues to state that this theory benefits the organization in that employees understand fully why they are called into problem solving, cost reduction, reduction of defects and quality service delivery. This theory is significant to the study because the employees own the entire business process and become the vision carriers. This too serves as a retention point for competent employees as their commitment to what they own keeps them in the organization. The employees also understand their roles and the impact of their

contribution into the organization. The employees as human capital of an organization are considered an asset and also valuable people with skills rather than people with valuable skills.

According to Hindle (2008), allowing everyone to express their opinions and participate in the decision-making process is one of the most effective strategies to ensure efficiency, profitability, productivity, and retention in any company setting. This theory is revolutionary in that it is based on two assumptions which include narrowing the job scope in the easiest way possible and adopting a system that encourages little or no direct job supervision (Antonakis & Robert, 2013). Organizations are being driven to adopt a management style that is very inclusive in character while assuring overall organizational performance as a result of changes in the organizational and social environment. This theory gets everyone mind set in way that is going to contribute to the profitability and quality service delivery of the organization since people are more committed if they are involved in the operations and the decisions of an organization.

It is also relevant in that people are the service providers and implementers and if their voices are given attention it means that they can modify and implement the services in a collective manner rather than when the roles and duties are imposed on them. When talent is selected correctly, employees speak and act in unison thus driving the organizational goals. With continued training employees feel a sense of belonging and they can also table their voices on the areas that need more attention in terms of training all efforts directed towards good and improved performance. Even within the period of training employees would still stick to the organization to completion. Through a participative form of leadership, leaders are gradually developed since learning and coaching is done continuously. Finally, in this form of leadership where the management is open to ideas, there is ease of administering and agreeing on the benefit packages hence in most cases employees are satisfied hence retention.

2.3 Empirical Review

2.3.1 Talent management and employee retention

Talent management is now widely recognized as necessary in a highly competitive and dynamic environment to guarantee that accessible skills are not lost, since they are the backbone for organizational survival and success while also giving a competitive advantage (Ebrahim et al., 2021). Furthermore, according to Kehinde (2016), there has been an increase in organizational failure in terms of talent management, which has come from poor planning, which has a beneficial impact on staff acquisition and development.

Alice (2016) conducted study in Kenya on the impact of talent development on employee retention and concluded that organizations have challenges in talent development therefore being at a risk to lose the talented employees to the competitors. This leads to paralysis when it comes to the function of leadership development since it is the retained employees that are developed with time. Her argument was continued and she realized that the domain of talent management was not given emphasis in Kenya where in the public sector it was up to 30% and in the private sector it was emphasized up to 60%.

Wu et al. (2016) did a study on the benefits accrued from the existing management practices across industries and concluded that the process of talent management starts from the recruitment time moving on to workforce alignment, people development and giving constant feedback to the involved parties within the organization to ensure success. Talent management is not uniform across all the organization but it takes the preferred within the different organizations which fits every organization best. This means that every organization goes for the practice in terms of

management which they believe will give them maximum benefit in terms of achieving organizational success.

Mokaya (2016) reveals that when a company is not in a position to retain its workers, it is prone to incur many expenses linked to hiring employees, recruiting the employees and training them. It is recommended that company should contrive and adapt to human resource management strategies which ensure that employees are retained in the same company for the longest amount of time possible. This ensures that talents are not stolen from the organization or lost to the rivals in similar business leading to poor performance as a result of lost talents. Ensuring low employee turnover benefits the organization, the individuals and the society at large (Ngo et al., 2018). When employees leave the organization, it affects the organizational performance due to service disruption to the clients. It is also expensive for the organization to lose an employee because of the expenses that are linked to hiring, induction and training of new workers thus poor performance in the long run.

Muthina (2018) defines talent management as "organizational initiatives to improve and sustain employees' distinctive abilities in order to meet employee and organizational goals." Talent development encompasses not just the human body's leadership role in the company, but also the individual's distinctiveness (Njoroge, 2017). This study is backed up by Njiru (2018) who claims that a fundamental issue for state-owned firms and most state institutions, notably in Kenya, is their capacity to put in place the proper talent development efforts to assure a long-term workforce.

Njoroge (2017) conducted study on people management strategies in Kenyan commercial state enterprises, concluding that human capital was the most important factor in achieving

organizational success. If an organization has very talented employees it has a competitive advantage over an organization that is always recruiting or that which has a high turnover as the culture is not well established within the organization thus challenge in achieving organizational success. He noted that talent management was highly helpful to businesses in terms of performance, but public sector performance was poor since it placed less attention on the same than the private sector, which did.

Employee engagement and loyalty are no longer crucial to HR management; instead, employee performance is increased by personal development, learning, and employability (Ratna et al., 2018). In addition, research shows that the most important aspect in the talent development process is the training and development programs that need to be carried out so that employees can fulfill their mandates effectively.

People can recognize their value through remuneration, according to McCloskey and Mateo (2016), which is linked to how much effort they believe they put into a company. If an employee is very gifted in a specific area, he or she should be compensated accordingly. Employers who recognize talent and have a robust talent management program, they believe, enable workers to offer expected compensation so that employees can understand their level of happiness. Employers may also consider advantages like as bonuses and benefits in order to retain and motivate talent, as well as giving flexible working hours to avoid work-life balance issues. People are more efficient and the organization's overall success increases when most of these tasks are completed.

According to Ibrahim et al. (2021), it is critical for businesses to focus on talent development methods rather than on acquiring people with various capabilities. Budu (2016) agrees

concluding that an increase in organizational productivity can be driven by minimizing the turnover rate, which may be due to the introduction of a development strategy. In addition, studies show that the main goal of many successful organizations is to create an environment that can retain employees in the long term.

An integrated research strategy was used by Narayanan et al. (2019) to investigate talent management and employee retention. This study examined the relationship between talent management and employee retention using the Resource Based Theory (RBV) and Social Exchange Theory (SET). Additionally, a conceptual model explaining the coincidental role of perceived talent and organizational equity in the relationship between talent management and employee retention was developed by incorporating perceived organizational equity theory and appropriateness theory in the context of talent management. This study reveals that talent management affects employee retention.

In Nairobi, Kenya, Onyando (2018) studied talent management and staff retention among program personnel in a civil society management organization. In this study, a descriptive survey design was adopted. Employee retention was found to be positively influenced by the talent management variable. This study found that talent management as a leadership style should be integrated into the organization's management process and not be built as a single process to effectively retain employees. In addition, this study found that through mentoring that leads to skills development; Employee qualifications increase encounters and sometimes go beyond organizational specifications, promoting company-specific features. Finally, the statistics demonstrate that in civil society management organizations, talent management and employee loyalty have a positive relationship.

Research on the effect of talent management on staff retention was conducted by Muriuki (2017) at Multichoice Kenya Limited. The findings reveal that talent management, as a multiple-choice employee recruiting process, has an impact on employee retention by affecting various areas of job posting, interviews, and testing their ability to do various jobs. Furthermore, the study discovered that assessing competence, acknowledging personnel, executing agreements, offering rewards, and providing room for improvement can all help. Employee benefits are increased by remuneration, and employee appreciation enhances employee retention, according to the study. This study was conducted at Multichoice Kenya Limited and as such represents a gap in scope. The study is currently being conducted in Kenya.

In Kiambu County, Kenya, Kendi (2019) studied talent administration and staff productivity among public high school teachers. This study was designed using a descriptive technique. The findings revealed a statistically significant beneficial association between employee performance and talent recruiting, training, retention, and progression. Talent recruitment, training, retention, and career development are major indicators of talent management that affect teaching staff performance. As a result, in order to improve staff productivity, service delivery, and goal attainment, public secondary school leaders must consider all of these indicators for their schools. This study uses motivational justice theory, Herzberg's motivation/hygiene theory and acquired needs theory, thus filling the theoretical gap.

A study was undertaken by Mangusho et al. (2016) to investigate the impact of talent retention on employee productivity. In the Kenyan beverage sector, it assesses the influence of personnel management as well as training, education, and development on employee performance. The researcher used a descriptive study approach using 2,500 Del Monte Company Kenya personnel as the target group. A sample of 83 employees was chosen depending on their workforce using

stratified sampling. Del Monte personnel are driven to keep their positions, according to the survey, which contributes to ultimate success.

Marinakou and Giousmpasoglou (2019) focuses on strategies for managing and retaining talent in luxury hotels: evidence from four countries. A qualitative technique was used to conduct twenty-seven face-to-face semi-structured interviews with luxury hotel managers in four countries (US, UK, Australia and Greece). A warm, family-oriented, and open atmosphere, teamwork, pay, continual planning, and training and development are all strategies for maintaining people in luxury hotels. We offer a Talent Management (TM) method that is both selective and inclusive, with implicit individual involvement.

In a rural public secondary school in Tanzania's Mkuranga County, Sikawa (2020) assessed the impact of strategic talent management measures on teacher retention. The aim is to look into the factors that influence teacher retention in remote secondary schools, including career development, continuity planning, work environment, and compensation management. This study was conducted using a descriptive research approach. Strategic people management practices, according to statistics, have a significant positive impact on teacher retention. The findings indicate that career development, continuity planning, working conditions, and pay management have a positive link with teacher retention in a rural public secondary school in the Mkuranga region. Because the independent variables have a positive and considerable effect on the dependent variable, and all explanatory variables have a positive effect on the involvement of rural public secondary school teachers in Mkuranga district, all null hypotheses are rejected in this study.

Lyria (2016) examined how talent management affects corporate performance in Kenyan enterprises registered on the Nairobi Stock Exchange. The implications of people acquisition, retention, learning, career development, and management on organizational success in Kenyan firms listed on the Nairobi Stock Exchange are investigated in this study. There were ten strata of NSE-listed enterprises, and respondents were chosen using a cross-sectional design and stratified simple random sampling approach. According to this study, talent management has a positive and significant impact on organizational performance. It is wise to focus on talent management practices as this leads to better organizational performance.

Mugambwa (2018) looked into how talent management strategies affected employee retention in government-owned firms in Uganda. The purpose of the study is to ascertain the relationship between talent acquisition, talent development, and talent rewards as they relate to employee retention. A modest study was done to attain this purpose. Employee retention is influenced by talent acquisition, talent development, and talent rewards, according to the research.

Younas and Waseem (2020) study looked at the connection between talent management techniques and Gen Y employee retention. This study's goal was to examine the relationship between Talent Management (TM) practices such mentoring, strategic leadership, social media, and knowledge sharing, as well as how skills development is implemented, and the aspirations of Gen Y employees to remain at their current jobs. SmartPLS-3 software was used to analyze the data using the PLS-SEM model. The results revealed that while information sharing had little influence, TM activities like mentoring, strategic leadership, and social media had a favorable effect on Gen Y employees' decision to stay. Competency development acts as a mediator between strategic leadership, social media, knowledge exchange, and intention to stick around.

Competency development, on the other hand, ignores the relationship between mentorship and long-term retention.

