

**INFLUENCE OF EMPLOYEE RETENTION STRATEGIES ON
ORGANIZATIONAL PERFORMANCE OF CUSTOM AND BORDER
ORGANIZATIONS IN KENYA**

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MANAGEMENT OF KENYA METHODIST UNIVERSITY**

2024

DECLARATION

I declare that this thesis is my work and has not been presented to any other university for the award of any degree

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Approval

This thesis has been submitted for examination with our approval as university supervisor.

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DEDICATION

I would like to dedicate this research work to my husband, Phillip Wabwire who supported me spiritually and financially.

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ABSTRACT

Employee retention in government organizations worldwide is a significant challenge owing to fluctuating demand and frequent job changes by many employees. Knowledge of how parastatals retain competent employees is crucial owing to the increased demand for optimal performance. Customs and border organizations in Kenya recognized the emerging challenge of organizational performance and therefore put various measures to retain employees. Despite the efforts, still, their performance is low. The study's objective was to determine the influence of employee retention strategies on the organizational performance of customs and border organizations in Kenya. The specific objectives were to determine the influence of recruitment, and the influence of training, to establish the influence of compensation, and to determine the influence of talent management on the organizational performance of customs and border organizations in Kenya. The study was anchored on McGregor theory X and theory Y of Motivation. The research employed a descriptive research approach. The study targeted 16 individuals in top executive positions, 83 individuals in middle management positions, and 104 individuals in lower management positions from the Kenya Revenue Authority, the Kenya Ports Authority, and the Kenya Airports Authority. The study used the stratified random sampling method and the Taro Yamane formula to come up with a sample size of 218 participants. The researcher utilized questionnaires with both closed and open questions to gather primary data. Before administering all the questionnaires to employees, a pilot study was conducted on 10 participants with the application of a Cronbach alpha of more than 0.7 being considered an appropriate reliability score measure. Descriptive statistics were presented via frequencies, percentages, standard deviation, and mean. Data analysis was conducted using descriptive and inferential statistics to establish the link between the variables whereas content analysis was used to analyze qualitative data. Results were presented on, tables, graphs, and narratives. The study revealed a beta value of 0.243 and a p-value of 0.002 between recruitment and the organizational performance of customs and border organizations in Kenya. The study revealed a beta of 0.336 between training and organizational performance of customs and border organizations in Kenya. In addition, the study revealed a beta of 0.222 between compensation and organizational performance of customs and border organizations in Kenya. Lastly, the study revealed a beta value of 0.310 and a p-value of 0.001 between talent and organizational performance of custom and border organizations in Kenya. The study concluded that recruitment, training, compensation, and talent management had a significant influence on the organizational performance of customs and border organizations in Kenya. The study recommended that customs and border organizations in Kenya should be imperative for human resource management to prioritize in-service training programs to continually enhance employee skills and work performance. The study also recommended that customs and border organizations in Kenya should prioritize the recruitment of a qualified workforce with relevant experience and necessary training to boost productivity levels. The study also recommended that customs and border organizations in Kenya should make a concerted effort to enhance talent management practices, focusing on efficient talent identification, retention, and development strategies. Lastly, the study recommended that customs and border organizations in Kenya should recognize the importance of employee well-being by providing adequate leave and off days which significantly contribute to job satisfaction and worker efficiency. Overall, customs and border organizations in Kenya should prioritize qualified recruitment, continuous training, transparent compensation, and robust talent management to enhance organizational performance and employee retention.

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LIST OF ABBREVIATIONS AND ACRONYMS

CEO:	The Chief Executive Officer
DW:	Durbin-Watson
HR:	Human Resource
KAA:	Kenya Airport Authority
KEGC:	Kenya to investigate how the Kenya Electricity Generating Company's
KEMU:	Kenya Methodist University
KPA:	Kenya Port Authority
KRA:	Kenya Revenue Authority
NACOSTI:	National Commission for Science, Technology and Innovation
RARMP:	The Revenue Administration Reform and Modernization Program
SPSS:	Statistical Package for Social Sciences
USA:	United States of America
VIF:	Variance Inflation Factor
SET	Social Exchange Theory
HRM	Human Resource Management
UK	United Kingdom
VIF	Variance Inflation Factor
NACOSTI	National Commission for Science, Technology and Innovation
UK	United Kingdom
KEGC	Kenya Electricity Generating Company's
ICT	Information Communication Technology
KIPPRA	Kenya Institute of Public Policy Research and Analysis

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Retention of employees is a commonly used strategy for reducing turnover in a company. It involves several parts of the employer-employee relationship, including recruiting, termination, benefits management, goal setting, performance evaluation, and handling employee departures (Ozkeser, 2019). Effective employee retention strategies result to suitable employee workload, service efficiency and productivity. Experts thus view it as an improved form of human resource management. People that work for government organizations are essential to its success because they have a direct influence on how well the organization performs (Edward et al., 2021). Employees that adhere to the "right person in the right position" principle are essential for these institutions to run well (Chen & Vanclay, 2021). Creating all-encompassing staff retention strategy is the first step in accomplishing these organizations' goals (Choy & Kamoche, 2021). Thus, the process of organizing attempts to draw in, recognize, and employ people with the necessary expertise, experience, and viewpoints in line with the demands of the company is known as recruiting (Dean & Sykes, 2021). Benslimane and Moustaghfir (2020) agree and add that the process of recruiting entails choosing applicants to fill open jobs. Asian government organizations have made hiring people a top priority. In China, the hiring process starts with identifying possible applicants and continues with them submitting their applications for open positions (Zhang & Lu, 2021).

Globally, retention of employees emerged a crucial component of the success of the organization, particularly in the face of rising competition for skilled talent. Retention strategies are designed to mitigate turnover, which can disrupt organizational continuity and drive up

costs related to recruitment and training (Ozkeser, 2019). These strategies encompass several aspects of the employment cycle, from recruitment to performance evaluation and termination, with a key focus on maintaining a motivated, competent workforce. When organizations invest in effective retention strategies, they create optimal work environments, leading to increased employee efficiency and productivity. Retention should no longer be viewed as a standalone human resource practice but rather as an integrated aspect of overall organizational management.

The United States, the United Kingdom, and Canada are countries that have placed considerable emphasis on structured retention practices to address workforce shortages and reduce turnover. In the United States, for instance, competitive employee benefits, performance incentives, and career development opportunities have been identified as key factors influencing retention, particularly in sectors such as healthcare and technology (Benslimane & Moustaghfir, 2020). Similarly, in the UK, recruitment practices now focus heavily on ensuring not only the attraction of skilled employees but also their long-term retention through comprehensive onboarding and development programs (Zhang & Lu, 2021). Despite these advancements, unresolved global issues include disparities in retention strategies across industries and countries, as well as challenges related to ensuring that compensation and career development opportunities align with employee expectations and organizational objectives.

Employee retention remains a significant challenge across Africa, particularly within public institutions and universities. Many countries in the region struggle with inadequate human resource management practices, which hampers efforts to attract and retain talented staff (Wege et al., 2019). Recruitment and retention are inherently connected, as the ability of organizations to hire skilled professionals depends on offering competitive compensation, career

advancement opportunities, and a supportive work environment (Amushila & Bussin, 2021). In areas like West and East Africa, the shortage of skilled employees in public institutions has led to reduced service quality and diminished organizational performance (Mohamed et al., 2021). This underscores the importance of talent retention in improving institutional effectiveness and achieving organizational goals.

Efforts to improve employee retention in several African countries, including Tanzania, South Africa, and Nigeria, have yielded mixed outcomes. In Tanzania, training and development programs aimed at enhancing employee skills have been implemented, but aligning these initiatives with the broader objectives of organizations remains a persistent issue (Wege et al., 2019). Similarly, South Africa struggles to retain skilled workers across both public and private sectors, largely due to insufficient pay and restricted opportunities for career growth (Nanor et al., 2022). Despite various retention strategies being employed, unresolved issues persist, particularly in synchronizing recruitment, compensation, and career progression strategies. The absence of structured talent management systems in many African organizations has further compounded the issue, leading employees to seek better opportunities abroad or in the private sector.

In Kenya, employee retention is of paramount concern, particularly in public institutions such as the Kenya Revenue Authority (KRA), Kenya Airports Authority (KAA), and Kenya Ports Authority (KPA). These organizations are grappling with the challenge of retaining skilled employees, who are crucial to maintaining operational efficiency and meeting organizational objectives. Effective employee retention in Kenya's public sector is hindered by several factors, including inadequate compensation, lack of career growth opportunities, and insufficient employee training programs. Wangui and Felistus (2021) argue that ineffective recruitment

practices and poorly structured retention strategies have led to workforce shortages and decreased service delivery. Moreover, poor managerial decisions regarding employee engagement and performance evaluation have further compounded the issue.

Locally, Kenyan organizations must also address the disconnect between compensation and performance outcomes. For instance, inadequate remuneration systems in parastatals have been linked to decreased motivation and higher turnover rates (Ridwan et al., 2020). In addition, Kenya's customs and border organizations face unresolved challenges in implementing comprehensive training programs, which are critical for employee development and retention (Irabor & Okolie, 2019). While institutions such as the KRA have made strides in adopting talent management practices, unresolved issues such as merit-based promotions, career development opportunities, and competitive compensation packages still persist. To improve retention, Kenyan organizations must focus on aligning their recruitment, development, and compensation strategies with the evolving needs of their workforce.

Employee retention is also heavily influenced by training and development initiatives. Studies have demonstrated that well-structured in-service training enhances employee skills and boosts productivity (Deshpande & Munshi, 2020). Additionally, the role of training in increasing job satisfaction and improving retention rates has been widely confirmed (Alfawaire & Atan, 2021). In India, studies confirm that well-structured training programs contribute to higher productivity (Akdere & Egan, 2020). In Kenya, training is also seen as a vital component of employee retention, especially in public organizations. However, inadequate training, as noted by Wege et al. (2019) in Tanzania, can negatively impact performance. This suggests that while training is critical, there is an unresolved issue in ensuring its consistent and effective implementation across different institutions.

Moreover, effective compensation and incentive management play a crucial role in enhancing employee retention. Shahzadi et al. (2021) emphasize the importance of offering both monetary and non-monetary rewards to retain employees, noting that incentive programs that recognize individual contributions while advancing organizational success are particularly effective (Wahyudi, 2022). In Kenya's public sector, compensation strategies are a major contributor to employee retention (Irabor & Okolie, 2019). Additionally, pay systems that reflect employees' competencies and align with organizational objectives boost performance (Ridwan et al., 2020). However, many Kenyan parastatals continue to face difficulties in successfully linking compensation to performance outcomes, leaving this as an ongoing issue.

In addition to recruitment, training, and compensation, talent management is important for retaining employees. Effective talent management practices allow organizations, particularly in Africa, to nurture and retain their workforce (Moldoveanu & Narayandas, 2019). In Kenya, customs and border organizations must implement strong talent management frameworks to attract, develop, and retain skilled personnel. Karim et al. (2021) point out that well-designed training programs and incentives play a crucial role in creating an efficient workforce, which is essential for improving organizational performance. Nonetheless, challenges such as weak talent management strategies and insufficient investment in employee development hinder the progress of Kenya's public institutions (Nanor et al., 2022).

1.1.1 Kenya Revenue Authority

On July 1st, 1995, Cap. 469, an Act of Parliament, created the Kenya Revenue Authority (KRA) to improve the sustainability of tax administration and revenue collection. Since its founding, revenue has significantly expanded, enabling the government to provide its residents with much-needed services. KRA collects local taxes, which account for more than 90% of the

money for the Kenyan budget. The Kenya Revenue Authority identifies employee apathy as a significant issue, which allows both employees and employers to evaluate how well organizational and departmental objectives are achieved. It also provides insight into staff effectiveness in meeting targets and contributes to the development of individual professionalism, capacity building, growth, and learning (Kenya Revenue Authority, 2016).

The Authority is organized into seven divisions: Ports Services, Domestic Taxes, Transportation, Support Services, and Inspections & Enforcement Department. These departments are responsible for various revenue collection and support tasks. Since KRA's founding, revenue administration has become more professional while revenue collection has increased. Between 2001/2002 and 2007/2008, tax revenues increased by 114%, or an average of 13.6% per year, from KShsl83 billion (US\$2,780 million) to KShs 392 billion (US\$5,935 million) Vs a fiscal target of 630 billion KSh, 635 billion KSh were collected in the recently finished 2010–2011 fiscal year. However, a number of procedures continue to be carried out manually, and KRA has not yet achieved organizational integration. The initiation of the Revenue Administration Reform and Modernization Program (RARMP) in 2004/05 aimed to convert KRA into a contemporary, comprehensively unified, and customer-centric institution (Kimani, 2018).

To address the issue of employee performance, KRA has developed plans using an objective approach; nevertheless, these plans have not been executed or felt by employees, which has had an impact on their efficiency (Kenya Revenue Authority [KRA], 2016). The basis for the research was established by examining the KRA Headquarters in Nairobi, with a focus on investigating the factors that impact the productivity of staff members.

1.1.3 Kenya Airports Authority

Human resources are necessary, essential, and often challenging to manage. The reason for this is the unpredictability of human behavior. It varies not just from person to person, but also from moment to moment within the same person, and it may also be influenced by the surrounding environment. Humans have a common evolutionary history and cultural norms, but they also vary greatly in appearance and skill because to their unique combinations of upbringing, education, and experience. Human resource management discussions must include a focus on workers' fundamental productivity levels because of this. Therefore, the venture's success will be determined by the efforts of its staff members. Management must never, under any circumstances, ignore good performance (Muthoni & Kinyua, 2020).