Eboi (2018) concentrated on talent management methods to keep Gen Y employees at Nairobi County's Bridge International Academies. The three research goals listed below served as the study's direction: to ascertain the degree to which communication style has an impact on Gen Y employee retention, to investigate how career development has an impact on Gen Y employee retention, and to investigate how the type of work style has an impact on Gen Y employee retention. In this study, a positive correlation between Gen Y employees' career progression and retention was identified. The results showed that the majority of Gen Y employees thought that career advancement had an effect on retention and that the intention to stay with the company was significantly impacted by the rise. This study also discovered a link between Gen Y employee retention and the sort of work style. The findings revealed that the majority of Gen Y employees believed that the type of work style had an impact on their retention. The report also discovered a link between communication style and Gen Y employee retention. The majority of respondents think that communication style has an impact on Gen Y employee retention, according to the poll results.

2.3.2 Training and employee retention

Saks (2015) asserts that management, HR, and sometimes even outside consultants can organize training when there are learning opportunities in the workplace to train employees in particular areas of interest. This necessitates the establishment of a training program to guarantee that training requirements are identified and fulfilled in a timely way. Organizations should provide employees with equal training opportunities so that they can recognize employee competencies and skills. Giving employees the skills, they need helps them be more productive and efficient at

work, which means everyone is working together to achieve the organization's goals and mission. Trained employees also feel comfortable and a feeling of belonging, which promotes employee retention.

Training is an effort to change the employability of current and future employees by changing attitudes, increasing knowledge and skills, and providing training and development opportunities (Wickramasinghe & Sajeevani, 2018). Training in organizations can be improved by offering employees refresher courses, scholarships, on-the-job training, and formal education introductions to develop their abilities for organizational purposes. Employees can also choose to work harder and pay for their own professional development. This should be well welcomed so that employees can be regarded a motivating factor after obtaining new skills that boost organizational performance, and in many circumstances, a motivated workforce ensures good performance and employee retention.

Ngugi (2017) concentrated on assessing how employee performance in Geothermal development company is affected by training and improvement of employees and concluded that employees did to some extent receive some form of training through no assessment of the same was done. This showed that training without assessment would mean that the intended purpose for the trainings may not be achieved since control measures needed to be employed to evaluate the level of satisfaction. Further, the study agreed and recommended that through training and assessment, employee and organizational performance would be enhanced hence realizing the essence of training undertakings.

Mustafa (2018) in a study at Kenya Women Finance Trust Eastern Nyanza focusing on employee training and performance and the study discovered three key variables of training that determined

the organizational performance. The variables identified and studied were job satisfaction, service delivery and attitude of the employees and they all had a huge influence on performance. The focus was on improvement of service delivery standards to ensure customer satisfaction, modeling employee attitudes at the workplace and improve the efficiency and effectiveness through job satisfaction.

Waithira (2018) at Kenya Commercial Bank studied how training and development practices affected performance. The study discovered that organizational performance was enhanced through training and development initiatives and at the same time improved effectiveness and efficiency of the employees and the organization at large. The study recognized the importance of group training and concluded that it improves team spirit and enhanced corporation among members as well as encouraged learning from one another. Group training also gave birth to job ownership where employee felt a sense of belonging and encouraged positive results. The study also identified that training always took place anytime there was a new system in place and when changes occurred in the organization to enable the employees adapt easily and move fast in service delivery thus enhancing overall organizational performance.

Jagero et al. (2017) in a study conducted about the correlation between employee production and work training in the courier organization in Dar es Salaam, Tanzania focused on how work training programs in the department of messengers and how well they perform after training in terms of dispatch in the organization. The study discovered that trainings are done mostly when there were new activities or changes in the organization which is not necessarily what is supposed to happen. Training should be a continuous undertaking and not a one off thing to ensure the standards are emphasized and avoid compromising on service delivery. This continued training also increases employee confidence at work and enhances ownership.

Therefore, it was evident that employee performance at DHL and FedEx was greatly influenced by the level of employee training and development.

Formal education, work experience, interpersonal relationships, and continuing assessment are some of the components of effective learning, according to Caliguiri et al. (2015). It is critical to gather, evaluate, and interpret data, as well as provide feedback, in order to conduct an effective evaluation. He went on to say that excellent communication is an important aspect of assessment. People with prior work experience are in a stronger position in terms of positioning and competition because new graduates frequently find it challenging to compete with employees who have previously fought for a position. Continuous evaluation is the only way to develop experience, and it only happens in created positions, as opposed to formal school, where theory is taught, therefore familiarity with the work environment is essential to gain professional training and experience.

Mutahi (2016) looked into the impact of human resource management methods on Kenyan public university operations. This research will look at how resource allocation, payroll administration, and training and development procedures affect the success of the country's public universities. A correlation study was used to conduct the investigation. Strategic human resource management approaches, according to studies, have a substantial impact on the success of Kenyan public universities. One of the most important criteria in maintaining personnel at public institutions, according to this survey, is addressing their training and development needs.

Biswakarma (2016) looked at employee turnover intentions and organizational career advancement. Organizational career advancement features were shown to be inversely related to the desire to change employees, according to the findings. Furthermore, no demographic factors

(gender, age, education, marital status, and social standing) have been discovered to have a significant impact on this phenomenon. It was also found that rate of salary increase and growth were the most important factors directly influencing employee turnover intention, followed by advancement in career growth in the Nepali context. In Nepal, firms must place a greater emphasis on the speed with which employees are promoted and compensated for their commitment to the organization, as well as motivate employees to contribute to the organization's efficiency and production.

Khan (2018) analyzed the influence of employee retention on staff training and engagement. Employee retention is inextricably tied to a company's competitive edge. Predictors of UAE retention receive very little consideration. Staff retention has been proven to be linked to employee training and engagement both directly and indirectly. The goal of this research is to find out how employee engagement and training effect retention intentions. Data was collected from 124 private-sector employees at various levels using the convenience sample approach. The study found that employee retention is significantly impacted by staff engagement and training.

Karimi (2019) examines the impact of Madison Insurance Company Limited's training and development policies on employee retention in Nairobi, Kenya. This research employed a descriptive cross-sectional study. This is a census survey that includes all headquarters employees. As a data gathering tool, the questionnaire was employed. Regression analysis was used at the Nairobi offices of Madison Insurance Company Limited in Kenya to look into how training and development initiatives affect staff retention. The findings suggest that Madison Insurance Company Limited, based in Nairobi, Kenya, has a beneficial influence on staff retention through training and development (T&D). As a result, this research suggests that T&D has a favorable and considerable impact on employee retention. The organization's T&D practice

has to be enhanced. Employee motivation is increased through various types of training that match their needs, which leads to a higher retention rate.

Al-Sharafi et al. (2018) claim that training and career advancement have an impact on employee retention in Yemeni telecoms companies. The objective is to understand how training, career development, and non-monetary incentives affect employee retention in telecommunications organizations. A total of 100 non-government employees from four organizations were chosen for the study. Training has a favorable impact on staff retention and happiness, according to the findings.

Omoikhudu (2017) investigated how staff training affects retention in his assessment. Top retailers in Dublin, Republic of Ireland, were surveyed in the retention industry. This study looks into the impact of training and coaching on employee retention. Information from both primary and secondary sources was acquired using a questionnaire. The findings revealed that coaching-style training had a significant impact on staff retention.

Ldama and Bazza (2016) assessed how employees' T&D affects their loyalty to commercial banks in the Nigerian state of Adamawa. 197 employees in the Mubi Utara, Yola North, Yola South, and Numan regions provided data. The method utilized was a questionnaire. The regression method was used to solve the problem. The findings revealed that education and training had a favorable impact on bank employee loyalty. Employee retention in the bank can be improved through motivating and training staff.

Duah and Danso (2017) looked into how training and development affected staff retention in Ghanaian capital banks. The goal is to determine what influence training and growth play in lowering sales at banks that use Capital Bank. This study employs a quantitative methodology. A

case study was used as the unique design. Direct surveys were used to acquire primary data. A total of one hundred (100) employees were chosen. According to the poll, the majority of respondents are aware of Capital Bank's career opportunities. Almost everyone agreed that employee training and development affects their retention. The vast majority of people who responded believed the training they received was useful for their job. Poor pay, poor communication, a lack of clear policies, outdated appraisal systems, and a lack of growth and defined career paths were all determined to be problems.

At Kenya Power, Sirtuy (2016) investigated how employee development and training effect employee retention. The research aim was to find out how employees felt about employee training as a retention tactic. Employees of the KPLC headquarters in Nairobi are the target population. The findings show that the company provides employees with training and other possibilities for personal development. The company offers a variety of services, including reward programs, off-the-job training, and coaching and mentoring programs for senior and junior managers. Furthermore, the findings revealed that the organization did not engage in a great deal of independent study, group classes, assignments, or special projects. In addition, the company does not use job rotation or distance learning as a type of training. Furthermore, the organization's employees demonstrate that training and development increases their involvement, which leads to professional growth and advancement as well as career promotion.

2.3.3 Leadership Development and Employee Retention

Nyambura and Kamara (2017) conducted a study on how managerial advancement affects worker retention at a Kenyan public university. The researchers used a descriptive research style to look into how professional development, mentoring, and training affect employee retention. Staff to investigate a public university in Kenya. This study shows that career training,

development and mentoring are positively related to employee retention. There are also suggestions for ongoing and frequent staff training and development to improve employee skills and talents, which would boost organizational performance.

Company leaders are motivated by the possibility of career progress. People are offered more opportunities for growth, and as this is the greatest time for them to learn new skills and acquire the requisite knowledge, it helps them see their value in an organization. As a result, it is regarded as a highly effective leadership development technique. When employee is given an opportunity to advance their career, they tend to develop more interest and are determined to prove that they are indeed the right for ones for the task thus improved performance leading to achievement of the organizational goals. Jaibunisha (2016) states that, career development is advancing someone in the area of specialization for the purposes of career growth. This therefore means that when an employee is developed career wise they are more competent in terms of skill and knowledge enabling them to perform their duties very competently thus leading to the overall performance of the organization.

Islami et al. (2018) conclude that performance appraisal is a participatory process that includes training and providing advice to employees to achieve organizational goals. He also stated that the coaching and mentoring program is intended to ensure that future leaders are prepared to take on critical jobs. Sikandar and Ali (2019) concur that utilizing strengths as benchmarks and chances to share best practices, performance assessment results assist firms to bridge the gap between employee career growth and turnover.

Muma (2018) carried a study to evaluate the recognized impact of leadership development on worker retention at Deloitte Kenya targeting 120 respondents and used descriptive statistics and

regression survey design to establish whether there was a relationship. It was clear that the respondents were content with the organization's degree of training and growth. The respondents attested that the level of job coaching and extensive job training was a source of strength for them in relation to execution of their mandates. Although the study recognized that the quantity of training and advancement also is dependent on the type of organization and the ability of the organization to support intensive training, it recommended for some level of training and development for all organizations no matter the size and ability.