The pace of technological advancement, the size of the knowledge workforce, and the nature of the job itself are all contributing factors that are making change an ever-present part of people's daily lives. Business success is in the employees' hands, whose output has a major bearing on its future. Leaders are often the ones who must come up with and carry out changes that will have an effect on workers' productivity. According to studies conducted over the last decade, worker output is responsible for about 80% of a company's profitability. Employee performance is accounted for whether or not a project is finished, and it is also accounted for if a project is left unfinished and no longer provides value to its intended audience after the deadline has passed. *Why Transformation Efforts Fail* is an essay by John Kotter that discusses the variables that make-or-break organizational transformations. Organizational leaders may effectively implement and oversee improved performance if they follow the steps outlined by Kotter's approach. According to Kendagor et al. (2023) one of the key components of effective change management is open lines of communication with staff. According to data, poor communication between project stakeholders is a leading cause of unsuccessful change

initiatives. Leaders should anticipate pushback from employees when they introduce and execute new policies and procedures. Organizations can increase the likelihood of successful change by following a series of suggestions made by various advocates and representatives of emerging philosophical schools, such as the design and position schools, accounting for both organization and employee interests. The Chief Executive Officer (CEO) and his or her management team erred most severely by failing to foster an atmosphere conducive to the kind of innovation that improves worker well-being and, in turn, productivity. As a result, opposition to the move came from those who should have been its biggest advocates (Blokdijs, 2008).

To understand and evaluate employee performance, it is necessary to have a strategy. Strategy covers a comprehensive and deliberate approach that includes a well-thought-out strategy, consistent pattern of actions, strategic position, and unique perspective, all with the goal of providing exceptional value. Research undertaken in the USA, as well as analogous research in the United Kingdom, acknowledge that organizations have established formal structures. They are characterized as structures as a fusion of concrete and repetitive components that shape the conduct of personnel, thereby affecting the individual employee's performance. Evaluating this performance requires making changes, which demands a high level of experience and knowledge to develop and execute. The introduction of change frequently generates dread among employees as a result of concerns, such as budgetary limitations. During the process of transformation, employees' conduct is significantly influenced by their emotional reactions. Enterprises must not only adjust to changes but also proactively anticipate and incorporate them into their plans and budgets. The ambiguity over the future frequently elicits emotions of apprehension among employees, resulting in psychological and emotional instability, which might impact their performance as they anticipate prospective evaluations of their roles. The

study done by Sawaneh and Kamara (2019) focused particularly on the significance of management practices in influencing employee performance.

Kendagor et al. (2023) carried a study in Kenya to investigate how the Kenya Electricity Generating Company's (KEGC) employees reacted to the company's organizational change and how it affected their overall performance. He concentrated on analyzing how structural components such as hierarchy, management supervision, task reorganization, and collaborative work groups impact the issue. The outcomes of the research revealed that rearranging the chain of command inside the organization, decreasing the breadth of power, developing more collaborative work teams, and rethinking tasks were all contributors to greater levels of productivity.

The little body of literature that exists on the topic in Africa does not significantly depart from earlier studies carried out abroad. In two independent pieces of study. Researchers from Nigeria and South Africa found a positive association between features of change management and worker productivity. Kotut (2014) carried a study in Kenya and found a positive link between organizational change (including structural, technological, and individual components) and worker production. Publication in the journal organizational behavior and human decision processes served as the repository for the research findings. Because computers are more accurate and faster than humans, workers are concerned that they will be replaced by machines anytime new technology is brought into the workplace. Therefore, it is essential to provide an explanation to personnel about the relevance of the change and the reasoning behind it in order to calm their anxieties and increase productivity. The current study tries to determine whether or not this is an issue at Kenya Airports Authority. This is because certain employees at Kenya

Airports Authority might feel threatened by the introduction of cutting-edge technology, thus the study aims to determine whether or not this is a problem there.

Wambugu (2014) conducted a study that investigated how corporate culture impacts employee performance, focusing on Wartsila Limited, a private company based in Kenya. The research explored four key aspects of organizational culture: company values, the working environment, leadership styles, and job-related procedures. The study revealed that, contrary to common beliefs, it was the company's fundamental values and beliefs that had the most significant influence on employee performance, rather than internal operational factors. These findings highlight the importance for managers to prioritize initiatives aimed at enhancing employee performance.

The previously mentioned study found several variables that have been linked to employee performance in various contexts. The proposed study intends to bridge the existing knowledge gap on the factors that impact employee performance at Kenya Airports Authority since so little is currently known about these factors.

1.1.2 Kenya Airports Authority

Kenya's official national airline is the privately owned and operated Kenya Airways Ltd where the business began in 1977. The company's headquarters are in Embakasi, Nairobi, and the airport serving as its primary hub is Jomo Kenyatta International Airport. Before its successful privatization in 1996, Kenya Airways was totally controlled by the Kenyan government from independence in April 1995 until that month. There is now a public-private partnership running Kenya Airways. The Government of Kenya owns the biggest portion in the corporation at 29.8 percent, followed by KLM with a 26.7 percent ownership. The remaining ownership is held by individual investors, with shares traded on the Nairobi, Dar es Salaam, and Uganda Securities

Exchanges. In January 2013, Kenya Airways was acknowledged as a top airline in Sub-Saharan Africa. The airline has been part of the African Airlines Association since 1977 and became a full member of SkyTeam in June 2010. According to recent data, the company employs an estimated 3,870 staff members (Mutunga & Ondara, 2021).

Nairobi Embakasi Airport was opened in May 1958 by Sir Evelyn Baring, the final colonial Governor of Kenya, who had previously managed the Old Embakasi Airport. The old airport, constructed in the mid-1950s to accommodate the initial Boeing 707/DC8 aircraft, was closed on March 14, 1997, to make way for the current Jomo Kenyatta International Airport. Nairobi International Airport was not Kenya's first. Mrs. Florrie Wilson of Dagoretti Corner founded Wilson airport Ltd. Both Mombasa and Kisumu Airports can trace their origins back to the Second World War, when they were constructed for use by the armed forces. Since then, the airports have been given international status and received ISO 9001:2008 Quality 5 Management System certification. All of Kenya's airports are under the Authority's scrutiny as they strive to improve efficiency, service quality, and capacity. The primary objective and purpose of the Kenya Airports Authority is to deliver effective and skilled airport infrastructure and amenities inside a sustainable framework, guaranteeing globally competitive services for all individuals utilizing Kenyan airports (Kalisa, 2021).

The core principles of Kenya Airports Authority are centered on the satisfaction of its customers and include things like excellent governance, professionalism, and creativity. The government appoints the chairman and other board members to govern the Authority. Kenya Airports Authority has undergone significant structural changes in its short history in order to become a results-driven and customer-focused company. The competence of the Kenya Airports Authority's employees is important to the organizations' success since they are responsible for

a wide range of tasks that propel it ahead. Employees may be less productive at the company that steers one of Africa's most successful airlines because of a recent Enterprise Resource Planning program that has spread widespread panic and uncertainty among workers. Therefore, it is crucial to ascertain and assess the performance of workers at the firm in order to effectively prepare.

1.1.3 Kenya Ports Authority

The Kenya Ports Authority (KPA) is a governmental entity tasked with the oversight and operation of Kenya's seaports. The organization was founded in 1978 by a parliamentary legislation to take over the responsibilities formerly managed by the East African Harbours Corporation. The KPA manages and operates the seaports in Mombasa, Lamu, Kilindini, and Malindi. The KPA's main mandate is to provide efficient and effective port services to facilitate international trade and contribute to Kenya's economic development. It offers various services, including vessel and cargo handling, warehousing, storage, and transporting goods to and from the ports. The KPA is also responsible for maintaining and developing the ports' infrastructure to ensure they are up to international standards. The KPA is headed by a Managing Director, whom the government appoints. The Authority is overseen by a board of directors appointed by the Cabinet Secretary for Transport, Infrastructure, Housing, and Urban Development.

Over the years, the KPA has significantly facilitated trade and investment in the East African region. It has implemented various measures to enhance efficiency and competitiveness, including automating its processes and adopting modern technology (Awitta, 2020). The KPA has also collaborated with other agencies and stakeholders to promote regional trade and investment. The Kenya Ports Authority (KPA) has several divisions responsible for managing different port operations. Some of these divisions include: Operations Division, Finance

Division, Engineering Division, Human Resources Division, Corporate Services Division, ICT Division, and Business Development Division. These departments collaborate to ensure the port runs smoothly and efficiently, fulfilling the expectations of both its customers and stakeholders.

1.2 Statement of the Problem

Organizational performance is crucial for any institution, as it directly impacts efficiency, effectiveness, and outcomes, often measured through revenue collection, service delivery timeliness, and compliance with regulatory standards. In the context of customs and border organizations, performance is especially significant due to its direct impact on national security, economic stability, and trade facilitation (George et al., 2019). Efficient operations in these organizations are essential for timely processing, minimizing corruption, and enhancing revenue collection, which is critical for national development. Despite this, customs and border institutions face significant challenges, such as fluctuating demand and high employee turnover rates, which hinder effective performance. The lack of successful employee retention strategies exacerbates these challenges, impacting continuity, institutional knowledge, and optimal service delivery (Abubakar et al., 2019).

A study conducted by the Kenya Institute of Public Policy Research and Analysis (2023) highlighted a consistent underperformance in revenue collection targets, with a shortfall of 25% in the previous fiscal year. Additionally, the Kenya Ports Authority (KPA) has been plagued by delays in cargo handling, with cargo dwell times exceeding the 72-hour target by an additional 48 hours, resulting in inefficiencies in the supply chain. Similarly, the Kenya Airports Authority (KAA) struggles with passenger processing times, often exceeding the recommended 45 minutes by up to an hour. Furthermore, a 2022 compliance audit by the Kenya Revenue

Authority (KRA) revealed a compliance rate of only 69% with international customs regulations, underscoring significant gaps in procedural adherence. These challenges highlight an urgent need for improved organizational performance in Kenya's customs and border institutions.

While customs and border organizations in Kenya must adopt robust employee retention strategies to maintain a stable, motivated, and skilled workforce, current conditions indicate the opposite. High turnover rates, low employee morale, and frequent industrial actions undermine the ability of these institutions to perform effectively (Metet et al., 2021). Without addressing these issues, inefficiencies will persist, leading to higher operational costs and a continued failure to meet national and international standards. This would not only erode the effectiveness of customs and border operations but also threaten national security and economic growth. Despite the recognition of these issues, there remains a gap in how employee retention strategies can specifically enhance the performance of customs and border organizations in Kenya.

Existing literature on employee retention strategies has primarily focused on other sectors, with studies such as Nyabola (2018) examining the influence of these strategies on the performance of banks in Nyeri County, Kenya, specifically the Co-operative Bank of Kenya. However, this study presents a conceptual gap, as the environment and challenges in the banking sector differ from those in customs and border organizations. Mulwa and Kimani (2023) examined retention practices and performance among Small and Medium Enterprises (SMEs) in Kenya, which operate in vastly different environments compared to public institutions like customs organizations. Additionally, Hanai and Pallangyo (2020) conducted a study on employee retention strategies in Nigerian banks, presenting both a conceptual and geographical gap. None

of these studies have focused on customs and border organizations, creating a clear research gap in understanding the unique challenges faced by these institutions.

Thus, this study seeks to bridge the knowledge gap by focusing on employee retention strategies specifically in customs and border organizations in Kenya, an area that has not been extensively researched. Additionally, it addresses a managerial gap by providing insights into how retention strategies can be tailored to improve performance in these organizations, which have different operational dynamics from other sectors. The study will also contribute to filling a policy gap by offering recommendations that could guide the formulation of employee retention policies for customs and border institutions, which are currently lacking. Finally, the study aims to bridge the practice gap by highlighting practical solutions for reducing high turnover rates and improving job satisfaction, ultimately enhancing organizational performance in the sector.

1.3 General Objective the Study

The study sought to determine the influence of employee retention strategies on organizational performance of custom and boarder organizations in Kenya.

1.3.1 Specific objectives

- i. To determine the influence of recruitment on organizational performance of custom and boarder organizations in Kenya
- ii. To examine the influence of training on organizational performance of custom and boarder organizations in Kenya
- iii. To establish how compensation influence organizational performance of custom and boarder organizations in Kenya
- iv. To establish the influence of talent management on organizational performance of custom and boarder organizations in Kenya

1.4 Research Hypotheses

The study answered the following research hypotheses

- H₀₁:** Recruitment has no significant influence on organizational performance of custom and boarder organizations in Kenya?
- H₀₂:** Training has no significant influence on organizational performance of custom and boarder organizations in Kenya?
- H₀₃:** Compensation has no significant influence on organizational performance of custom and boarder organizations in Kenya?
- H₀₄:** Talent management has no significant influence on organizational performance of custom and boarder organizations in Kenya?

1.5 Justification of the Study

Previous studies on employee retention strategies across different sectors and industries have not provided conclusive findings on how these strategies specifically affect organizational performance in customs and border organizations. Therefore, this study is important to various stakeholders including policymakers, academicians, customs and border organizations, and research institutions, as it addresses the unique context of customs and border organizations in Kenya.