According to Kireru (2015), leadership development has provided each individual with unique knowledge, resulting in organizational success. Weimann and Holder (2018) continue by stating that organizations must take a more active position in performance review and leadership development initiatives that increase the company's competitiveness and function as catalysts for employee engagement. Gelen et al. (2016) further emphasize that many institutions implement leadership development programs to help employees experience mental and physical growth because employees perceive career opportunities that motivate them to improve their performance towards organizational goals.

Seteni et al. (2019) did a study on employee flexibility and employee performance in commercial banks in China and concluded that the most effective employees at the workplace are those that are always to work in all the departments is the organization as they develop their competences in the process of duty execution. This is so since leadership development can be a very effective training tool in every organization while on the other hand helping the organization to identify the employee competences given the opportunity to advance their career. When organization give more opportunities to their employees they tend to take advantage of that to showcase their talent and capabilities and in the process the organization is able to realize the employees with

leadership talent and can be put into a leadership development program to ensure they are well trained as future leaders with the aim of ensuring organization success.

Obwaya (2016) studied the impact of leadership development on performance in public primary schools in the Starehe Constituency of Nairobi, Kenya, by examining job promotion, redeployment, job mobility, and ongoing education. It was concluded that employee performance in a big way was affected by the leadership development activities and programs present in schools. Further, career progression involved offering opportunities for career growth, career advancement and career development.

Jackline and Makori (2017) did a study on employee involvement and employee performance in Kenyan private Universities and they came to a conclusion that employee involvement had an impact on the production of workers and that those who felt that they were well utilized felt a sense of belonging to the organization. Involvement of employees may come in a broader sense where they could be involved through being given more challenging tasks and assignments for them to be able to showcase what they are capable of accomplishing at given period of time. It could also mean that employees could be given opportunities to develop their career leading to more competencies. If employees are involved at different levels of execution, they tend to own the work more rather than when they feel isolated and left out. If employees at a lower level are given some higher-level tasks to accomplish as a career development strategy, they may tend to develop some sense of recognition and want to go an extra mile to really confirm that they are up to the task. This translates to better performance thus achievement of the overall organizational goals.

Inzai et al. (2016) used a descriptive research design to assess how career counseling and incentives for presenters and instructors effect performance at a Kenyan public institution. This

research finds that career development management support has a significant impact on academic staff performance, meaning that public universities have met their psychological obligations to their academic staff, resulting in greater organizational efficiency. Vaiman and Holder (2018) argue that sustainability planning keeps an organization up-to-date to ensure it has a qualified and talented workforce on standby when needed. According to Islami et al. (2018), management can only solve the problem of employee retention by offering constant consistency to its employees, which assures efficient retention of skills and abilities as a competitive advantage. In addition, this study argues that performance management is not just about recruiting and retaining employees, but rather focusing on maintaining certified proven skills to ensure the right human resources are available.

Mwita and Tefurukwa (2018) investigated the effect of leadership on staff retention in Tanzanian commercial banks. This research looks on the link between leadership and staff retention. Case studies and data were collected utilizing a questionnaire by Akiba Commercial Bank (Buguruni branch) and Tanzania Postal Bank (Morogoro branch) for the survey. The association between variables was investigated using linear regression analysis. According to studies, there is a definite linear relationship between leadership and employee retention in Tanzanian commercial banks.

Covella et al. (2017) focused on the role of leadership in employee retention. Using the Social Exchange Theory Framework (SET) to explain the consequences of the leadership and employee models, this study demonstrates the importance of employee-leader ties in influencing employees' future career choices. To examine this association, a study of 402 full-time employees employed by Amazon MTurk from various industries was used. Measures of individual work aptitude, sales intent, and staff engagement qualities such as enthusiasm,

devotion, and absorption are among the research tools. This study adds to the growing amount of information that has been empirically validated in a single framework on P-J-Fit, LMX, and employee engagement. The findings show that employability is inversely associated to sales intention, and that this relationship is mediated by LMX and employee engagement.

In their investigation of the impact of transformative leadership on employee retention, Tian et al. (2020) place special emphasis on the mediation and facilitation that corporate civic conduct and communication can provide. To collect data, 505 SME employees were directly sampled. The data demonstrated a definite and significant connection between transformative leadership and OCB. In this study, a favorable and significant correlation between OCB and staff retention was found. OCB also supports the link between transformative leadership and employee retention. Furthermore, communication aids OCB's transformative leadership and strengthening relationships with its employees. SME leaders must demonstrate transformative leadership skills like: Build a compelling vision for employees that focuses on goal achievement, problem-solving solutions, meaningfulness, and time for training and team development to enhance OCB and employee retention.

Kinya et al. (2020) studied the relationship between organizational success and leadership development at a few universities in Kenya's Meru County. This study uses a descriptive research approach and is based on human capital theory. Addressed to 58 staff from Meru Regency's universities. The survey involves conducting a census in which the entire target population takes part. The research claims that businesses use ways to job training that assist employees in adjusting to the workplace. The staff also have access to educational leave, which allows them to complete their study. The regression results show that training and organizational effectiveness are inextricably linked. In short, firms appear to place a premium on on-the-job

training, which aids in the development of employee abilities. Organizations can provide employees educational leave to some extent, allowing them to complete their studies. The knowledge gained is applied within the organization, resulting in increased efficiency and effectiveness.

The impact of leadership development programs on staff retention was studied by (Ogidan and Lao, 2016). This qualitative case study's goal is to investigate CEOs' opinions and experiences with leadership development initiatives as well as how they affect employee churn. The goal of this study is to look at data from corporate leaders who have participated in leadership development programs. The research methods and approach used in this study are hermeneutic qualitative. It's based on transcribed interviews with executives who were asked semi-structured questions about the influence of leadership development programs on employee turnover. The executive attitudes toward the leadership development program they attended, the positive and negative perceptions of the impact of leadership on employee turnover, the impact of leadership development programs on leadership development, the overall perception of the value of leadership development programs to organizations, and strategies for addressing the negative or lowering the intention to move were used to create six thematic groups. These themes and focus groups represent the viewpoints and experiences of study participants regarding the quality of leadership development programs related to employee turnover.

Puni et al. (2016) investigated leadership styles, employee turnover intentions, and unproductive work habits. According to this study, prosperous healthcare organizations put a high priority on the attractiveness of their human resources and make a concerted effort to address and prevent high staff turnover. According to the study, finding a solution requires an understanding of the basic elements of staff turnover assessment, how this affects patient care, and what it takes to

retain qualified professionals. The study also found that when individuals depart, their responsibilities are transferred to other employees, who feel under pressure to take on the additional responsibility. According to the findings of this study, identifying why employees leave a company is a crucial component of building a successful strategy. This can be achieved by conducting in-depth interviews to find out more about deployment, comprehension, decision-making, pay, perks, and career growth.

2.3.4 Employee Benefits and Employee Retention

The employee benefit policy that is to be used by a company should contemplate various essential issues including; the aim of the benefit policy, the type of benefits to be administered, the groups receiving a given benefit, approximated expenses of the program, the level at which the program is affected by competitors' benefit policies, and the program's likely achievement are all important considerations for a company's employee benefit policy (Cole, 2015). It is crucial in human resource management for the company to ensure that the workers are aware of the benefits. So as to ensure that the benefits have a great influence on the motivation and persistence of the worker, the information on the benefit program should be spread in the whole organization and it has to be clear so that they workers can understand the intended changes and it has to be information that is true. Numerous benefits are subject to taxation as benefits in kind; prominent exceptions are approved pension plans and regularly provided lunches for employees (Islami et al., 2018).

Employers' primary goals in delivering relevant employee benefits and services are to enhance their employees' output. It is surprising for the employers to think in such a manner since the benefits that they offer are not commonly tied to the accomplishment of the workers and they can't be used to enhance the efforts of the workers. Many different benefits and services are

offered on a non-dependent basis if a person keeps working. All workers that are employed in a company are given the equal benefits and services despite of their job accomplishment. The employees tend to believe that the provision of several benefits will lead to the employee retention and an increased production. For instance, the employee assistance programs and work life balance programs may enhance the production through minimizing the absenteeism of workers. The various benefits and services that motivate workers to stay healthy can help to create a workforce that is highly productive successful. Benefits of this nature enable employees to lead better lifestyles and to strike a healthy work-life balance (Knudson, 2018).

The need to attract and keep valuable employees, and so be able to compete successfully with other employers in the labor market, leads to a desire to provide workers larger benefits and services (Jackson et al., 2019). The key factor affecting benefits is the organization's capacity to keep employees for an extended period of time. The practical operational value for an employer company is to keep employees in competition with other companies, to maintain certainty in labor administration in collective bargaining arrangements, and to maintain a legitimate level of trust. This leads to various values, for example it is believed that vacations lead to mental and physical rest, which creates an increased interest in doing work.

The provision of a life insurance helps to minimize the level of worries that a worker may have concerning his/her family security. This makes it possible for the worker to have an increase concentration on the work in the company. The existence of a cafeteria in given company makes it possible for the workers eat balanced diets thus lessening the levels of exhaustion in the late afternoon. Provision of medical services will aid in keeping the employee's perfect health and this lessening the rates of absenteeism (Okumbe, 2017). Employee benefit returns to the company can come in a variety of shapes, including highly effective hiring, elevated spirits and

loyalty, favorable public perception, diminished union impact, and a diminished threat of more government involvement. If the advantages are introduced, there is always an exceptionally high benefit to the company; nevertheless, the benefits cannot be measured.

The benefits and inducement given to workers enable them to stay motivated and to work extra hard so that they can be highly productive in the company. The benefits make it possible for a given company to allure and retain proficient career workers and it additionally motivates the workers to work passionately towards the productive and successful attainment of the company's objectives (Okumbe, 2017). Benefits have to be considered as investments for the employer. When a given benefit program is successful, it will receive soft returns such as, a good reputation, attaining the responsibilities and goodwill. The returns that to have a highly perceptible effect on the organization are called the hard returns, such as, attractiveness of the workers, retention of personnel's and the increased performance (Leopold, 2018).

Providing a highly adjustable work arrangement has helped in the retention of best female personnel. There are organizations that have to look for other means of lessening the levels of optional turnover (Susan & Schuler, 2016). The benefits that are provided to personnel by various companies help to avoid the burnout of workers. Numerous organizations are starting to give sabbatical benefit so that they can be able to retain their skilled personnel's. The workers in the organizations are given time off so that they can refresh, the employer in turn benefits by saving money because he/she will be able to retain the skilled worker instead of undergoing expenses when trying to restore personnel's who burn out and pull out (Knudson, 2016).

At the Kenya Forestry Service, Nyangi (2017) investigated the impact of employee benefits on retention. This study indicates, based on a set of descriptive results that KFS has an employee

income policy and that employees do not leave the company because of unhappiness with their pay. Among the benefits offered are pension plans, life insurance, Saturday leave, health insurance, workers' compensation protection, transportation reimbursements, adaptable work schedules, tuition reimbursement, employee support programs, relocation bonuses, and recreation programs. This study adopted a descriptive study design and thus represents a methodological gap.