1.5.1 Policy Makers

Policy makers will find this study useful by providing data-driven insights and recommendations on employee retention strategies, specifically tailored to customs and border organizations. Policymakers can use the findings to design and implement policies aimed at enhancing workforce stability, reducing turnover, and improving overall organizational

performance. Effective retention policies can improve service delivery and compliance with regulatory standards, thereby boosting national security, revenue collection, and trade facilitation.

1.5.2 Academicians and Scholars

The study will contribute to academic literature by filling the identified knowledge gaps on employee retention in customs and border organizations. It will provide empirical data and test hypotheses related to retention strategies, contributing to the validation and development of theories in human resource management, specifically within public institutions. Future scholars will also benefit from the findings as a foundation for further research on employee retention and organizational performance in other public institutions or sectors with similar operational challenges.

1.5.3 Customs and Border Organizations in Kenya

This study will provide important insights for customs and border organizations in Kenya, helping them recognize the critical role employee retention strategies play in boosting organizational performance. By adopting these strategies, these organizations can lower employee turnover, increase job satisfaction, and improve service quality. This, in turn, will lead to greater efficiency in key operations such as cargo clearance, passenger processing, and adherence to international customs regulations. Ultimately, this will strengthen the institutions' capacity to meet both national and global expectations, supporting economic stability and national security.

1.5.4 Research Institutions

The study's findings will be crucial for research institutions, as they will help fill existing literature gaps related to employee retention strategies in the public sector, specifically customs

and border organizations. The results will provide actionable insights that can be applied to similar sectors, supporting the development of retention strategies that address sector-specific challenges. Research institutions can further use this study to solidify their role in generating impactful knowledge that informs both public policy and industry practices, thereby contributing to the broader economic and administrative efficiency in Kenya.

1.6 Scope of Study

The research explored how employee retention strategies affect the performance of customs and border organizations in Kenya. It specifically examined the roles of recruitment, training, compensation, and talent management in influencing organizational outcomes. Participants for the study were sourced from key institutions such as the Kenya Revenue Authority, Kenya Ports Authority, and Kenya Airports Authority, with a total sample size of 481 individuals across top, middle, and lower management levels. The study was conducted between July 2023 and July 2024.

1.7 Limitation and Delimitations of the Study

Inadequate data availability provided limits to the investigation. Some Respondents had work obligations and other commitments that prevented them from being available during data collection, despite their expressed interest in taking part. The research fixed this by scheduling appointments with the respective managers in advance. In addition, some people were reluctant to participate by worrying about having their privacy or confidentiality violated. Researcher however, assured them that the research adhered to strict ethical standards.

1.8 Assumptions of the study

The research assumed that the sample will provide a reliable representation of the total population. It also assumes that the respondents would truthfully relate their experiences with

different human resource operations, based on their views, knowledge, and understanding. Moreover, it presupposed the veracity and dependability of the information given by participants. The study conformed to the prescribed protocols of the Ability-Motivation-Opportunity theory to guarantee equity and a sample that accurately represents the population.

1.9 Operational Definition of Terms

Compensation: In customs and border organizations, compensation refers to the provision of monetary rewards such as salary increments, job promotions, medical health cover, and leave or off-days for exemplary performance (Agbenyegah, 2019). It will be measured by factors such as employee satisfaction, retention rates, and the frequency of salary and benefit adjustments.

Organizational Performance: refers to the successful attainment of specific objectives like revenue collection, timely service delivery, and compliance with international customs regulations in customs and border organizations (Akpa et al., 2021). This will be measured through metrics such as revenue growth, the efficiency of customs clearance processes, and compliance rates with regulatory standards.

Employee Retention Strategies: refers to the methods employed by customs and border organizations to manage personnel through hiring, delegation of tasks, and reward systems to ensure a stable workforce. These strategies will be measured based on

their effectiveness in reducing turnover, improving job satisfaction, and fostering long-term career development.

Recruitment:

Recruitment in this study refers to the process of identifying, selecting, and employing qualified candidates for specific roles in customs and border organizations to meet operational goals (Mian et al, 2020). This will be operationalized by assessing the qualifications, work experience, and interpersonal skills of the recruits.

Training:

Training refers to the ongoing provision of skills, knowledge, and attitudes necessary for customs personnel to effectively execute their responsibilities. It will be measured by the frequency of training programs, their relevance to the job, the policies guiding these programs, and the presence of in-service training initiatives.

Talent Management:

Talent management involves the strategies used by customs and border organizations to attract, retain, and manage skilled employees to maintain operational efficiency. It will be measured through employee retention rates, the organization's ability to attract new talent, and management practices that foster career growth and development.

Theory:

In this context, a theory refers to a set of assumptions and beliefs formulated to explain certain observed phenomena.

It will serve as the foundation for analysing how employee retention strategies influence the customs and border organization's performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review in the discussion on empirical literature review, theoretical literature review, theoretical models, and conceptual framework and research gaps.

2.2 Theoretical Framework

2.2.1 McGregor Theory X and Theory Y of Motivation

In 1960, Douglas McGregor introduced Theory X and Theory Y, two opposing views on employee behavior and motivation, both of which shape how organizations approach workforce management. According to McGregor, Theory X assumes that individuals inherently dislike work, have little ambition, and must be coerced, controlled, or threatened to align with organizational objectives (Hattangadi, 2015). In this theory, management bears full responsibility for ensuring that employees fulfill their duties to meet the organization's financial goals. Employees are seen as unmotivated and resistant to change, placing their personal interests above the company's objectives, necessitating strict supervision and control to drive productivity. Critics of Theory X argue that this approach may suppress morale and reduce overall productivity, as employees may feel disconnected from their work and lack intrinsic motivation (Tudor & Petre, 2021).

In contrast, Theory Y presents a more optimistic view of human nature. It posits that employees are not naturally lazy but are motivated, self-directed, and capable of taking responsibility for their tasks (Makushkin, 2019). McGregor argued that if given the right conditions, such as trust, autonomy, and opportunities for personal growth, employees will seek out challenges and work toward organizational goals with enthusiasm. Theory Y assumes that people naturally enjoy

working, can be creative in solving problems, and derive satisfaction from completing tasks effectively. This theory suggests that management's role is to create an environment that fosters these qualities, offering opportunities for growth, creativity, and responsibility. Organizations that adopt Theory Y are seen as more likely to cultivate engaged, innovative, and loyal employees, ultimately leading to improved organizational performance (Nomuoja & Johnson-Itabita, 2019).

When aligned with employee retention strategies, these theories offer distinct approaches to how management might structure their efforts. Under Theory X, retention strategies may focus on extrinsic motivators such as competitive salaries, bonuses, job security, and strict supervision, ensuring that employees stay in the organization due to external rewards or fear of repercussions. In opposition, Theory Y suggests that effective retention strategies should center on internal motivators. This includes offering opportunities for career advancement, nurturing creativity and independent thought, empowering employees with decision-making authority, and cultivating a strong sense of purpose within the organization. For customs and border organizations in Kenya, Theory Y may foster higher retention by emphasizing employee growth, innovation, and responsibility in the highly structured environment typical of such organizations.

The success of these theories has been demonstrated in different organizational contexts. Theory X has traditionally worked in industries or organizations with rigid structures and a strong focus on compliance and control, such as manufacturing or hierarchical institutions where oversight is critical to maintaining operational efficiency. However, this approach has also been criticized for its potential to stifle creativity and long-term employee engagement. Conversely, Theory Y has seen success in modern organizations that prioritize innovation,

employee well-being, and adaptability, such as tech firms or customer-centric industries. Its effectiveness in fostering a positive workplace culture and encouraging long-term employee commitment has made it increasingly popular among contemporary organizations (Nomuoja & Johnson-Itabita, 2019).

However, McGregor's Theory X and Theory Y have also faced criticism for their overly rigid dichotomy. Recent research by Oberauer and Lewandowsky (2019) suggests that most employees and managers fall somewhere between these two extremes, blending elements of both theories depending on the organizational context. Custom and border organizations in Kenya, for example, may benefit from a balanced approach that integrates aspects of both theories. Although a structured setting may necessitate aspects of Theory X to uphold discipline and ensure adherence to regulations, incorporating elements of Theory Y, such as encouraging employees to take initiative and drive innovation, could enhance both retention and organizational success. This blend underscores the importance of adaptable management approaches that integrate principles from both theories to optimize employee motivation and retention.

2.2.2 Herzberg's Two-Factor Theory (Motivation-Hygiene Theory)

Frederick Herzberg developed the Two-Factor Theory, or Motivation-Hygiene Theory, during the late 1950s and early 1960s. By interviewing engineers and accountants in Pittsburgh, Herzberg investigated what leads to job satisfaction and dissatisfaction. His research revealed that employees are influenced by two separate categories of factors: motivators and hygiene factors (Chiat & Panatik, 2019). Unlike earlier models that viewed satisfaction and dissatisfaction as opposing ends of a single spectrum, Herzberg argued that these are driven by separate elements. His influential work, first published in "The Motivation to Work" in 1959,

continues to shape organizational behavior and human resource practices (Holston-Okoe & Mushi, 2018).

Intrinsic motivators, such as achievement, recognition, and opportunities for personal development, directly contribute to job satisfaction by fulfilling internal needs (Kotni & Karumuri, 2018). On the other hand, hygiene factors like salary, organizational policies, and workplace conditions are external elements that prevent dissatisfaction but do not necessarily enhance motivation (Bryant, 2018).

Herzberg's theory, despite its foundational status, has been met with criticism. One notable critique is that it oversimplifies the complexity of employee motivation by rigidly classifying factors as either motivators or hygiene factors. Some critics suggest that certain elements, like salary, can function as both a motivator and a hygiene factor depending on individual perceptions or contextual differences (Koncar et al., 2022). Additionally, Herzberg's reliance on self-reported data through interviews has raised concerns about potential bias, where respondents' moods or recent experiences could skew their responses. Moreover, the theory does not fully address cultural or individual differences that might affect what employees find motivating or dissatisfying (Peramatzis & Galanakis, 2022).

Herzberg's Two-Factor Theory provides important guidance for developing employee retention strategies within customs and border organizations in Kenya. By concentrating on motivators such as professional growth opportunities, acknowledgment of employee accomplishments, and promoting a sense of responsibility, these organizations can improve job satisfaction and morale. For example, offering recognition through awards for outstanding performance or facilitating career advancement via specialized training programs can strengthen job satisfaction and employee loyalty (Thomas, 2022). These strategies align with Herzberg's

theory, which suggests that intrinsic motivators are key to driving long-term employee satisfaction and engagement.

Simultaneously, addressing hygiene factors is essential to preventing dissatisfaction within customs and border organizations. Ensuring fair compensation, creating a supportive supervisory structure, and maintaining safe working environments can prevent job dissatisfaction from negatively impacting employee retention (Lee, 2021). While improving hygiene factors alone will not necessarily boost motivation, addressing these issues ensures that employees' basic expectations are met, thereby reducing turnover rates. Balancing these hygiene factors with motivators creates a more holistic approach to employee retention, which is crucial for organizations in sectors where experienced personnel are critical to operational success.

Herzberg's Two-Factor Theory offers valuable insights for addressing employee retention in Kenya's customs and border organizations. By distinguishing between motivators, which drive job satisfaction, and hygiene factors, which prevent dissatisfaction, management can develop focused strategies to enhance employee morale. This approach helps create a motivated and loyal workforce, which is critical for the smooth operation and efficiency of these organizations. By addressing both sets of factors, organizations can foster a more positive work environment that supports long-term staff commitment. In fields where national security and international trade depend on employee performance, applying Herzberg's insights to enhance retention strategies can directly contribute to improving organizational efficiency and effectiveness.

2.2.3 Social Exchange Theory (SET)

Social Exchange Theory (SET), revolutionized the understanding of social behavior by applying economic principles to human interactions. The idea that relationships, whether

personal or professional, operate like economic transactions where individuals aim to maximize rewards and minimize costs. This foundational idea was later expanded by sociologists such who examined how social structures emerge from exchanges. SET provides a useful framework for analyzing how professional relationships are formed, maintained, and ended, particularly in workplace environments. It explains how employees evaluate their roles by weighing the benefits and costs of their involvement, with a focus on achieving a favorable balance (Ahmad et al., 2023).

The core concepts of Social Exchange Theory revolve around reciprocity, mutual benefit, and perceived organizational support (POS). Reciprocity suggests that individuals expect their contributions to be reciprocated with equal value, fostering balanced relationships. Mutual benefit implies that both parties involved in a relationship gain from the exchange, which keeps the interaction favorable. Perceived Organizational Support (POS) is crucial in workplace environments as it represents how employees view the organization's appreciation of their contributions and concern for their well-being. When POS is high, it often leads to stronger employee loyalty, greater satisfaction, and higher levels of engagement. Social Exchange Theory (SET) offers a useful lens for understanding how nurturing these factors can contribute to improved employee retention and workforce stability (Chernyak-Hai & Rabenu, 2018).