Chege (2016) researched the effect of employee earnings on retention at Safaricom Limited. The research methodology employed is descriptive research, which allows the researcher to characterize the properties of the variables studied. The study concluded that all the benefits discussed in the study had an impact on employee retention, but one benefit at a time had to be introduced to assess the magnitude of the impact as other factors remained constant. It is recommended that Safaricom Limited management take steps to ensure staff are fairly compensated and to keep the benefits offered under review. In addition, Safaricom Ltd must invest in in-kind, which will not burden the company with large financial costs. This study is primarily guided by two theories: social exchange theory and reinforcement motivation theory, which fill a theoretical need.

Yamamoto (2017) investigated the link between employee compensation management and employee retention. This study has two objectives. The first objective was to determine whether enhancing employees' financial management and enhancing their work attitudes could mitigate the relationship between family-friendly policies and employee retention. Investigating the gender differences in the earlier model is the second objective. A study of 1228 employees yielded the data and conclusions provided in this article. Analysis of the covariance structure was accepted to test the hypothesis. In terms of the former, a strong mediator impact of improved

employee earnings management and increased job satisfaction has been identified. With the exception of the number of employee earnings management practices and organizational orientations, there is no gender difference in the above-mentioned employee earnings management retention technique.

In the study conducted in Malaysia, researchers wanted to establish the effect of extrinsic and intrinsic factors of motivation on retention (Ali et al., 2016). While intrinsic factors affecting motivation were deemed important, researchers realized that organizations which always review rewarding systems and update employees' annual salaries and benefits are likely to have low rates of turnover. Basing on the findings, they argued that wages contribute to employee commitment while dissatisfaction leads to undesirable behavior of leaving the work.

Chumba (2020) examines how job demands affect the link between staff pay and nurse employment at Kenya's national referral hospital. In this study, a cross-sectional descriptive design was adopted. To obtain primary data, nurses were given a semi-structured questionnaire. This study employs descriptive and derived statistics to analyze the data. The percentage, mean, standard deviation, and coefficient of variation of demographic parameters are provided by descriptive statistics, whereas regression analysis is provided by derived statistics. The salary-performance association is moderated by job requirements, which is statistically significant. As a result, the study finds that excessive job expectations, such as highly complex tasks, a heavy workload, insufficient time, and emotionally demanding responsibilities, obstruct the achievement of organizational goals. Excessive employment expectations also contribute to patients' rights to receive high-quality healthcare. Heavy job demands impede efficient and effective job performance, according to the study. Workload should be acceptable, duties should be clear, and there should be no competing assignments, among other aspects of job

performance, for organizations to profit from employee efforts. This will result in a more productive and healthier workforce.

Ladner (2016) study on effective remuneration for effective engagement found that a company's financial success is related to profit sharing, bonus system, employee participation, and flexible working hours. Therefore, there is a positive relationship between wages and employment. For example, workers' needs affect wages, people with a higher propensity to communicate individual and family problems receive higher wages regardless of their job.

Busisa (2018) examined the impact of employee earnings on staff retention. Employees of Safaricom Limited, a company with a total workforce of 4839 people, are the target group for this study. The sample size for this survey is 270 employees. To accomplish research goals, both primary and secondary data are used. Quantitative data was structured as tables, graphs, charts, frequencies, and percentages with further explanations, while qualitative data was reviewed using content analysis to improve reader comprehension. Staff earnings have an impact on employee retention at Safaricom Limited, according to the report, and organizations should attempt to improve benefits offered to raise staff retention and tenure rates.

Michael et al. (2016) looked into how pay packages affected staff retention. This study's main goals are to ascertain how pay affects employee retention, if pay and job satisfaction are related, and whether employee retention and job satisfaction are related. The data showed that there was a strong link between pay and employee retention; the more a person was recognized or rewarded, the longer he stayed with the organization, and remuneration and job satisfaction had a favorable relationship. The study results once again illustrate that work satisfaction and

employee retention are linked: the happier an employee is, the longer he or she remains with the organization.

2.3.5 Employee Retention

Kamau and Omondi (2016) investigated the link between human resource management methods and staff retention in Kenyan public hospitals, using the Gatundu District Hospital as a case study. The following are the study's three particular objectives: Examine the link between continuing education and staff retention in the health industry by analyzing the relationship between compensation policies and employee retention. For this study, the case study technique of research was employed. In the healthcare sector, this study discovered a favorable and significant correlation between pay policies and staff retention. There is also a strong link between personnel retention and training in the healthcare industry.

At the district general hospital in Kigali, Ndikumana (2019) looked at human resource management strategies and health worker retention. The study's objectives were as follows: Analyze the impact of performance management practices on the hiring and retention of health professionals. The purpose of this study is to ascertain how financial incentives affect the retention of healthcare workers. Analyze the impact of non-cash rewards on the retention of healthcare professionals. The purpose of this study is to see how participation and involvement in decision-making affects health professional retention. The primary theoretical frameworks for this research are social exchange theory and justice theory. The research used a mixed methods cross-sectional research approach based on the philosophical paradigm of pragmatism. The findings of this study show that the performance management function, financial incentives, non-financial incentives, and participation and involvement in decision-making all have a significant and beneficial effect on health worker retention.

Atieno (2019) looked on strategic HRM practices and employee retention in Kenya's software development industry. The purpose of this study is to determine how employee retention in Kenya's software development business is impacted by wage, career management strategies, work-life balance, and employee engagement. A descriptive cross-sectional research design was adopted for this investigation. The majority of respondents asserted that staff retention in Kenyan software development organizations is aided by employee compensation, career management techniques, work-life balance, and employee engagement. The respondents also concurred that their businesses' usage of various forms of rewards has a significant and long-term impact on employee motivation and retention and that they have gotten sufficient training from their employers to perform their jobs successfully.

Nnadi and Chinedu (2019) investigated the impact of diversity management techniques on employee retention among (Nigerian Deposit Insurance Corporation employees [NDICE), 2019). In Nigeria Deposit Insurance Company Staff Retention Management, assess the impact of leadership actions on employee diversity. A research sample design is used in this study. The participants in this study were 120 Nigerian Deposit Insurance Corporation workers. Multinormal regression was used to evaluate the data from the questionnaire. According to this report, the Nigerian Deposit Insurance Corporation's successful diversity management methods include performance management, leadership efforts, communication, and responsibility sharing. Employee retention is positively influenced by the workforce diversity strategy chosen. If leadership adopts a diversity management strategy, gender, ethnicity, religion, age, functional background, and organizational mission, as well as differences in employee attitudes, personalities, and values, will be very helpful in regulating the variety of the workforce in this area.

Oguegbulam et al. (2017) conducted a study to investigate the link between workforce diversity and employee retention. A total of 167 people were selected from a population of 287. The Spearman rank correlation coefficient is the statistical instrument used to analyze the null hypothesis. The study's findings disprove all null hypotheses, revealing a link between workforce diversity and employee retention at a bank in Port Harcourt, Rivers. Organizational culture was also found to reduce the link between workforce diversity and employee retention at Port Harcourt Rivers deposit banks.

In Kenya, Agoi (2016) investigates the impact of job involvement on staff turnover intentions. The major goal of this research was to see how job involvement affected employee intentions in a Kenyan government agency. This study employs an explanatory research approach and is aimed at public-sector executives. The researcher collected data using a questionnaire and relied on primary and secondary sources, which were evaluated using descriptive statistics. The findings revealed that commitment and absorption had a strong negative impact on sales intentions. As a result, hiring people with a secure attachment style is critical for businesses since they are more likely to work hard. It is critical for companies to recognize and reward hardworking personnel. As a result, businesses must schedule their employees' work hours in order for them to find meaning and purpose in their occupations.

In the Mombasa County hotel industry, Msengeti and Obwogi (2016) looked at the effects of pay and work environment on employee retention. According to their research, salary has the least impact on employee retention, whereas the work environment has the greatest impact. Although the findings show that the work environment has a significant impact on employee retention, it is also obvious that the amount of money a person earns is not an independent factor. Employers in the hotel business must examine current wage weakness if they want to stay competitive.

In Eldoret County, Kenya, Chepchumba and Kimutai (2017) explored the relationship between employee compensation and employee turnover in small enterprises among Safaricom dealers. Chi-square is a tool for determining the link between employee pay and turnover. The strength of the link was determined by including significant factors in the logistic regression model. As a result, the majority of small-business employees are between the ages of 20 and 25, with a college diploma. They would like to keep their current position. To prevent turnover, this study suggests offering a complete pay package.

Suifan et al. (2016) looked at how work-life balance affected people's desire to work in private hospitals. Managerial assistance was the only WLB action that had a substantial negative direct effect on sales intentions, according to the data. Work autonomy has a detrimental impact on intentions to resolve work-life issues in an indirect way. On the other side, schedule flexibility has little bearing on sales intent. It is thus clear that WLB's informal practices (leadership support and work autonomy) have the greatest impact and determine intention to change. Only in the case of job autonomy can friction between work and personal life play a mitigating function. In addition, work-life conflict has a positive and significant impact on change intention.

Rondeau and Wagner (2016) used primary quantitative data to perform a study on human resource management strategies and nursing staff turnover in Canada. They found that the high participation of nurses in the decision-making process was due to lower voluntary turnover. The survey results also reveal high levels of dissatisfaction and turnover intention among employees due to low employee involvement and involvement in team direction and problem solving.

Muthui (2020) looked on the effect of human resource management techniques on millennial employee retention at Consolidated Bank of Kenya Limited. The seven human resource

management strategies examined in this study are recruitment and selection, training and development, compensation and motivation, workplace design, continuity planning, work-life balance, and performance management. The study population consisted of 97 thousand years in the Consolidated Bank of Kenya Limited, and it was conducted using a descriptive research approach. While recruiting and selection had a favorable but slight link with Millennial worker retention, learning and development showed a negative but considerable relationship. Additionally, compensation and motivation have a positive and significant link with millennial employee retention, whereas work design and succession planning have a negative and insignificant association with this group of workers. There are a lot of millennials working at CBKL. Finally, at CBKL, performance management has a positive and significant association with Millennial employee retention, although work-life balance does not.

Mwangi (2016) looked into the purported link between pay management strategies and staff retention in Kenyan insurance companies. This study employed a cross-sectional descriptive design. The study included all four of Kenya's national referral hospitals: National Spine Injury Hospital, Moi Teaching and Referral Hospital, and Mathare Teaching and Referral Hospital.

Kamaara (2018) investigates the factors that influence public health practitioners' retention tactics in Kenya, focusing on the Nairobi District Hospital. By studying the following three features of the institution, this study hopes to uncover retention techniques. The notion of expectancies and Maslow's theory are both used in this study to explain employee behavior. According to the study's findings, all variables had a positive and significant impact on employee retention. As the ratio shows, staff retention is influenced by motivation method. Employee retention is also impacted by employee management practices, with measurements indicating a favorable influence. Professional development approach has a positive and significant

relationship ratio, indicating that it has a major impact. According to the findings, hospital executives must typically communicate, direct, and train personnel on concerns with themselves and other employees.

In Machakos County, Wakio (2019) investigated the impact of the work environment on hospital staff retention at levels four and five. This research will look at how working hours affect hospital staff retention at levels four and five in Machakos County, how information and communication systems affect hospital staff retention at levels four and five in Machakos County, how workplace design affects staff retention at fourth and fifth level hospitals in Machakos County, and how teamwork affects staff retention at fourth and fifth level hospitals in Machakos County. Working hours and information and communication systems in Machakos County hospitals have a considerable negative impact on employee retention, according to the research. The results demonstrate that cooperation and workplace design have a considerable positive impact on staff retention.

Weilinghoff (2016) examined the impact of work design on employee retention and productivity. Job descriptions, job specifications, job rotation, and job simplification are the subjects of this research. As part of the study, a literature review and five semi-structured interviews were conducted at a German hospital. The purpose of this study is to identify design practices that are extensively used in German hospitals. Job descriptions and job facilitation are included. Employees can clearly grasp their duties and responsibilities thanks to job descriptions. Employees are happier and more engaged as a result, which improves retention and performance.

Kigathi (2018) conducted research at Kenyatta National Hospital to determine the factors that influence health worker retention in Kenya's public health system. All hospital operational and

administrative workers were included in the study. To obtain qualitative and quantitative data, questionnaires were used. The findings revealed that collaboration was an important component in keeping hospital employees. Individuals gain confidence, friendship, and a sense of belonging when they work together. While many businesses place a premium on individual success, they overlook how this might harm morale. Employee collaboration is critical in any workplace. Employees who assist one another have stronger morale, which leads to higher work satisfaction and retention. When employees support each other, morale is higher, resulting in higher job satisfaction and employee retention.

Cheum (2017) examined the impact of team building activities on staff retention at Safaricom Limited as a strategic concern. The research population includes all of Safaricom Limited's 4,500 employees. Employees from Safaricom's eleven existing departments were chosen using a stratified sample. Descriptive and correlational statistics were used in the analysis. Due to Safaricom's high productivity culture, the results of the survey show that a lack of team cohesion has an impact on the output of a job or project, and this has an impact on employee satisfaction. Positive discourse outside of the workplace has been influenced by team building activities, which has enhanced employee engagement with the firm.

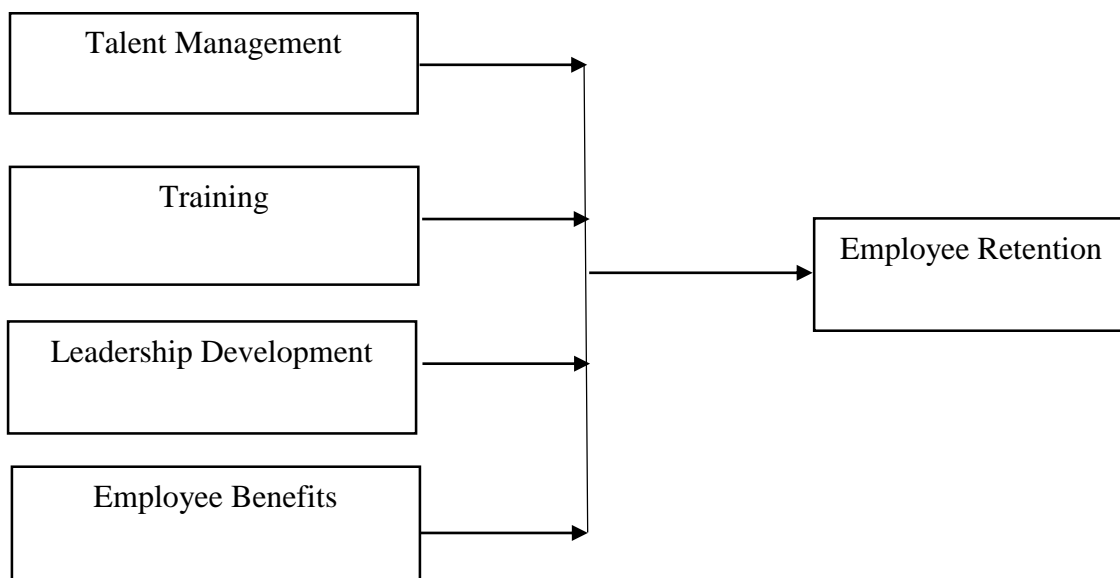
The factors that influence employee retention were studied by (Kossivi et al., 2016). One of the many elements taken into account is teamwork. A structured questionnaire is used to gather quantitative data in this investigation. Teamwork is one of an organization's most valuable assets, according to this study. When people are motivated and can work well together, they create a successful environment in which motivated people can complete their tasks. Team building can take many different shapes and serve a variety of purposes. Employers can design team-building

activities to boost overall performance by encouraging employees to be confident and perform at their best.

2.4 Conceptual Framework

Figure 2.1

Conceptual Framework



Independent Constructs

Dependent Construct

2.4.1 Explanation of Variables

Talent management refers to the efforts employed to improve the identified capabilities of employees and putting measures meant to grow the talents (Gothard & Austin, 2013). An organization that values its employees will always keep track of the talents to be able to identify and retain the most sought for talents.

Training is an endeavor to improve workers' current and future performance by enhancing their employability through learning, which can be accomplished by altering attitudes or increasing

their knowledge and abilities (Wickramasinghe & Sajeevani, 2018). Islam and others (2018) states that training and development increases the courage of employees in carrying out daily activities and develops a sense of belonging and responsibility towards the organization.

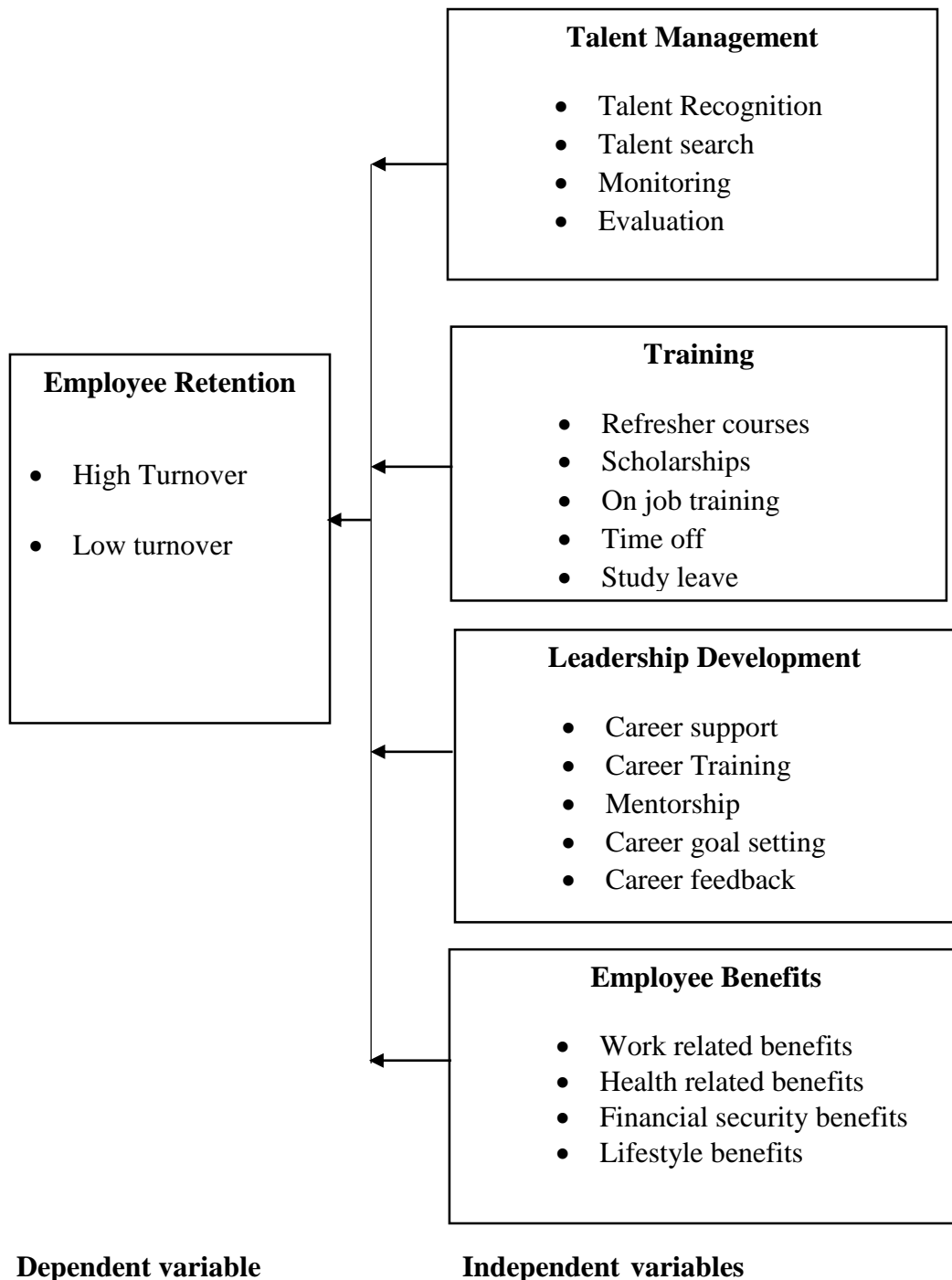
Leadership development involves the pursuits that enhance the capabilities, courage and skills of leaders (Baldwin & Ford, 2013). An organization that put more emphasis on developing employees who take over leadership positions in future enjoys employee retention since those under the program are aware of the benefits accrued.

Employee benefits, are also referred to as fringe benefits, they are given to the workers over and above their incomes. They involve the medical insurance, vacation, retirement benefits, profit sharing, overtime and vacation (Ongaki & Otundo, 2015). Organizations should try to come up with packages that motivate the workers in the company to be retained for the longest amount of time possible.

2.5 Operational Framework

Figure 2.2

Operational Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research strategy that was used to successfully complete the study was detailed in this chapter. All aspects of the research design, target population, sampling design, data collection techniques, research tools, data processing, and presentation are covered.

3.2 Location of the Study

This study location will be Isiolo, Meru and Nanyuki. Specifically, the study covered locations of three referral hospitals operating in Isiolo, Meru and Nanyuki. The choice of the three referral hospitals is justified since they are located in bordering counties and, therefore, experience similar employee retention challenges.

3.3 Research Design

The research design used in the study was descriptive. A practice or subject that uses a descriptive research strategy doesn't look for any specific connections between variables or attempt to correlate them. This study design is more appropriate since it allows for the presentation of the full sample set and the application of the findings to the entire population. According to Mugenda and Mugenda (2003), using a series of facts and tables of research variable frequency or interactions, descriptive research designs identify the subject and frequently create a profile of a group of people or occurrences. Bell (2014) defines descriptive design as "the process of determining the frequency with which something occurs or the relationship between variables." A descriptive study design is more appropriate when dealing with perceptions and information concerning HR procedures and employee retention.