Although Social Exchange Theory (SET) has valuable practical applications, it has faced criticism. A key concern is the theory's assumption that individuals consistently act rationally, aiming to maximize benefits while minimizing their costs. This assumption overlooks the complexities of human behavior, including emotional, irrational, or altruistic decisions that do not follow a strict cost-benefit analysis (Fan et al., 2019). Additionally, SET's reductionist approach may fail to capture the multifaceted nature of social interactions and the external

factors that influence them. The theory also tends to underplay cultural and contextual differences that can significantly affect how relationships are formed and maintained. These limitations suggest the need for a more flexible application of SET, incorporating insights from other theories to address its shortcomings (Thomas & Gupta, 2021).

Applying Social Exchange Theory to customs and border organizations in Kenya offers valuable strategies for improving employee retention. These organizations, which operate in demanding environments, often face high turnover rates that can disrupt operations and reduce efficiency. By recognizing the reciprocal nature of employer-employee relationships, management can adopt strategies to enhance POS. For example, providing competitive salaries, career growth opportunities, and safe working conditions are critical for fostering loyalty and commitment among employees. Employees are more inclined to remain with an organization when they feel their contributions are recognized and rewarded, leading to a more committed and experienced workforce (Adongo et al., 2019).

Incorporating SET into employee retention strategies can also lead to practical interventions that improve workforce stability. Customs and border organizations can build trust and stronger relationships by promoting transparency, maintaining open communication, and responding to employee needs. Implementing recognition programs, providing opportunities for professional growth, and encouraging a collaborative workplace culture can significantly enhance employee satisfaction and morale. Such initiatives not only lower staff turnover but also attract fresh talent, enabling the organization to sustain a motivated and stable workforce. Given the critical role customs and border operations play in national security and economic stability, retaining skilled employees is essential for operational success (Gottfredson et al., 2020).

By utilizing the key concepts of Social Exchange Theory, customs and border organizations in Kenya can create impactful retention strategies that contribute to improving overall organizational performance. A focus on both reciprocal exchanges and perceived support will contribute to a more satisfied and motivated workforce. In turn, this can lead to greater efficiency, resilience, and effectiveness in their operations, which are vital in maintaining national security and facilitating trade. SET provides a robust framework for understanding these dynamics and offers actionable insights for improving employee retention and organizational outcomes.

2.3 Empirical Literature Review

2.3.1 Recruitment and Organizational Performance

Currently, public organizations throughout the world are facing significant difficulties in managing their workforce, which are unlike any they have encountered before (Waterbury, 2019). Both administrative and production functions in these organizations are crucial conduits for providing services. Therefore, it is crucial to thoroughly scrutinize and evaluate individuals' skills and expertise during the recruiting process. Research conducted in Europe supports this viewpoint, emphasizing the deliberate actions taken by government institutions to attract skilled and informed personnel in order to promote the development of organizations (Pokrovskaja et al., 2019). Additionally, another study highlights a clear connection between workforce productivity and the employees' levels of education, experience, and training (Munir, 2022). However, recent data indicate that several government entities in Indonesia may not be fully complying with recruiting requirements (Afrianty et al., 2022). This gives rise to worries that insufficient recruiting methods may result in a dearth of skilled and proficient personnel inside these firms. The work of human resource departments is crucial in ensuring that government

institutions can effectively achieve their objectives by consistently attracting and retaining highly trained individuals. The recruiting process includes staffing tactics as well as job specification formulation, assignment review, and raising awareness, among other things. Selection refers to the methods used by government organizations to assess the appropriateness of candidates for roles within the organization, aiming to attract a wide array of highly skilled applicants. The goal is to ensure that the best-suited individuals are chosen to serve, promoting diversity and a high standard of qualifications among potential candidates. Recruitment involves various methods for selecting qualified individuals from a diverse pool of prospects. These methods may include screening applications and resumes, conducting performance tests, evaluating portfolios, holding in-person interviews, and conducting reference and background checks, all culminating in the final selection process (Karama et al., 2020). To effectively manage staffing difficulties, it is imperative for public organizations to use creative recruitment tactics and adjust to changing workforce dynamics. Moreover, cultivating an environment characterized by openness and responsibility in the hiring procedures may bolster confidence and reliability, both within the organization among staff members and outside with the general public. Moreover, allocating resources towards ongoing training and development initiatives may foster the growth and retention of skilled individuals inside governmental organizations, so enhancing their sustained effectiveness and influence.

According to Tsvuura (2022) there are unique difficulties in recruiting workers for government institutions in African nations like Zimbabwe and then putting retention measures into action. Problems including expensive recruiting processes, brain drain, corruption, nepotism, and high worker turnover rates are common. Government agencies occasionally assign individuals to roles for which they are not adequately qualified. Manu (2020) research on staff at the

University of Pretoria in South Africa emphasizes that academic institutions are aware of the adverse effects resulting from ineffective recruitment practices.

Government organizations, whether large or small, public or private, bear a disproportionate share of the financial burden associated with hiring errors. A major cause of conflict in the workplace is mistakes made during the hiring process. Staff members who aren't putting up their best effort drain the team's resources, which in turn reduces production and causes monetary losses (Aspalter, 2023). The management team also has other commitments that must take a back seat to the implementation of remedial actions. A more strategic and valuable HRM system may be established by first instituting a structured recruiting procedure. Omotunde and Alegbeleye (2021) study of Nigerian institutions found the same thing: a correlation between merit-based recruiting and higher productivity on the job. According to the results, unqualified people were hired because of a careless approach to recruiting. In addition, studies conducted in Egypt on recruiting methods (Karim et al., 2021) demonstrated that efficient recruitment procedures greatly affect labor productivity. Careful selection of individuals with team-friendly personalities and the right set of skills and competences is at the heart of many contemporary HR techniques.

Government institutions have the ability to improve their recruiting procedures by implementing techniques comparable to those used by different Kenyan parastatals (Nguti & Mose, 2021). Research suggests that the below-average productivity of parastatal employees can be attributable to the interconnection between recruiting procedures and the goals for promoting top management (Kuria & Mose, 2019). Insufficient succession planning in several governmental institutions in Kenya has been associated with substantial staff turnover (Okwakpam, 2019). Research on the immigration department's personnel management has

revealed the utilization of a reactive recruiting technique. This approach involves considering applicants for empty jobs only after the current officials have left their responsibilities (Egesah, 2019). This expedited approach in the induction and training process frequently results in new personnel 1 being inadequately equipped to handle their duties. Njagi (2020) carried a research with the goal of contrasting various hiring practices employed by border and customs authorities. The purpose of the study was to assess these recruiting processes' efficacy and pinpoint any variations in their efficiency.

2.3.2 Training and Organizational Performance

In human resource management, training encompasses both formal and informal approaches to ensure employees acquire the skills necessary for effective job performance. Additionally, it enhances their potential within the organization and equips them for future roles that may not yet be defined (Singh et al., 2019). For state-owned enterprises, investing in employee training and development is critical to raising quality standards and maintaining global competitiveness. Employee retention is vital, as workers represent valuable and costly assets, and maximizing their contributions is essential for achieving organizational objectives and sustaining long-term performance. The success of public institutions is closely tied to the caliber of their workforce. Providing opportunities for learning and skill enhancement is central to this effort. A global study on Asian institutions demonstrated that performance in parastatals improves when resources are allocated to in-service training. Research from China further emphasizes that parastatals recognize the importance of investing in human capital development to ensure employees remain leaders in their respective fields.

Amidst the swift advancements in technology, public institutions in Pakistan are facing challenges in retaining their workforce. In order to overcome these issues, parastatals must

prioritize the development and advancement of their employees (Mian et al., 2020). Similarly, Mexican research has revealed that government organizations that offer consistent in-service training to their staff are more inclined to achieve optimal outcomes. Improving education and development are intimately related to the increasing diversity of higher education institutions, the range of viewpoints from many countries, and the composition of the global work force (Pilz & Wiemann, 2021).

Training is essential for improving the efficiency of employees in parastatals by providing them with the required expertise, information, and comprehension for their designated responsibilities. Diverse training methodologies can be employed in the professional setting, including on-the-job training, formal training, classroom-based instruction, in-house courses, external training programs, skill-oriented training, and product-specific training (McKenzie, 2021). These strategies are employed to fulfill the educational requirements of both people and organizations.

Research indicates that there are varying associations, both beneficial and detrimental, between training initiatives and organizational performance. Although several studies have suggested a favorable correlation, contrasting study undertaken in public colleges in Zimbabwe has demonstrated an adverse connection. Similarly, Anyaegbu and Wali (2019) found that during recruiting, many Nigerian organizations spend a lot of money on training new employees since they recruit people with only a bare minimum of necessary skills. Similarly, parastatals in Morocco choose to hire skilled workers rather than pay for in-service training, according to Allaoui and Benmoussa (2020). Employees who lack ongoing training are more prone to errors in their work, potentially harming the organization's reputation and the quality of service they deliver. As a result, parastatals can maintain their competitive advantage only by investing in

training programs, which are crucial for attracting and retaining talented employees. A key factor in sustaining a competitive edge is having a well-trained workforce. This study aims to investigate the effect of training within Human Resource Management on academic performance and productivity, specifically within public institutions in Egypt's Aswan region.

Recently, parastatals in Kenya have acknowledged the need of retraining as a vital component of an ideal human capital strategy (Kuria & Mose, 2019). This understanding arises from research that has stressed the importance of individuals' skills, capabilities, and talents for the success of organizations. These studies have focused on the effects of technological breakthroughs, automation, atomization, developing work environments, and telecommuting. The significance of this has been further emphasized by telecommuting. Organizations may encounter difficulties in implementing successful training programs owing to a dearth of proficient trainers or inadequate resources for regular employee education, leading to decreased worker productivity. Retraining is an effective strategy that provides workers with the required skills and traits to execute their jobs well (Nguyen, 2020).

2.3.3 Compensation and Organizational Performance

Strikes taking place in public institutions highlight the significance that workers attach to their remuneration (Medearis, 2020). As a result, human resources departments throughout the world are confronted with the task of creating and executing compensation and benefits programs that motivate their employees to achieve optimal performance. Employee motivation is mostly driven by their material demands, with financial stability playing a crucial role (Idris et al., 2020). The capacity to allure, inspire, and retain personnel is crucial to the efficacy of any remuneration framework (Idris et al., 2020). Hence, it is imperative for institutions to recognize the pivotal significance of salary in incentivizing and maintaining people. As per the findings

of Candradewi and Dewi (2019) government personnel who perceive themselves as valued by their organizations are more likely to surpass expectations in their roles, possess a stronger sense of purpose, make greater contributions to the institution's success, and exhibit creativity in problem-solving. Research indicates that university human resource managers should recognize and praise the work of their staff. This practice promotes trust and happiness among the employees (Jeffrey & Prasetya, 2019).

Candradewi and Dewi (2019) assert that offering significant reward raises employee morale, which in turn increases output. According to studies, in order to keep employees, you need to provide them with specific things. According to another study, organizations that have employees that stay for extended periods of time are more likely to keep important institutional knowledge. Offering financial incentives has several positive effects on employees, including increased happiness, less turnover, stronger brand loyalty, and an increased ability to recruit and retain top personnel. Most employees want improved working circumstances, but bosses usually complain about how little work gets done (Jeffrey & Prasetya, 2019). A sign of an employee's willingness to explore other work options is the frequency with which they search the internet and newspapers for what may be "better" employment. In order to get the experience and education needed to work independently or as a freelancer, some people stay in their existing jobs. Management provides a number of attractive incentives and works hard to keep the work environment pleasant in order to encourage workers to stay. Some studies have shown that learning to be a good employer is one of the biggest problems that many Chinese public organizations are having. According to their research, it could be more difficult to keep new hires motivated and loyal right from the start of their employment.

Compensation has become a prominent area of interest in government organizations' human resource management in recent years. Current efforts are focused on creating staff retention strategies that attempt to improve cohesiveness, commitment, organizational agility, and the quality of work produced. This highlights the need of cultivating maximum productivity among employees. There is a general agreement that an employee's job satisfaction, especially their salary, is strongly linked to their performance (Irabor & Okolie, 2019). Levels of compensation can greatly influence recruitment, morale, productivity, and retention. An employee's lifestyle, self-image, and overall effectiveness are closely tied to the magnitude and significance of their pay and benefits. Many institutions face difficulties in implementing effective compensation schemes due to the challenge of ensuring fair and equitable pay. Despite the clear connection between external rewards and employee performance, many universities find it hard to offer adequate financial incentives to their staff (Rwothumio et al., 2020). By offering competitive compensation that is directly tied to performance, institutions can enhance employee motivation, increase their commitment, and ultimately improve overall job performance. Generally, higher compensation and rewards encourage employees to put in more effort for their organization. It's widely acknowledged that companies benefit greatly when their employees identify novel avenues for competitive advantage. To gain a significant edge over competitors, universities must adopt a distinctive value-creating strategy that sets them apart from current or potential rivals (Indigo, 2023).

2.3.4 Talent Management and Organizational Performance

In the today's business-oriented world, human capital is the most vital strategic resource for any company. The dedication and effort put forth by an organization's workforce are closely linked to its overall achievement and prosperity. Attracting fresh talent and keeping top

performers are two of the biggest challenges that human resource managers have in today's competitive environment. Human resource management is essential yet difficult. Enhancing an organization's overall performance is possible through a talent acquisition strategy that has been well planned. There may be more people looking for work than ever before because of the economy, but many sectors, including academia, are still suffering from a lack of qualified applicants, which is worsening the "Talent Mismatch" problem. Therefore, it is getting more and more challenging to locate people with the necessary abilities and flexibility, making it a daunting endeavor to discover the ideal worker for any certain position. Recruiting and retaining talented faculty and staff is a top priority for educational institutions. University talent management thrived so long as the institutions themselves are well-founded. Organizations should make talent management a top priority in their future plans because of the profound influence that great personnel can have. Employee engagement and production may be enhanced by the use of effective people management techniques in universities. This is because a highly involved workforce produces superior results.