3.4 Target Population

The study target population included 107 respondents selected from the selected referral hospitals. The total number of things being investigated (Kothari, 2004) is the target population. The target population comprised of the human resource managers, CEOs and section heads from the selected referral hospitals. The choice of the target population is justified because they are involved in human resource management activities and therefore, have information on human resource practices and employee retention.

Table 3.1

Target Population

Respondents\Hospitals	HR Manager	CEO	Section Heads	Total
Isiolo County Referral Hospital	1	1	32	34
Meru Teaching & Referral Hospital	1	1	36	38
Nanyuki Teaching & Referral Hospital	1	1	33	35
Total	3	3	101	107

Source: Ministry of Health, (2020)

3.5 Sampling Design and Size

Sampling design is defined as policies and policies that take samples of other elements in the population (Kothari, 2004). This study conducted a census, which means that the entire population was interviewed so that the researcher could collect the necessary information, including 107 respondents from all selected referral hospitals in Kenya. The study adopted a census since the number of respondents is not too big thus manageable.

3.6 Data Collection Instrument

Questionnaires were the instruments utilized to collect data, and they were constructed in both qualitative and quantitative forms. Bell (2014) defines a questionnaire as a research tool that consists of a sequence of inquiries and other directives intended to elicit information from respondents. The suitability of questionnaires in this study was determined by the researcher developing questions in the area of interest and alteration was avoided since the researcher collected them as filled by respondents.

3.7 Data Collection Procedure

The questionnaire was distributed using the drop-and-pick method, with replies rated on a Likert scale of strongly disagree, disagree, disagree or disagree, agree, and highly agree. The questionnaires were handed over to the respondents and selected at different times which were convenient for both the respondent and the researcher.

3.8 Validity and Reliability of Research Instrument

To improve the tool's validity, the researcher sought expert opinions on the content's validity in cooperation with the study director. Mugenda and Mugenda (2003) suggest that according to the descriptive design of the study, the pilot group comprises between 5% and 10% of the target population. Therefore, the 11 questionnaires were distributed to HR managers, CEOs and section heads from Marsabit referral hospital.

Reliability is the stability of the measurement and the assessment of its repeatability using the reliability retest technique (Blumberg et al., 2008). It evaluates whether the metrics used in the measurement accurately measure the business concept in a robust way. To test whether the instrument is reliable, the researcher uses Cronbach's alpha, with a value between 0 and 0.6

indicating low instrument reliability, while a value of 0.7 and above indicates high instrument reliability, with a degree of intrinsic stability and reliability (Blumberg et al., 2008). The instrument was adopted if the scores were 0.7 and above then distributed to the respondents to complete.

3.9 Data Analysis and Presentation

Data was tabulated, and entered into Statistical Package for Social Sciences (SPSS version 23) for analysis. Descriptive statistics, specifically frequency, standard deviation, mean, and percentage frequency, are used to identify patterns and trends to facilitate understanding and interpretation of results to reveal patterns and trends. This helps facilitate the perception and clarification of the indications of the findings. To determine the relationship between HR procedures and employee retention, derived statistics were used, including correlation and regression analysis. Data is also presented using descriptive tables, charts and graphs.

Regression model used was included:

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

Where:

Y = Employee Retention

X1 = Talent Management

X2 = Training

X3 = Leadership Development

X4 = Employee Benefits

e = error term

β_0 represents the constant

$\beta_{1, 2, 3, 4}$ are regression coefficients

3.10 Ethical Considerations

In the cover letter, the researcher introduced himself to the respondent. In addition, the institution supplies a cover letter confirming that the researcher is a student and that the research is being conducted for academic purposes. Researcher applied for permission to collect data from hospitals for guidance from research regulator NACOSTI. The researcher ensures that the survey is conducted on a voluntary basis and also respects the views of the respondents. The respondent's views and beliefs were valued and respected and the respondent's identity was not disclosed to ensure anonymity. All sources reviewed in the course of this research were cited in accordance with APA standards, and the data gathered was not fabricated.

CHAPTER FOUR
RESULTS AND DISCUSSIONS

4.1 Introduction

The results after analyzing the data acquired and analyzed using the research technique outlined in the study are presented in this chapter. The findings and discussions concern the link between human resource strategies and employee retention in a few Kenyan referral hospitals. The empirical findings in chapter two support the study conclusions. The data is presented using descriptive statistics, regression, and correlation analysis.

4.2 Response Rate

The data was obtained from 107 human resource managers, CEOs and section heads from the selected referral hospitals.

Table 4.1

Summary of the Response Rate

Questionnaires	Respondents
Issued	107
Returned	87
Response rate	81.31%

A total of 107 were distributed, with 87 being fully completed and returned, yielding an 81.31 percent response rate. This is in line with Babbie (2004), who stated that for analysis and publication, 50 percent return rates are acceptable, 60 percent is good, and 70 percent is

extraordinary. The study's result may be drawn with an 81.31 percent response rate, which is sufficient for generalization based on this premise.

4.3 Reliability Results

The results of the reliability test were used to analyze the internal consistency of the variables assessed on a five-point Likert scale. Each Likert scale item's reliability coefficients were determined, and the findings are shown in Table 4.2.

Table 4.2

Reliability Results

Variable	Cronbach's Alpha	Number of items	Comment
Employee Retention	0.716	2	Reliable
Talent Management	0.715	4	Reliable
Training	0.747	4	Reliable
Leadership Development	0.775	5	Reliable
Employee Benefits	0.701	4	Reliable

Table 4.2 indicates that all of the scaled elements had a value greater than 0.7. As a result, all of the variables met the reliability criteria of 0.7 or higher and were deemed appropriate for this investigation.

4.4 Demographic Characteristics

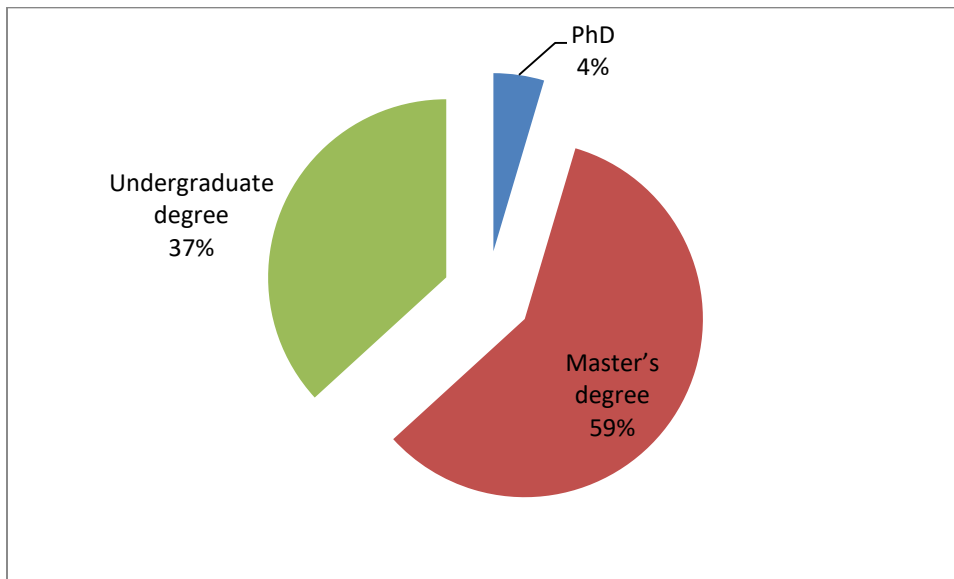
Demographic characteristics in this study included level of education and period worked in the hospital.

4.4.1 Level of Education

The respondents were asked to state their educational level. Figure 4.1 depicted the results.

Figure 4.1

Level of Education



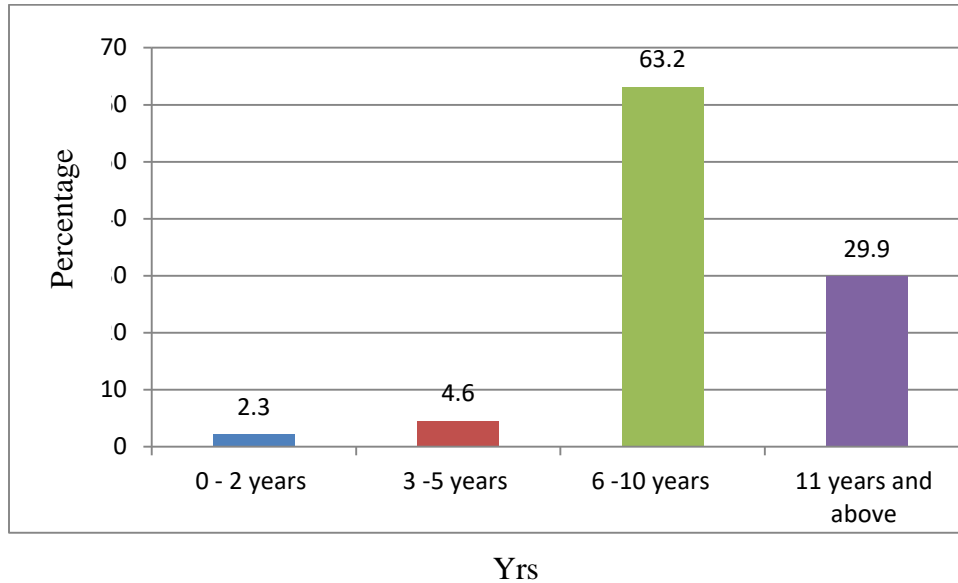
The majority of responders (59%) had a master's degree, 37% had a bachelor's degree, and 4% had a doctorate. This meant that the majority of the referral hospitals' human resource managers, CEOs, and section heads were trained.

4.4.2 Period of Worked

The respondents were asked to indicate the period of worked. Results were presented in Figure 4.2.

Figure 4.2

Period Worked



The majority of respondents (63.2%) had worked for 6–10 years, 29.9% had worked for 11 years or more, 4.6 percent had worked for 3–5 years, and 2.3 percent had worked for less than 2 years, according to the findings. This implied that most respondents that were interviewed had worked in the various hospitals for a long duration and thus had good knowledge about the hospitals.

4.5 Descriptive Statistics

Descriptive statistics were done on the dependent and the independent variables.

4.5.1 Employee Retention

Descriptive results for employee retention were presented in Table 4.3.

Table 4.3*Employee Retention*

Statement	1	2	3	4	5	Mean	Std.Dev
In my company there is a high employee turnover	4.60%	4.60%	12.60%	21.80%	56.30%	4.21	1.12
In my organization there is a low employee turnover	8.00%	5.70%	8.00%	26.40%	51.70%	4.08	1.25
Average						4.15	1.19

The data found that the majority of respondents agreed with the statements that their firm has a high staff turnover rate, with 78.1 percent agreeing. The findings also found that 78.1 percent of respondents agreed with the assertions that their company had a low personnel turnover rate. The average mean of the responses was 4.15, suggesting that most of the assertions about employee retention were agreed upon by the majority of the respondents. The responses, on the other hand, did not deviate from the mean, as demonstrated by the 1.19 standard deviation.