Harsch and Festing (2020) highlight the growing importance of talent management strategies as a crucial tool for maintaining a competitive edge. Organizations today are increasingly focused on effectively managing their workforce. In the field of higher education, the ability to attract and retain exceptional talent has become a cornerstone of human resource management (Ashif, 2019). Given the current economic landscape, governments are now required to develop strategies that not only attract but also nurture top-tier talent, ensuring that both present and future workforce needs are met (Tamunomiebi & Worgu, 2020). By making the most of their resources and the abilities of their top staff, government institutions may acquire a competitive advantage. A company's or an individual's success is a reflection of how well they work together

to accomplish their goals (Juliati, 2021). According to Helmold and Samara (2019) talent management practices including career progression, work-life balance, and talent development greatly enhance organizational efficiency. Consequently, talent management is all about finding, hiring, developing, maintaining, and making the most of a company's most important employees.

Recent studies from Turkey highlight that mentoring programs are crucial for developing employees' skills, which are fundamental to academic success. Without consistent guidance, employees in today's cutthroat workplaces may struggle to keep up their performance (Banu & Katyayani, 2021). So, in order for workers to improve their abilities and adjust to the ever-shifting work environment, mentorship is crucial. Similarly, research out of China has shown that boosting employee engagement, training, and performance on the work opens doors to promotion. Increasing staff productivity requires bolstering mentorship programs.

Additionally, Crane and Hartwell (2019) highlight the critical role of mentoring in boosting employee performance within the realm of global talent management. By establishing mentoring and coaching programs, organizations can equip their employees with the skills necessary for success in both their current positions and future roles. One way to help high-potential individuals reach their full potential is through mentoring and coaching, which are tailored interventions for talent development (Harsch & Festing, 2020). As a result, we can say that mentoring is a way to help people develop their abilities, which in turn boosts their efficiency on the job. A great way to learn new things and adjust to the changes that come with climbing the corporate ladder and increasing your productivity is to find a mentor. A good association has been found between coaching and mentoring and productivity among UK professionals, according to a research conducted by O'Dwyer (2021). According to study by

Chatterjee et al. (2021) mentoring is essential for employee advancement since it makes the transfer of knowledge and experience easier.

In order to hold on to their best pupils, Tanzanian government institutions should improve employment prospects and provide possibilities for professional progression (Ngassa, 2020). An organization's competitiveness and overall performance are both enhanced by efficient talent management. The research conducted by Ngassa (2020) suggests that capacity supervision methods, such performance-based remuneration, learning and development assistance, and coaching, may greatly enhance staff efficiency. Research by Mungo (2019) shows that talent management practices can help reduce employee turnover in Tanzanian institutions, but only if employers take the time to learn what motivates their workers so they can put their money where it would do the best. Talent retention, as per Uganda's revenue institution, emphasizes the importance of timing: placing the right individuals in suitable positions at the opportune moments to foster growth and commitment. Strategies for managing and retaining people that are unique to each organization include an emphasis on quickly developing high-potential workers and making the most of current employees to increase output and revenue (Nzuva, 2020).

To enhance their competitiveness in the job market, Kenyan parastatals should focus on investing in talent management and attraction. According to Hongal and Kinange (2020) a strong commitment to employee retention is essential for successfully attracting top talent. The initial step in effective talent management is recruiting new employees. Among various strategies, recruitment is pivotal in drawing high-quality candidates (Sidhu & Nizam, 2020). Identifying and selecting the right leaders is crucial for an organization's success, making the recruitment process a significant challenge for businesses. Effective recruitment, which

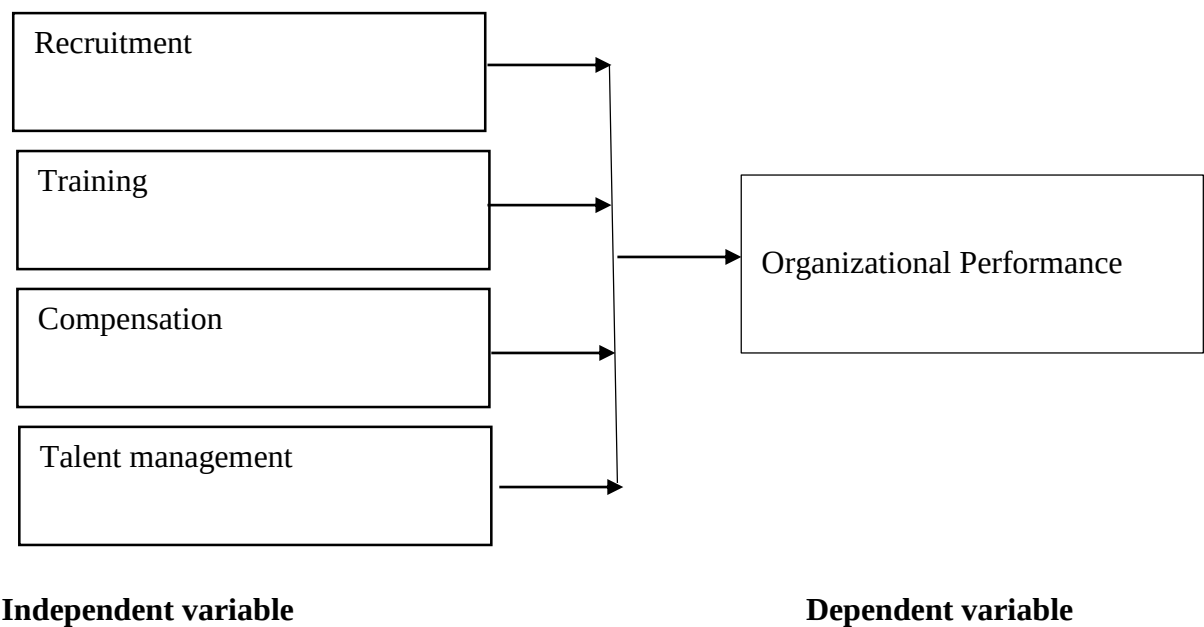
involves accurately assessing talent, is essential for placing the right individuals in suitable roles and ensuring they positively impact the organization (Ayodo, 2022).

2.3 Conceptual Framework

This is a graphical and methodical representation of relationship between the independent variable (employee retention strategies: recruitment, training, compensation and talent management) and the dependent variable (organizational performance of custom and boarder organizations). Similarly, the attributes to measure the variables is added to operationalize the variables in the study (Van der Waldt, 2020).

Figure 2.1

Conceptual Framework



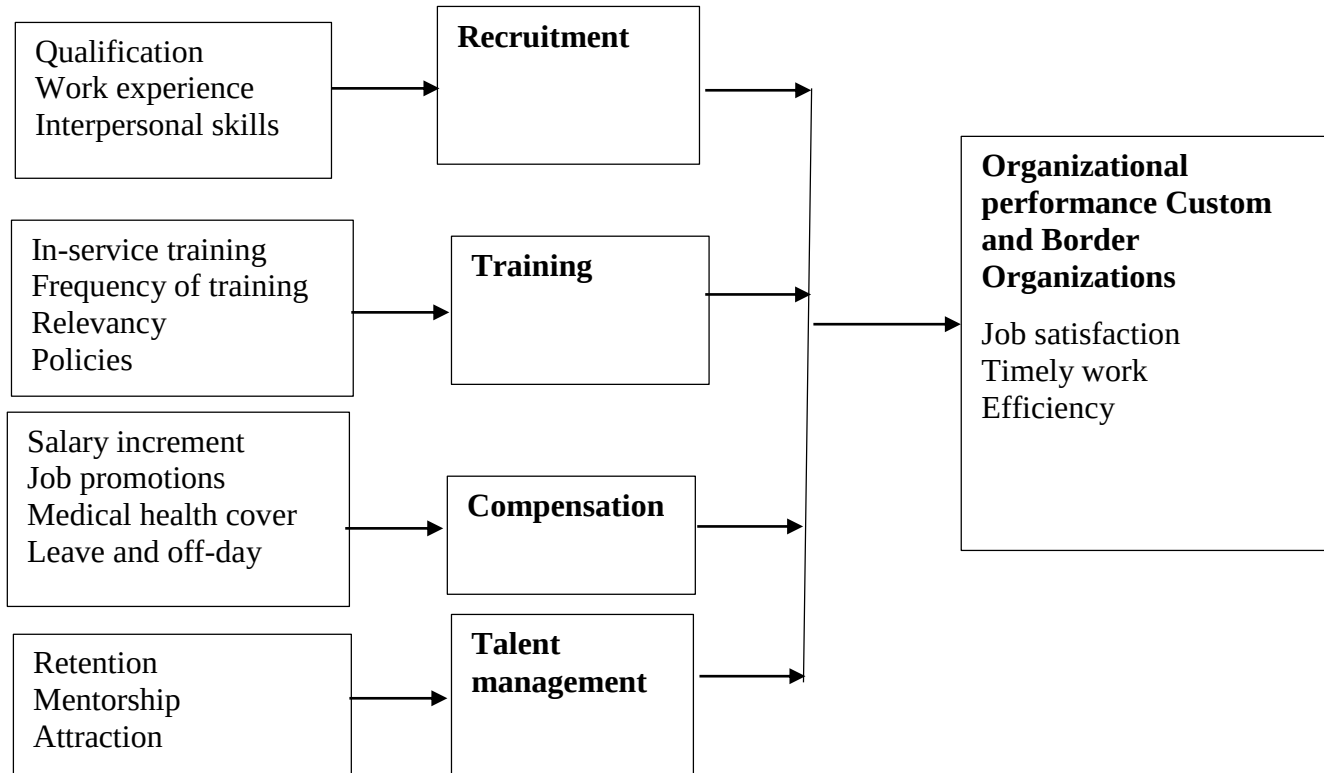
Source: Researcher (2024)

2.4 Operationalization of Variables

This is a graphical representation of how variables will be operationalized. It shows indicators for measurement for all the variables (Kivunja, 2018).

Figure 2.2

Operational Framework



**Indicators
Variable**

Independent variables

Dependent

Source: Researcher (2024)

In examining employee retention strategies and their effects on organizational performance in customs and border agencies in Kenya, the primary variables are broken down into specific, measurable elements for detailed analysis. Recruitment, a crucial element of these retention strategies, is defined by criteria such as educational qualifications, relevant work experience, and interpersonal skills. Qualifications refer to the formal education and professional

certifications required for specific roles, which are critical in ensuring that customs and border organizations employ individuals with the necessary knowledge and skills to perform their duties. Work experience indicates the length and relevance of prior jobs held by potential recruits, which is essential in ensuring that the employees can effectively handle the complex tasks required in these organizations. Interpersonal skills, meanwhile, highlight the ability of employees to interact and communicate effectively with both colleagues and clients, a crucial factor in maintaining smooth operations within high-stakes environments. These recruitment indicators help assess how well-suited candidates are for contributing to the organization's performance and how effectively they are integrated into the workforce.

Training is another essential variable in retention strategies, operationalized through in-service training, frequency of training, relevance of training, and organizational training policies. In-service training refers to ongoing educational opportunities provided to employees to enhance their skills and knowledge while on the job. Regular training opportunities indicate an organization's commitment to continuous employee development, contributing to skill enhancement and motivation. The frequency of training, a key indicator, measures how often employees receive these opportunities, which directly influences their ability to stay updated with industry trends and improve their performance. Relevance of training ensures that the skills being taught align with the organizational needs and employee roles, fostering efficiency and effectiveness. Training policies set the framework for how training is implemented, ensuring consistency and fairness. A well-structured training program within customs and border organizations can help retain talent by providing employees with clear growth paths, skill development opportunities, and a sense of investment in their professional futures.

Compensation is operationalized through salary increments, job promotions, medical health cover, and leave and off-days. Salary increment measures the adjustments made to employees' wages over time, which reflects the organization's recognition of performance and inflation, playing a critical role in employee satisfaction and retention. Job promotions indicate the upward mobility within the organization, serving as a key motivator for employees to perform well and remain with the organization long-term. Medical health cover assesses the availability and quality of health benefits offered to employees, an important factor in ensuring employee well-being and loyalty. Leave and off-days measure the organization's provision of personal time away from work, which contributes to a healthy work-life balance, reducing burnout and improving retention. A competitive and fair compensation system is vital for customs and border organizations to retain their workforce, ensuring that employees feel valued and fairly rewarded for their efforts.

In this context, talent management encompasses three critical components: retention, management, and attraction of employees. Retention focuses on an organization's ability to maintain its skilled workforce over time, typically assessed through turnover rates and employee tenure. Effective retention strategies are essential for ensuring organizational stability and reducing the costs associated with recruiting and training new staff. Management involves the ongoing development and support of employees, including leadership, mentorship, and opportunities for career advancement that help individuals realize their full potential. Attraction pertains to the organization's effectiveness in recruiting new talent, which can be gauged by recruitment metrics and its standing in the job market. For customs and border organizations, balancing these talent management elements is vital for fostering a dynamic work environment

that supports both the retention and recruitment of top talent, thereby improving overall performance and competitiveness.