4.5.2 Talent Management

Descriptive results for employee retention were presented in Table 4.4.

Table 4.4*Talent Management*

Statement	1	2	3	4	5	Mean	Std.Dev
Upcoming talents are recognized in my organization	6.90%	9.20%	26.40%	26.40%	31.00%	3.66	1.21
Proper talent selection is done	6.90%	9.20%	19.50%	40.20%	24.10%	3.66	1.15
Talent monitoring is always done in the organization	5.70%	6.90%	16.10%	40.20%	31.00%	3.84	1.12
Talent is continually evaluated in my organization	9.20%	10.30%	14.90%	35.60%	29.90%	3.67	1.26
Average						3.71	1.19

The majority of respondents, 57.4 percent, agreed with the assertion that future talents are recognized in the organization. The majority of respondents (64.3 percent) agreed with the premise that proper talent selection is carried out. According to the data, the majority of respondents (71.2 percent) stated that talent monitoring is done on a regular basis in the organization. The data also found that the majority of respondents (65.5 percent) agreed with the statement that talent in the workplace is constantly evaluated. The average mean of the responses was 3.71, showing that most of the statements concerning talent management were supported by the majority of respondents. The responses, on the other hand, did not deviate significantly from the mean, as demonstrated by a standard deviation of 1.19.

4.5.3 Training

Descriptive results for training were presented in Table 4.5.

Table 4.5

Training

Statement	1	2	3	4	5	Mean	Std.Dev
The company has programs for refresher courses	10.30%	5.70%	11.50%	25.30%	47.10%	3.93	1.33
The organization gives scholarships to employees	10.30%	1.10%	18.40%	39.10%	31.00%	3.79	1.20
My organization does on job training	10.30%	4.60%	9.20%	51.70%	24.10%	3.75	1.18
Employees are given time off	5.70%	11.50%	18.40%	39.10%	25.30%	3.67	1.15
Employees are entitled to study leave	8.00%	11.50%	13.80%	33.30%	33.30%	3.72	1.26
Average						3.77	1.22

The majority of those polled (72.4 percent) agreed that their company provides refresher training. Further research found that 70.1 percent of respondents agreed with the statement that their organization gives employee scholarships. In addition, the majority of respondents (75.7 percent) agreed that their organization provides job training. Further research found that 64.4 percent of respondents agreed with the assertion that their company provides time off to its employees. In addition, 66.6 percent of respondents believed that their organization's employees are entitled to study leave. The overall mean was 3.77, suggesting that most of the assertions about training were agreed upon by the majority of the respondents. The responses, on the other hand, did not deviate from the mean, as demonstrated by the 1.22 standard deviation.

4.5.4 Leadership Development

Descriptive results for leadership development were presented in Table 4.6.

Table 4.6

Leadership Development

Statement	1	2	3	4	5	Mean	Std.Dev
The company gives support on employee career development	6.90%	0.00%	6.90%	29.90%	56.30%	4.29	1.09
Employees are trained on their career expectation	5.70%	4.60%	2.30%	25.30%	62.10%	4.33	1.12
There is career mentorship in my organization	3.40%	8.00%	4.60%	24.10%	59.80%	4.29	1.1
Career goals setting is evident in my organization	10.30%	0.00%	5.70%	29.90%	54.00%	4.17	1.23
There is career feedback in the organization	4.60%	6.90%	5.70%	27.60%	55.20%	4.22	1.13
Average						4.26	1.13

The majority of respondents (86.2 percent) felt that their company encourages employees to advance their careers. According to the data, the majority of respondents (87.4%) believed that their employees are trained on their career aspirations. The majority of responders (83.9 percent) stated that professional mentoring is available in my organization. Further research indicated that 83.9 percent of respondents agreed with the statement that setting career goals is a given in their company. The majority of respondents (82.9 percent) believed that the company helps with career choices. The average mean of the replies was 4.26, suggesting that most of the claims concerning leadership development were supported by the majority of the respondents. The

responses, on the other hand, did not deviate much from the mean, as demonstrated by a standard deviation of 1.13.

4.5.5 Employee Benefits

Descriptive results for employee benefits were presented in Table 4.7.

Table 4.7

Employee Benefits

Statement	1	2	3	4	5	Me an	Std. Dev
The organization offers work related benefits to its employees	8.00%	8.00%	16.10%	23.00%	44.80%	3.89	1.29
The organization has health related benefits	4.60%	5.70%	17.20%	24.10%	48.30%	4.06	1.14
The organization provides benefits for financial security	11.50%	18.40%	26.40%	17.20%	26.40%	3.29	1.35
My organization offers life style benefits	14.90%	11.50%	9.20%	41.40%	23.00%	3.46	1.36
Average						3.68	1.29

The participants (67.8%) agreed with the aspect that their company provides work-related benefits to its employees. The majority of respondents (72.4 percent) agreed that most organizations have health-related benefits, according to the findings. The majority of respondents (72.4%) agreed with the assertion that their organization provides financial security benefits. According to the findings, 43.6 percent agreed with the assertion that the organization provides financial security benefits. The majority of responders (64.4%) agreed with the assertion that their company provides lifestyle benefits. The average mean of the responses was 3.68, showing that the majority of the respondents agreed with most of the assertions about employee benefits.

The responses, however, did not depart from the mean, as evidenced by a standard deviation of 1.29.

4.6 Inferential Analysis

Inferential analysis contained both the correlation and the regression results.

4.6.1 Correlation Results

The link between the independent factors and the dependent variable was quantified using correlation analysis. The results are presented in Table 4.8.

Table 4.8

Correlation Results

	Employee Retention	Talent Management	Training	Leadership Development	Employee Benefits
Employee Retention	1				
Talent Management	.720** 0.000	1			
Training	.837** 0.000	.701** 0.000	1		
Leadership Development	.856** 0.000	.677** 0.000	.798** 0.000	1	
Employee Benefits	.821** 0.000	.655** 0.000	.825** 0.000	.800** 0.000	1

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

Employee retention exhibited a substantial positive linear relationship with talent management ($r = 0.750$, $p = 0.000$), according to the findings. The findings corroborated Alice (2016)'s assertion that talent development has a major impact on employee retention in Kenyan firms. Additionally,

it was discovered that training and employee retention had a strong positive linear association ($r = 0.837$, $p = 0.000$). These results supported Mustafa's (2018) findings, which showed that training enhanced organizational performance.

Additionally, there was a strong positive linear link between staff retention and leadership development ($r = 0.856$, $p = 0.000$). These findings validated Nyambura and Kamara (2017) claim that career development, mentoring, and training positively affect employee retention. The results showed that employee perks had a significant positive linear connection with employee retention ($r = 0.821$, $p = 0.000$). These findings corroborated those of Jackson et al. (2019), who stated that increased employee benefits and services are under pressure to attract and retain valuable employees, allowing firms to compete successfully in the labor market.

4.6.2 Regression Results

The link between the independent factors (talent management, training, leadership development, and employee benefit) and the dependent variable (employee retention) was investigated using regression analysis.

Table 4.9

Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905a	0.82	0.811	0.4206

Human resource procedures were determined to be sufficient variables in explaining employee retention, according to the findings reported in table 4.8. This suggests that HR practices account

for 82.0 percent of the variance in the dependent variable, employee retention. This implies that the model used to link the variables' relationships was successful.

Table 4.10

Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	65.948	4	16.487	93.195	.000b
Residual	14.506	82	0.177		
Total	80.454	86			

The p value of 0.000, which is lower than the 0.05 threshold, shows that the entire model was statistically significant. An F statistic of 93.195 backs up this claim, implying that human resource policies are a good predictor of employee retention.

Table 4.11 shows the regression coefficient outcomes.

Table 4.11

Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.022	0.224		0.096	0.924
Talent Management	0.147	0.072	0.14	2.046	0.044
Training Leadership	0.253	0.094	0.255	2.698	0.008
Development	0.418	0.093	0.395	4.513	0.000
Employee Benefits	0.208	0.094	0.203	2.218	0.029

Employee retention and talent management have a positive and substantial link ($\beta=0.147$, $p=0.044$), according to regression coefficients. These findings agreed with Wu et al. (2016) who

argued that every organization goes for the practice in terms of management which they believe will give them maximum benefit in terms of achieving organizational success. Further results showed that there was a positively substantial connection between training and employee retention ($\beta=0.253$, $p=0.008$). The results supported those of Waithira (2018) who discovered that organizational performance was enhanced through training and development initiatives and at the same time improved effectiveness and efficiency of the employees and the organization at large.

The results also revealed a significant and favorable relationship between leadership management and employee retention ($\beta =0.418$, $p=0.000$). These results support Muma (2018) research, which discovered a positive relationship between leadership development and staff retention. Additional findings revealed a substantial and positive correlation between employee perks and employee retention ($\beta =0.208$, $p=0.029$). The results agreed with Okumbe (2017) who indicated that the benefits and inducement given to workers enable them to stay motivated and to work extra hard so that they can be highly productive in the company.

$$Y= 0.022+ 0.147X_1+ 0.253X_2+ 0.418X_3+ 0.208X_4$$

Where:

Y = Employee Retention, X1 = Talent Management, X2 = Training, X3 = Leadership Development, X4 = Employee Benefits

e = error term

4.7 Research Hypotheses

The study hypotheses were tested.

4.7.1 Talent Management and Employee Retention

The first hypothesis was to see if there was a substantial link between talent management and employee retention in a sample of Kenyan referral hospitals. The probability value was $0.044 < 0.05$, as shown in table 4.11. As a result, the null hypothesis was disproved. As a result, the findings of the study suggested that talent management had a considerable impact on employee retention in Kenya's referral hospitals. These findings agreed with Wu et al. (2016) who argued that every organization goes for the practice in terms of management which they believe will give them maximum benefit in terms of achieving organizational success

4.7.2 Training and Employee Retention

The second hypothesis was to see if there was a substantial link between training and employee retention in a few Kenyan referral hospitals. The probability value was $0.008 < 0.05$, as shown in table 4.11. As a result, the null hypothesis was disproved. According to the findings, training had a considerable impact on employee retention in Kenya's referral hospitals. These findings agreed with Waithira (2018) who discovered that organizational performance was enhanced through training and development initiatives and at the same time improved effectiveness and efficiency of the employees and the organization at large.

4.7.3 Leadership Development and Employee Retention

The third hypothesis was to see if there was a substantial link between leadership development and employee retention in a group of Kenyan referral hospitals. The probability value was $0.000 < 0.05$, as shown in table 4.11. Therefore, the null hypothesis was rejected. According to the findings, training had a considerable impact on employee retention in Kenya's referral hospitals. These data supported Nyambura and Kamara (2017)'s hypothesis that career training, development, and mentoring had a beneficial impact on employee retention.

4.7.4 Employee Benefits and Employee Retention

The fourth hypothesis was to see if there was a substantial link between employee benefits and employee retention in a group of Kenyan referral hospitals. The probability value was $0.029 < 0.05$, as shown in table 4.11. Therefore, the null hypothesis was rejected. Employee benefit had a significant effect on employee retention in selected referral hospitals in Kenya, according to the findings of the study. These findings corroborated those of Jackson et al. (2019) who stated that increased employee benefits and services are under pressure to attract and retain valuable employees, allowing firms to compete successfully in the labor market.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The summary, conclusions, and recommendations are summarized in this chapter. This was done in accordance with the study objectives.

5.2 Summary of Findings

5.2.1 Talent Management and Employee Retention

The first objective was to evaluate the effect of talent management on employee retention in selected referral hospitals in Kenya. Results showed that most of the respondents indicated that upcoming talents are recognized in the organization. The majority of respondents agreed that proper talent selection is carried out. Furthermore, the majority of respondents stated that talent monitoring is done on a regular basis in their firm. The majority of respondents felt that talent is regularly appraised in the firm, according to the findings.

Talent management exhibited a substantial positive linear relationship with employee retention, according to correlation studies. Employee retention and talent management have a favorable and significant association, according to regression coefficients. Talent management had a significant effect on employee retention in selected referral hospitals in Kenya, according to the study hypothesis.

5.2.2 Training and Employee Retention

The second objective was to evaluate the effect of training on employee retention in selected referral hospitals in Kenya. Results showed that most of the respondents indicated that their company has programs for refresher courses. Further findings revealed that the majority of

respondents said their company provides employee scholarships. Furthermore, the majority of respondents stated that their company provides job training. The majority of respondents responded that organization employees are provided time off, according to the results. Furthermore, the majority of respondents stated that their company's employees are entitled to study leave. Training exhibited a high positive linear relationship with staff retention, according to correlation results. Employee retention and training have a favorable and significant link, according to regression coefficients. According to the study's hypothesis, training had a considerable impact on employee retention in particular Kenyan referral hospitals.

5.2.3 Leadership Development and Employee Retention

The third objective was to evaluate the effect of leadership development on employee retention in selected referral hospitals in Kenya. Results also indicated that most respondents indicated that their company gives support on employee career development. Findings also revealed that most respondents indicated that their hospital support employees are trained on their career expectation. In addition, the majority of respondents stated that their organization provides career mentoring. Furthermore, the majority of respondents stated that goal-setting is obvious in their company. The majority of respondents indicated that there is career feedback in the organization, according to the results.

Leadership development exhibited a substantial positive linear relationship with staff retention, according to correlation studies. Employee retention and leadership development have a favorable and significant association, according to regression coefficients. The study's hypothesis was that employee retention in particular Kenyan referral hospitals was significantly impacted by leadership development.

5.2.4 Employee Benefits and Employee Retention

The fourth objective was to evaluate the effect of employee benefits on employee retention in selected referral hospitals in Kenya. Results also showed that most respondents agreed that their organization offers work related benefits to its employees. Findings also indicated that most respondents indicated that most organization has health related benefits. The majority of respondents also stated that their organization provided financial security benefits. Most of the participants believe that the organization delivers financial security benefits. In addition, the majority of respondents stated that their company provided lifestyle advantages.

Employee perks exhibited a substantial positive linear relationship with employee retention, according to the results of the correlation. Employee benefits and employee retention were found to have a positive and significant link after regression of coefficients. From the study hypothesis, employee benefits had a significant effect on employee retention in selected referral hospitals in Kenya.

5.3 Conclusions

The study's findings suggest that talent management and employee retention have a good and significant association. The study also concluded that upcoming talents are recognized in the referral hospitals. In addition, proper talent selection and talent monitoring is done in most referral hospitals in Kenya. Further, talent is continually evaluated in most referral hospitals in the organization.

According to the study's findings, training and staff retention have a favorable and significant association. The study also found that the majority of Kenya's referral hospitals provide staff members with scholarships. The study also found that the majority of Kenya's referral hospitals

provide on-the-job training. In addition, most referral hospitals provide staff leave as well as educational leave.

According to the study's findings, staff retention and leadership development have a favorable and significant association. In addition, most referral hospitals in Kenya support employee career development. Most referral hospitals in Kenya also train their employee on their career expectation. Further, there is career mentorship and goal setting in most referral hospitals in Kenya.

The study concluded that there was a positive and significant relationship between employee benefits and employee retention. In addition, most referral hospitals offer work related benefits to its employees. Further, referral hospitals provide benefits for financial security to their employee. The study also concluded that life style benefits enhanced employee retention in referral hospitals.

5.4 Recommendations

In line with the study's specific aims, the researcher has made relevant recommendations based on study findings. As a result, the study recommends that the human resource practices utilized in the study be adopted to improve staff retention in all hospitals, not just the ones studied.

Programs for staff mentoring and coaching should be introduced at referral hospitals without them because they help with employee retention. According to the findings, referral hospitals should encourage active cooperation throughout the entire organization. Additionally, they need to make sure that the company provides career paths for workers.

The study recommended that referral hospitals ought to have an effective training system to their employees so as to enhance their retention. The hospital administration must also provide

opportunities for training and development to their personnel on a regular basis. Organizations also ought to make sure their employees are fully satisfied with their induction training. This is because staff training leads to increased job satisfaction and, as a result, higher employee retention.

The study also recommended that the referral hospitals and other hospitals management ought to employ leadership styles that have a direct effect on attitude of employees which in turn affects employee retention. The study recommended that the referral hospitals policy makers ought to come up with policies that ensure there are favorable employee benefits such as study leaves, allowances.

5.5 Areas of the Study

The purpose of this study was to evaluate the relationship between staff retention policies and human resources practices in a sample of Kenya's referral hospitals. Further studies can be done on this area but focus on other hospitals in Kenya such as Level 3 and 4 hospitals in Kenya. In addition, the study was done in Kenya and therefore a further study can be done in other countries in East Africa such as Uganda and Tanzania.

The current study was restricted to four human resource practices which included talent management, training, leadership development and employee benefits. Further studies can focus on other human resource practices such as recruitment, recognition, compensation.

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APPENDICES

Appendix 1: Introduction Letter

Dear Sir/Madam

RE: LETTER OF TRANSMITTAL OF DATA COLLECTION INSTRUMENTS.

I am a student at Kenya Methodist University pursuing a Master's Degree in Business Administration specializing in Human Resource Management. As a compulsory requirement, I am expected to carry out research on relationship between Human Resource Practices and Employee Retention in selected referral hospitals in Kenya. This will assist organizations realize the importance of best fit human resource practices and how this can contribute to employee retention.

I kindly request that you use a few minutes of your time to fill the attached questionnaire. The questions seek your opinions concerning your organization's human resource practices in relation to employee retention. There is no right or wrong answers; I only require your sincere point of view. I would like to inform you that the information you will provide will be classified and your identity will be undesignated.

Thank you for your participation in this study. Much appreciation for your cooperation and contribution to this study.

Yours faithfully,

Aden Roba Golicha

Appendix 2: Research Questionnaire

Kindly tick [] the suitable feedback or provide details that are applicable. The feedback that you are going to provide will only be utilized for the motive of this study. Therefore, do not indicate your name on the questionnaire.

Section One: Demographic Information of Respondents

1. State your highest level of education.

PhD. [] Master's degree [] Undergraduate degree []

Other specify: _____

2. Indicate the period of time that you have worked in the organization.

0 - 2 years [] 3 -5 years [] 6 -10 years [] 11 years and above []

Section Two: Employee retention

This segment handles the retention of workers and how it is ensured in organizations. The provided action points below will be used to verify the achievement of employee retention. To which level do you agree with the below statements? 1 = strongly disagree 2= Disagree 3= neither agree nor disagree 4= Agree 5= strongly agree

STATEMENT	1	2	3	4	5
In my company there is a high employee turnover					
In my organization there is a low employee turnover					

Section Three: Talent Management

This section deals with talent management and how it is done in the company. The action points below will be used to verify the existence of talent management in the organization. To which level do you agree with the below statements? 1 = strongly disagree 2= Disagree 3= neither agree nor disagree 4= Agree 5= strongly agree.

STATEMENT	1	2	3	4	5
Upcoming talents are recognized in my organization					
Proper talent selection is done					
Talent monitoring is always done in the organization					
Talent is continually evaluated in my organization					

Section Four: Training

This section deals with training and how it is done in a company. The action points below will verify the existence of employee training in the organization. To what level do you agree with the below statements? 1 = strongly disagree 2= Disagree 3= neither agree nor disagree 4= Agree 5= strongly agree

STATEMENT	1	2	3	4	5
The company has programs for refresher courses					
The organization gives scholarships to employees					
My organization does on job training					
Employees are given time off					
Employees are entitles to study leave					

Section Five: Leadership Development

This segment handles leadership development and the various ways in which it is executed in a company. The following action points will be used to verify the existence of leadership development in an organization. To what level do you agree with the below statements? 1 = strongly disagree 2= Disagree 3= neither agree nor disagree 4= Agree 5= strongly agree

STATEMENT	1	2	3	4	5
The company gives support on employee career development					
Employees are trained on their career expectation					
There is career mentorship in my organization					
Career goals setting is evident in my organization					
There is career feedback in the organization					

Section Six: Employee Benefits

This section deals with employee benefits and how it is done in the company. These action points will be used as a verification of the presence of employee benefits in the organization. To what level do you agree with the below statements? 1 = strongly disagree 2= Disagree 3= neither agree nor disagree 4= Agree 5= strongly agree

STATEMENT	1	2	3	4	5
The organization offers work related benefits to its employees					
The organization has health related benefits					
The organization provides benefits for financial security					
My organization offers life style benefits					

Appendix 3: Authorization Letter from KeMU



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya
Tel: 254-064-30301/31229/30367/31171

Fax: 254-64-30162
Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

August 10, 2021

Commission Secretary,
National Commission for Science, Technology and Innovations,
P.O. Box 30623-00100,
NAIROBI

Dear sir/ Madam,

ROBA ADEN GOLICHA (BUS-3-0090-1/2020)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, Department of Business Administration, undertaking a Degree of Master of Business Administration. He is conducting research on, 'Relationship between Human Resources Practices and Employee Retention in Selected Referral Hospitals in Kenya'.

We confirm that his research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a permit to enable him collect data for his research.

Any assistance accorded to him will be appreciated.

Thank you.

Dr. John Muchiri, Ph.D.
Director Postgraduate Studies
Cc: Dean SBUE


COD, Business Administration
Postgraduate Co-ordinator
Supervisors

Appendix 4: Research Permit

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **857769**

RESEARCH LICENSE




This is to Certify that Mr. aden roba golicha of Kenya Methodist University, has been licensed to conduct research in Dolo on the topic: RELATIONSHIP BETWEEN HUMAN RESOURCES PRACTICES AND EMPLOYEE RETENTION IN SELECTED REFERRAL HOSPITALS IN KENYA for the period ending : 23/August/2021.

License No: **NACOSTU/P/21/12482**

Applicant Identification Number: **857769**

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



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