This study examines how these talent management aspects; recruitment, training, compensation, and development impact employee retention strategies and organizational performance within customs and border organizations in Kenya. By defining and analyzing these factors, the study offers a comprehensive framework to explore their effects on employee satisfaction, turnover rates, and organizational effectiveness. These defined variables provide measurable indicators that can guide improvements in policy and practice within the sector.

2.5 Research Gaps

Research on employee retention and organizational performance has been carried out on a worldwide scale. For instance, studies in Europe submitted positive influence of recruitment on organization performance in government institution (Pokrovskaia et al., 2019). In contradiction, other studies established recruitment has no influence on organization performance in government institution and the reason as to why many organizations in Indonesia have not adhered to recruitment rules (Afrianty et al., 2022). Yet, few studies have been conducted on custom and border parastatals in global context. Research conducted on Nigerian institutions in Africa revealed that adopting merit-based recruitment processes was closely associated with enhanced job performance. Moreover, investigations presented contradictory results regarding the efficacy of training programs as a means of retaining employees. While some studies emphasized the importance of providing opportunities for growth and development to enhance productivity, others suggested that training had little impact on the effectiveness of public corporations. Consequently, research has highlighted both favorable and unfavorable connections between training initiatives and organizational performance. From the previous

studies, another research gap on demographics is identified. These studies conducted the investigation on top management and on qualitative approach. There a gap on employees as the respondents on quantitative approach.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter details the methodology, instruments, and procedures that were used to conduct the study. It lays out the methodology that was used, including the study's design, population of interest, sampling framework, sample size calculation, sampling methods, data collecting procedures, and pilot testing. Data collection, processing, and analysis methodologies, as well as the statistical measurement model to be used, were covered.

3.1 Research Design

Research design serves as a systematic framework that researchers use to integrate various components of a study in a coherent manner. Buttabenjeh and Jaradat (2018) explain that it allows researchers to develop a structured plan that addresses the study's issues and answers the research questions. For this study, a descriptive research approach was employed to examine the factors influencing worker performance at the Kenya Revenue Authority, Kenya Port Authority, and Kenya Airports Authority. Descriptive research aims to document the current state of variables or events within a given context by collecting data on their present conditions. This approach relies on descriptive statistics, which focus on the data itself rather than on theoretical models. According to Bloomfield and Fisher (2019) explanatory descriptive research design not only offers a detailed account of organizations, activities, events, and settings but also seeks to understand the underlying reasons for certain phenomena, incorporating an exploration of what, when, where, which, how, and why.

3.2 Target Population

Pandey and Pandey (2021) describe a target population as a set of entities possessing similar traits and are the subject of study. Target population is characterized as a cluster of individuals with common attributes who are the primary focus of a specific research investigation. This group is comprised of study subjects or people who possess one or more common traits. Participants in the study were drawn from the Kenya Revenue Authority, the Kenya Ports Authority, and the Kenya Airports Authority, namely those in managerial roles at all levels. Based on the information provided, it can be inferred that the sample population comprised 45 individuals in top executive positions, 152 individuals in middle management positions, and 284 individuals in lower management positions. According to Table 3.1, the staff were chosen from several departments within the Kenya Revenue Authority, Kenya Ports Authority, and Kenya Airports Authority.

Table 3.1

Target Population

Category	Target Population
Upper-level management	45
Middle level management	152
Lower-level management	284
Total	481

Source: KRA, KPA & KAA HR Records (2022)

3.3 Sampling Frame

A sampling frame comprises all sampling units present within the population under investigation. The sampling frame pertains to the information that is commonly employed to select a sample that represents a population for statistical analysis in a study. This is achieved by assigning a numerical identifier to each individual characteristic in the study (Baltes &

Ralph, 2022). This study included all employees from the Kenya Revenue Authority, Kenya Ports Authority, and Kenya Airports Authority in its sampling frame.

3.4 Sample Design

Sampling design is a systematic approach used to select a portion of a larger population for inclusion in a research study (Collins et al., 2006). In this particular study, a detailed sampling design was implemented to outline the procedure for participant selection. A stratified random sampling technique was employed, which entails dividing the population into separate subgroups, or strata, to ensure that each subgroup is adequately represented in the final sample. This method allows researchers to draw precise conclusions about the attributes of the demographic being studied. The research categorized the intended demographic according to parastatal service. The study employed the probability proportionate to size method to draw a clustered and proportionate sample from their respective target populations.

3.5 Sample Size

According to Pandey and Pandey (2021) a sample is a selection of objects, people, or data points drawn from a larger population having characteristics that are relevant to the study's objectives. A statistically sound sample size must take into account the critical factor of achieving a level of precision that provides a range of values for population estimation.

When sampling from a population with a certain average attribute value, it's essential to choose a sample size with a confidence level that indicates the percentage of times the predicted results should be accurate. In a population that's optimally diverse, it's important to consider the variability when determining the research sample size. Researchers aim to obtain reliable findings about the study and demographic characteristics by selecting a sample size from the target group. It is preferable to have a sample size exceeding 20% of the target population in

order to generalize study findings to the entire community. Therefore, the sample size was determined using the formula, as illustrated below:

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

Where;

n= Sample Size

N= Population Size (481)

e= Level of Precision (0.05)

$$1 + 481(0.05)^2$$

$$n = 218$$

3.6 Data Collection Instruments

To explore individuals' viewpoints, this study utilized a questionnaire that included both open-ended and closed-ended questions. These questionnaires were distributed among employees of the Kenya Revenue Authority, the Kenya Ports Authority, and the Kenya Airports Authority. The selection of questionnaires was based on their practicality and cost-efficiency compared to other data collection methods. The questionnaires were used to collect both demographic information and descriptive feedback from participants. The descriptive feedback was measured using a 5-point ordinal scale, where 1 represents "strongly disagree," 2 represents "disagree," 3 denotes "neutral," 4 indicates "agree," and 5 represents "strongly agree."

3.7 Data Collection Procedures

The act of soliciting data from participants after determining the appropriate instruments and sequencing is commonly known as the data collection process (Sileyew, 2019). Stringent monitoring of data collection protocols were implemented to mitigate the potential for omission biases and transcriptional inaccuracies. Researchers reached out to organizations in advance to

ask for their help in recruiting participants, and the companies then self-administered data collecting tools. A sample survey, an informed consent statement, details on the study's aims, and an explanation of how the results may be useful were all be part of this email.

3.8 Pretesting of the Data Collection Tools

Truong et al. (2020) defines a pilot study as a preliminary inquiry undertaken on a smaller scale to prepare for a bigger study. In order to achieve accurate pilot studies, it is deemed acceptable to utilize a sample size ranging from 1 to 10%. A preliminary investigation was conducted on a cohort of 10 participants, which represents 5% of the total sample size. Pilot testing is crucial for collecting accurate and reliable data in the study, as it helps to refine the instruments and improve their validity and reliability, although it does not immediately guarantee these qualities.

3.8.1 Instrument Validity

According to Grégis (2019) an assessment is considered valid if and only if it reliably assesses the constructs it sets out to examine. This investigation utilized both construct and content validity. The questionnaire was structured into sections to enhance construct validity, ensuring that each component is tailored to specific objectives and is consistent with the study's conceptual framework (Kothari et al., 2020). We undertook a comprehensive review of the questionnaire to ensure content validity. Participants were tasked with evaluating the survey's measurement items to ensure their relevance, clarity, and appropriateness. Based on their feedback, adjustments were made to the instrument before it was used for the final data collection. This feedback was instrumental in enhancing the content validity of the survey. Subsequently, the questionnaires were utilized to collect demographic information and descriptive responses from the participants. These responses were measured using a 5-point ordinal scale: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

3.8.2 Instrument Reliability

If the same individual were to take the exam many times or under various settings, their results should be consistent across administrations, forms, and items (Mueller & Knapp, 2019). Reliability ensures impartiality and credibility by raising transparency and decreasing potential for prejudice. If multiple items designed to measure the same underlying idea produce similar outcomes, it suggests that the test possesses strong internal consistency (Bloomfield & Fisher, 2019). Cronbach's Alpha Coefficient is employed to evaluate the reliability of these measurements and guarantee uniformity across different sections of the questionnaire. Cronbach's alpha (r) can range from -1 to +1. The study relied on the following rules of thumb: $r > 0.9$ – Excellent, $r > 0.8$ – Good, $r > 0.7$ – Acceptable, $r > 0.6$ – Questionable, $r > 0.5$ – Poor (Adeniran, 2019).

3.9 Diagnostic Tests

To mitigate potential biases in research, Bloomfield and Fisher (2019) propose employing diagnostic examinations to evaluate the dependability and accuracy of eventual findings. To make sure the assumptions are still correct, diagnostic tests are run before inferential statistical analysis are carried out. The majority of inferential statistical methods are relatively immune to assumptions being violated. This includes regression analysis, Chi-square of independence, Pearson correlation, and many more.

3.9.1 Testing of Normality

Normality tests assess whether the distribution of the dependent variable follows a normal distribution. These tests help decide whether to use parametric or non-parametric statistical methods (Kaya, 2021). In this study, the Shapiro-Wilk test was used to check the normality of

the dependent variable's scores. Results were deemed non-significant if the p-value was 0.05 or above.

3.9.2 Autocorrelation Testing

According to Turner (2020) the reliability of a regression model is compromised and deemed unacceptable for estimating population parameters when autocorrelation assumptions are not met. According to the linear regression model, there is no association between successive disturbances since the random mistakes are uniformly distributed and unrelated. The Durbin-Watson (DW) statistic was employed to examine autocorrelation through the utilization of ordinary least squares (OLS) residuals. The test statistic has values that range between 0 and 4. Negative autocorrelation is deemed to exist when the statistic value is 4, while 2 means no autocorrelation and 0 means positive autocorrelation. However, when autocorrelation arises, the model can be transformed so that the new model with the error term is serially independent.

3.9.3 Multi-Collinearity and Singularity

A correlation coefficient of 0.9 or higher indicates a strong relationship among independent variables in a regression analysis, a condition known as multicollinearity. Singularity, however, arises when one independent variable can be fully explained by several other variables in the model. To identify multicollinearity, researchers use Tolerance and Variance Inflation Factor (VIF) methods. Tolerance assesses the extent to which an independent variable's variance is accounted for by the other variables in the model, calculated as 1 minus R squared. A tolerance value below 0.10 suggests a high degree of multicollinearity. Conversely, the VIF, which is the inverse of tolerance, may signal multicollinearity if its values exceed 10.

3.10 Data Analysis and Discussion

Bloomfield and Fisher (2019) describe data analysis as a methodical approach to identifying patterns and developing insights based on data, with the goal of substantiating these patterns and concepts. This involves employing both descriptive and inferential statistical techniques to organize, edit, analyze, and interpret the information. Descriptive statistics encompass measures such as means, standard deviations, frequencies, and percentages, while inferential statistics include tools like correlation, coefficient of determination, analysis of variance, and regression. The analysis was conducted using SPSS version 25, and the findings were displayed through tables and charts. Specifically, regression analysis, a form of inferential statistics, was employed to examine the data as shown below.

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

Where: Y = Organizational Performance (Dependent Variable)

α = constant

β = Coefficient

X_1 = Recruitment (Independent variable)

X_2 = Compensation (Independent variable)

X_3 = Training (Independent variable)

X_4 = Talent Management (Independent variable)

ϵ = Error rate

3.11 Ethical Considerations

It is critical to make sure that ethical norms are taken very seriously during the study process. The investigation's overarching goal is to benefit the leadership, staff, and future plans of the Kenya Revenue Authority, the Kenya Port Authority, and the Kenya Airports Authority in

accordance with the principle of beneficence. Hence, these entities' benefit, not individual wealth, is the primary objective. Assuring that participants are not pressured into filling out surveys is a top priority for the research. Consequently, the participants were afforded the autonomy to exercise their discretion in electing to engage in the study or abstain from doing so. The study obtained informed consent from participants, and strict adherence to time management was observed to honor the subjects' busy schedules. The research implemented measures to mitigate any potential harm, encompassing emotional, social, and physical aspects, and refrained from exposing participants to avoidable risks. Every participant in the study was handled with integrity and impartiality. Although participants have given agreement to engage in data collection, they have the autonomy and entitlement to refuse to answer certain questions, so safeguarding their privacy to some degree. Data collection from Kenya Methodist University (KEMU) would require authorization, while research permission from the National Commission for Science, Technology and Innovation (NACOSTI) was also necessary.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

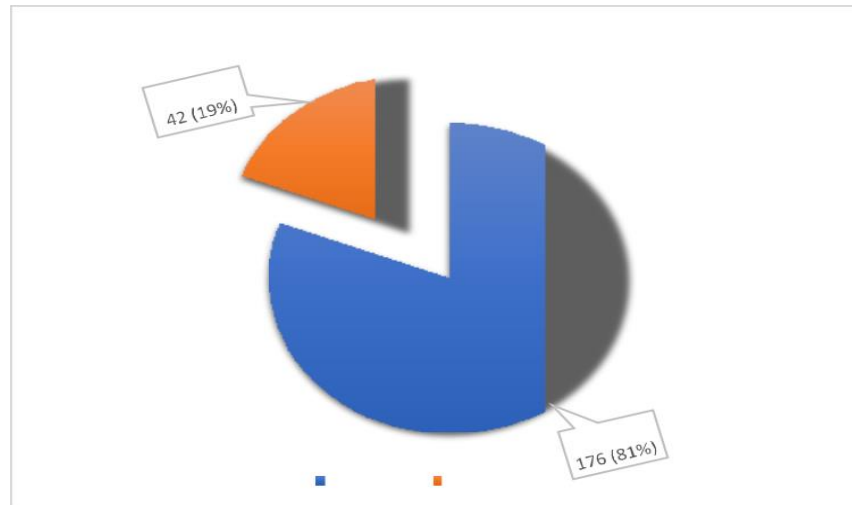
This chapter outlines the findings based on the study's objectives, providing interpretations and discussions linked to related literature from chapter two. The study aimed to determine how employee retention impacts the organizational performance of customs and border agencies in Kenya. The chapter highlights the response rate and reliability outcomes for all variables, followed by an analysis of both descriptive and inferential statistics. The results are presented through frequency tables for clarity.

4.1.1 Response Rate

The rate of response is important in a descriptive study as it affects credibility, validity, dependability and reliability of study findings due to low levels of representativeness and choice of statistical techniques for analysis (Pandey & Pandey, 2021). A total of 218 structured questionnaires were self-administered to the respondents out of which, 176 questionnaires were completed representing 81.0% return response. Response rate above 70% is representative of the population from which samples are drawn, hence, adequate for data analysis.

Figure 4.1

Response Rate



Source: Researcher (2024)

4.2 Reliability and Validity Statistics

A reliability test is a statistical method employed to assess the internal consistency of the constructs within a data collection instrument. The Cronbach's Alpha coefficient is commonly used for this purpose, with a coefficient value exceeding 0.7 indicating that the tool is considered reliable and dependable.

4.2.1 Reliability Statistic of All Constructs under Study

A reliability test was performed to determine the internal consistency of the data collection instruments by use of Cronbach's coefficient Alpha. Results are shown in Table 4.1.

Table 4.1

Reliability Statistics

Variables	Cronbach's Alpha	N of Items	Decision
Recruitment	.715	8	reliable
Training	.782	8	reliable
Compensation	.773	7	reliable
Talent	.873	7	reliable
Organizational Performance	.716	6	reliable

Source: Researcher (2024)

The reliability results showed the items making up individual scale were reliable; all Cronbach's Alpha value were greater than 0.7 (recruitment=0.715, training=0.782; compensation=0.773; talent management=0.873; organizational performance=0.716). A Cronbach alpha score above 0.7 is an indication that the variable is reliable for actual data analysis which means that the questionnaire used in the research was reliable for assessing and analyzing data related to these variables, providing confidence in the study's findings.

4.2.2 Validity Statistics

The study conducted validity tests to determine the construct validity through KMO and KMO statistics. Table 4.2 shows a KMO score of 0.843 and a p-value of 0.001 on the variables of employee retention strategies which implied that the questions in the questionnaire were valid for actual data collection and further analysis.

Table 4.2

Validity Statistics

KMO and Bartlett’s Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.843
Bartlett’s Test of Sphericity	Approx. Chi-Square	506.759
	df	10
	Sig.	.000

Source: Author (2024)

4.3 demographic Statistics

Descriptive statistics; frequencies and percentiles were conducted to describe the characteristics of the sample.

4.2.1 Gender of the Respondents

The study asked respondents to specify their gender, and the data in Table 4.3 revealed that 59.1% of the respondents were male, while 40.9% were female. These results suggest that gender parity has been achieved, highlighting the importance of inclusivity and diversity in the workforce as essential elements of effective Human Resource Management practices.

Table 4.3

Gender

Age	Frequency	Percent
Male	104	59.1
Female	72	40.9
Total	176	100.0

Source: Researcher (2024)

4.2.2 Age of the Respondents

The study further established the age of respondents. The findings presented in table 4.4.

Table 4.4

Age Bracket

Age Bracket	Frequency	Percent
Between 18 and 25 years	21	11.9
Between 26 and 35 years	34	19.4
Between 36 and 45 years	57	32.4
Between 46 and 55 years	29	17.5
Above 56 years	33	18.8
Total	176	100.0

Source: Research (2024)

The study found that the largest group of respondents, 32.4%, were aged 36 to 45 years, followed by 19.4% who were between 26 and 35 years. Additionally, 18.8% of respondents were over 56 years old, while those aged 46 to 55 made up 17.5%, and the smallest group, 11.9%, were between 18 and 25 years.

4.4 Descriptive Statistics Results: Study Variables

Descriptive statistic results for the study variables are provided in this section. The specific descriptive statistics included frequency, percentage, mean and standard deviation. A mean value less than three ($M < 3$) indicated disagreement while a mean value greater than three ($M > 3$) indicated agreement. Further, an aggregate Standard Deviation (SD) confirms variability in the scores.

4.4.1 Descriptive Statistics on Recruitment and Organizational Performance

The first objective of the study was to assess how recruitment impacts the performance of customs and border organizations in Kenya. The factors used to measure recruitment included academic qualifications, work experience, and interpersonal skills. The findings are detailed in Table 4.5.

Table 4.5***Descriptive Statistics on Recruitment***

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev
The productivity levels have been influenced by the employment of a skilled workforce.	1.7	0.6	22.7	54.0	21.0	3.92	.782
The performance of employees has been affected by the recruitment of staff with relevant experience.	0.0	1.1	8.5	65.3	25.0	4.14	.602
Workplace efficiency has been enhanced by selecting employees who possess specific training for their roles.	0.6	1.1	38.6	42.6	17.0	3.74	.769
The productivity of the workforce has been impacted by the adoption of merit-based hiring practices.	1.1	6.3	15.3	54.0	23.3	3.92	.858
Timeliness in work completion has been affected by hiring employees with excellent interpersonal skills.	4.5%	29.5%	36.4%	20.5%	9.1%	3.00	1.025
The performance and productivity of employees have been influenced by ensuring a consistent supply of skilled personnel.	4.5	29.5	36.4	20.5	9.1	3.10	1.025
The efficiency of employees has been enhanced by attracting a large pool of qualified candidates through well-defined job specifications.	0.6	14.8	30.1	42.6	11.9	3.51	.907
The timely completion of work by employees has been influenced by the assessment of candidates' abilities during the recruitment process.	0.0	6.8	30.1	50.6	12.5	3.69	.778
Overall						3.89	

Source: Researcher (2024)

The findings in Table 4.5 indicated that respondents generally agreed with the statements on recruitment with the highest mean of 4.14 and the lowest mean being 3.00. Overall, the respondents agreed that recruitment had a significant impact on the performance of customs and border organizations in Kenya, as indicated by an average mean of 3.89.

Karama et al. (2020) were in agreement with the findings of the study arguing that to effectively manage staffing difficulties, it was imperative for public organizations to use creative recruitment tactics and adjust to changing workforce dynamics. Moreover, the study established that cultivating an environment characterized by openness and responsibility in the hiring procedures may bolster confidence and reliability, both within the organization among staff members and outside the general public. Moreover, allocating resources towards ongoing training and development initiatives may foster the growth and retention of skilled individuals inside governmental organizations, thus enhancing their sustained effectiveness and influence.

In addition, a study by Tsvuura (2022) was in agreement with the findings of the study noting that there were unique difficulties in recruiting workers for government institutions in African nations like Zimbabwe and then putting retention measures into action. The study revealed that problems including expensive recruiting processes, brain drain, corruption, nepotism, and high worker turnover rates were common with appointments made by these government agencies sometimes involving persons who do not possess the requisite qualifications for the positions they were given.

4.4.2 Descriptive Statistics on Training and Organizational Performance

The study aimed at determining how respondents agreed with the statements on training by rating responses on a Likert scale of between 1 and 5 whereby 5 strongly agreed and 1 strongly disagreed. Results are presented in Table 4.6.

Table 4.6

Descriptive Statistics on Training

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev
In-service training provided by human resource management has significantly impacted work performance.	1.7	4.5	33.5	53.4	6.8	3.59	.758
Employee efficiency at the workplace has been influenced by development opportunities for growth.	1.1	1.1	32.4	51.7	13.6	3.76	.743
Training focused on skill development has contributed to job satisfaction at the workplace.	0.0	1.1	17.6	56.8	24.4	4.05	.683
Human resource management's ability to ensure job relevancy has greatly affected the timeliness of employee work.	0.6	0.0	25.0	56.8	17.6	3.91	.687
The work performance has been influenced by the policies established by the hiring manager regarding the employment of qualified candidates.	0.0	0.6	26.7	46.6	26.1	3.98	.744
The productivity level of employees has been impacted by the allocation of sufficient resources for frequent employee education.	0.0	0.0	33.0	54.0	13.1	3.80	.650
Investment in institutional training and development programs has attracted talented individuals, thereby affecting work performance.	0.6	0.6	36.9	47.2	14.8	3.75	.729
Overall Mean						3.85	

Source: Researcher (2024)

The findings presented in Table 7 indicated that respondents agreed with the statements on training with the highest mean of 4.05 and the lowest mean of 3.59. Overall, respondents agreed with the statement that training influenced the organizational performance of customs and border organizations in Kenya, as indicated by an overall mean of 3.85.

McKenzie (2021) was in agreement with the study's findings arguing that training was essential for improving the efficiency of employees in parastatals by providing them with the required expertise, information, and comprehension for their designated responsibilities. Further, the study established that diverse training methodologies can be employed in the professional setting, including on-the-job training, formal training, classroom-based instruction, in-house courses, external training programs, skill-oriented training, and product-specific training. These strategies are employed to fulfill the educational requirements of both people and organizations. Besides, Anyaegbu and Wali (2019) were also in agreement with the findings of the study indicating that there are varying associations, both beneficial and detrimental, between training initiatives and organizational performance. Additionally, they found that during recruiting, many Nigerian organizations spend a lot of money on training new employees since they recruit people with only a bare minimum of necessary skills.

4.4.3 Descriptive Statistics on Compensation and Organizational Performance

Descriptive statistics were conducted to determine the extent to which participants agreed or disagreed with statements on compensation. Findings were presented in table 4.7 on a Likert scale between 1 and 5 with a scale of 1 strongly disagreeing and a scale of 5 strongly agreeing.

Table 4.7***Descriptive Statistics on Compensation***

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev
Ensuring the financial security of employees has impacted their work efficiency.	2.8	3.4	14.2	47.7	31.8	4.02	.926
Recognition of employees by human resource managers for their efforts has influenced their trust and job satisfaction.	2.3	9.1	16.5	50.0	22.2	3.81	.960
Increases in employee salaries have boosted morale, thereby affecting work performance.	0.0	13.1	22.2	34.1	30.7	3.82	1.013
Financial incentives have attracted highly talented individuals, leading to greater employee satisfaction and enhanced productivity.	2.8	10.8	19.3	44.3	22.7	3.73	1.021
Maintaining a positive work environment has contributed to employee retention and has impacted work performance.	0.6	11.4	22.7	39.8	25.6	3.78	.973
Providing medical health coverage has affected workers' performance and productivity.	0.6	5.7	18.2	44.9	30.7	3.99	.878
Offering leave and off days to employees has influenced job satisfaction and worker efficiency.	0.0	4.5	18.2	43.2	34.1	4.07	.839
Overall Mean						3.90	

Source: Researcher (2024)

According to the findings presented in Table 4.7, respondents concurred with the statements on compensation as evidenced by a highest mean of 4.07 and lowest mean of 3.73. Overall, respondents agreed with the statement that compensation played a role in influencing the organizational performance of customs and border organizations in Kenya, as indicated by an overall mean of 3.90.

Candradewi and Dewi (2019) agreed with the findings of the study noting that government personnel who perceived themselves as valued by their organizations were more likely to surpass expectations in their roles, possess a stronger sense of purpose, make greater contributions to the institution's success, and exhibit creativity in problem-solving. Research indicated that university human resource managers should recognize and praise the work of their staff. This practice promoted trust and happiness among the employees.

4.4.4 Descriptive Statistics on Talent Management

The fourth objective of the study was to establish the influence of talent management on the organizational performance of customs and border organizations in Kenya. Talent management was operationalized with retention, mentorships, and attraction. Nine constructs made up the Likert scale with 5 representing the highest agreement and 1 lowest agreement. Results are shown in Table 4.8.

Table 4.8***Descriptive Statistics on Talent Management***

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev
Effective talent management within the institution has significantly impacted employee performance.	1.1	1.1	26.7	45.5	25.6	3.93	.818
The retention of talented employees has greatly influenced work efficiency.	1.1	0.6	20.5	63.6	14.2	3.89	.680
Implementing effective mentorship programs has been crucial in managing employees' talents and thereby affecting work performance.	0.0	1.1	16.5	67.0	15.3	3.97	.604
Enhanced talent management and attraction strategies have increased leverage in the employment market, leading to greater job satisfaction.	0.0	0.6	7.4	59.7	32.4	4.24	.605
Investment in attracting top talent has had an effect on work performance and productivity.	0.0	10.8	17.6	54.0	17.6	3.78	.861
The use of a well-defined talent assessment process has ensured the hiring of suitable candidates for the right positions, impacting work performance.	0.6	1.1	23.9	59.7	14.8	3.87	.684
Providing leave and time off to employees has influenced both job satisfaction and work efficiency.	0.6	0.6	27.3	56.3	15.3	3.85	.693
Overall Score						3.93	

Source: Researcher (2024)

Findings presented in Table 4.8 revealed that respondents agreed with the statements on talent management with highest mea of 4.24 and the lowest mean of 3.87. Overall, the results showed that respondents agreed with the statement that talent management significantly affected

organizational performance in customs and border organizations in Kenya, with an average mean of 3.93.

Harsch and Festing (2020) agreed with the findings of the study and found out that to stay ahead of the competition, talent management strategies were essential. Companies were very concerned about how to effectively manage their personnel. In higher education, where attracting and retaining top talent was essential, talent management emerged as a central tenet of human resource management with the current business climate necessitating that governments devise plans to entice and cultivate top talent capable of meeting both the immediate and long-term demands of the workforce.

4.4.5 Descriptive Statistics on Organizational performance

The organizational performance was the study's dependent variable which was measured on customer satisfaction, quality management and efficiency. Eleven constructs were rated in a Likert Scale; Strongly Agree [5], Agree [4], Moderate [3], Disagree [2], Strongly Disagree [1]. 5 is the highest score while 1 is the lowest score. The findings are presented in Table 4.9.

Table 4.9***Descriptive Statistics on Organizational Performance***

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev
Job satisfaction by the employees has greatly affected work performance.	0.0	5.1	14.8	21.6	58.5	4.34	.911
Timely work at the workplace has resulted in employee performance.	0.0	0.6	27.3	56.8	15.3	3.87	.659
Efficiency in work by human resource management and workers has affected their productivity.	0.0	1.1	17.6	61.4	19.9	4.00	.650
Investment by human resource management in developing workers has affected their performance at work.	0.6	1.1	23.9	59.7	14.8	3.87	.684
Diversification of employees with different abilities and talents has impacted work performance.	0.0	0.0	29.0	54.0	17.0	3.88	.670
Well-resource management has facilitated the provision of educative programs thus affecting workers' performance in work place.	0.6	8.0	23.3	51.1	17.0	3.76	.848
Overall value						3.95	

Source: Researcher (2024)

The findings presented in Table 4.9 showed that respondents agreed with the statements on organizational performance with the highest mean of 4.34 and the lowest mean of 3.76. Overall, respondents concurred that organizational performance improved, with an overall mean score of 3.95.

4.5 Diagnostics Tests Results

Diagnostic tests were conducted to ensure that appropriate statistical tests were applied in the analysis to ensure precision in estimations. The tests included normality test, multi-collinearity test, and auto-correlation test.

4.5.1 Normality Test

The study utilized the Shapiro-Wilk test, a statistical procedure used to evaluate the null hypothesis that the sample data comes from a normal population distribution. If the p-values are greater than 0.05, it suggests that the data are likely drawn from a normally distributed population. The results of this test are detailed in Table 4.10.

Table 4.10

Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Recruitment	.164	176	0.1058	.932	176	0.1404
Training	.209	176	0.2111	.863	176	0.1635
Compensation	.106	176	0.2238	.918	176	0.2070
Talent	.175	176	0.3363	.933	176	0.3123
Performance	.171	176	0.3603	.932	176	0.4635

a. Lilliefors Significance Correction

Table 4.10 shows the results of the Shapiro-Wilk test for several variables. For Recruitment, the test yielded a p-value of $0.1404 > 0.05$, indicating that the normality assumption is satisfied. Similarly, for Training, the p-value was $0.1635 > 0.05$, confirming that normality is met. The Shapiro-Wilk test for Staff Consumption returned a p-value of $0.2070 > 0.05$, suggesting that this variable also meets the normality assumption. For Talent Management, the p-value was 0.3123, further supporting that the normality assumption holds true. Lastly, for organizational performance, the p-value of 0.4635 indicates that the normality assumption for the dependent variable has not been violated.

4.5.2 Multi-collinearity Test

A multi-collinearity test was conducted to determine the level of interrelationship among the independent variables. Tolerance and Variance Inflation Factor (VIF) tests were analyzed and interpreted. The results are shown in Table 4.11.

Table 4.11

Multi-Collinearity

Model	Collinearity Statistics	
	Tolerance	VIF
Recruitment	.417	2.400
Training	.316	3.164
Compensation	.874	1.144
Talent	.416	2.401

a. Dependent Variable: Organizational Performance

Source: Researcher (2024)

All VIF values were greater than 1.0 and less than 5.00 implying that there was no violation of the assumption of multi-collinearity among the independent variables. Therefore, the four predictors under investigation were indeed independent; recruitment, training, compensation and talent management.

Additionally, Correlation analysis was used to test whether the independent variables were highly correlated with each other, a situation that would result in multi-collinearity problems. It assessed how changes in one variable are associated with changes in another variable. Specifically, Pearson product-moment correlation analysis assessed the association between recruitment, training, compensation, talent management and organizational performance of customs and border organizations in Kenya. The Pearson product-moment correlation was run

instead of Spearman because the scores on the dependent variable were normally distributed hence the use of parametric technique. The results are displayed in Table 4.12.

Table 4.12

Correlations Matrix

Recruitment Training Compensation Talent Performance						
Recruitment	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
Training	N	176				
	Pearson	.431**	1			
	Correlation					
Compensation	Sig. (2-tailed)	.000				
	N	176	176			
	Pearson	.454**	.547**	1		
Talent	Correlation					
	Sig. (2-tailed)	.000	.000			
	N	176	176	176		
Performance	Pearson	.533**	.635**	.570**	1	
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		
	N	176	176	176	176	
	Pearson	.360**	.642**	.443**	.618**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	176	176	176	176	176

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

Source: Researcher (2024)

All the calculated person correlation scores were less than 0.7 which indicated that there was no multi-collinearity between the independent variables. Recruitment and training ($r=.431^{**}<0.7$; $P=.000$, $n=176$), Recruitment and compensation ($r=.454^{**}<0.7$; $P=.000$, $n=176$), Recruitment and talent ($r=.533^{**}<0.7$; $P=.000$, $n=176$). Training and compensation

($r=.547^{**}<0.7$; $P=.000$, $n=176$), training and talent ($r=.635^{**}<0.7$; $P=.000$, $n=176$). Finally, Compensation and talent ($r=.570^{**}<0.7$; $P=.000$, $n=176$). From the analysis, all the predictors were positive and statistically significantly associated with organizational performance ($P<0.05$) which implied that an increase in any of the independent variable resulted in a positive increase on the performance.

4.5.3 Homoscedasticity test

The residuals' variance around the predicted values should remain consistent above and below the best-fit line for all observed and expected normal scores. This consistency is crucial to confirming that the assumption of homoscedasticity is not violated. The findings related to this are detailed in Table 4.13.

Table 4.13

Heteroscedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.590	.274		2.153	.784
Recruitment	.042	.039	.096	1.079	.282
Training	.079	.058	.156	1.370	.172
Compensation	-.108	.068	-.216	-1.577	.117
Talent	-.063	.050	-.157	-1.270	.206

a. Dependent Variable: Residual Squared

Table 4.13, which assessed homoscedasticity, revealed the following results for the four independent variables. Recruitment had a Beta coefficient of 0.042 with a p-value of $0.282>0.05$, which exceeds the 0.05 threshold, indicating that it was positive but not statistically

significant. This finding suggests that recruitment did not notably impact the residuals of the model.

Training showed a Beta of 0.079 and a p-value of $0.172 > 0.05$, implying that it was not statistically significant. This indicates that training had no significant effect on the residual variance. Compensation had a Beta of -0.108 and a p-value of $0.117 > 0.05$, showing it was negative and not significant. This suggests that compensation did not meaningfully affect the residuals. Finally, talent had a t-value of -0.063 with a p-value of $0.206 > 0.05$, and was therefore both negative and statistically insignificant. Overall, these results demonstrate that none of the four independent variables significantly influenced the residuals, indicating that there were no issues with heteroscedasticity.

4.5.4 Auto-correlation Test

The test of auto-correlation was done using the Durbin-Watson test. The Durbin-Watson test reports a test statistic, with a value range of 1.5 and 2.5. If the Durbin-Watson test value falls in this range, hence, is no violation of the assumption of autocorrelation. Values outside this range could be a cause for concern. The results are shown in Table 4.14.

Table 4.14

Auto-Correlation Test

Model	Durbin-Watson
1	1.912

Source: Researcher (2024)

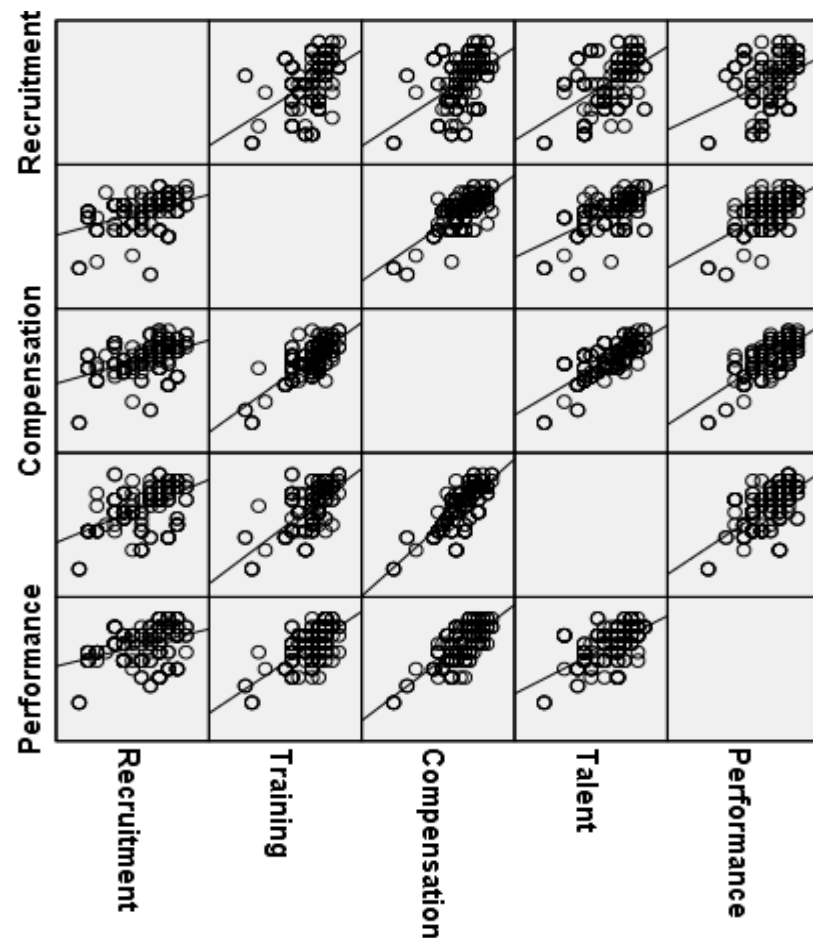
Table 15 revealed a score of 1.912, which ranged between 1.5 and 2.5. The null hypothesis of no autocorrelation failed to be rejected, rather rejected the alternative hypothesis. This is because the residuals were not auto-correlated. Therefore, there was no violation of the autocorrelation assumption.

4.5.5 Linearity Test

The study sought to establish the linearity between study variables, and scatter plots were used to display the nature of the relationship. Study findings presented in Figure 4.2 revealed that the line of best fit between different variables in the study is located where most data is, with the pattern of how the data relates as an indication that there was a linear relationship between variables.

Figure 4.2

Scatter Matrix



Source: Researcher (2024)

4.6 Inferential Analysis

To establish the relationship between employee retention strategies on the organizational performance of custom and border organizations in Kenya, the study conducted an inferential analysis which involved multiple regression analyses.

4.6.1 Multi-Linear Regression Model

Multiple linear regression enhances correlation analysis by providing a more detailed examination of how independent variables relate to dependent variables. This approach is highly effective for evaluating how well the model, which incorporates factors like recruitment, training, compensation, and talent management, predicts overall organizational performance in customs and border organizations in Kenya. Furthermore, multiple regression analysis enables the examination of the unique impact of each predictor variable within the model and assesses the statistical significance of the results. Initial analyses were performed to ensure that assumptions related to normality, linearity, auto-correlation, multi-collinearity, and homoscedasticity were upheld. The findings are detailed in the ANOVA model summary and the regression coefficients.

4.6.1.1 Overall Model Summary

R-square explains extent at which changes in independent variable explain the change in the dependent variables and the results are presented in table 4.15.

Table 4.15

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.704	.697	2.604

a. Predictors: (Constant), Recruitment, Training, Compensation and Talent management

b. Dependent Variable: Organizational Performance

Table 4.15 on the model summary indicated a 70.4% ($R^2 = 0.704$). R-squared explains how much of the variance in the dependent variable was predicted by the model (which includes the variables; recruitment, training, compensation and talent management). Therefore, the four predictors were able to predict a significant variance in organizational performance. The study did not report Adjusted R-squared because the sample size was more than 30 respondents ($n=176$) hence, there was no optimistic overestimation of the true value in the population (Tabachnick & Fidell, 2007). The remaining 29.6% of the variance was explained by variables not included in the study.

4.6.1.2 Analysis of Variance

The Analysis of Variance (ANOVA) was applied to check if the model was a good fit or not and the results were presented in Table 4.16.

Table 4.16

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2751.112	4	687.778	101.454	.000b
	Residual	1159.245	171	6.779		
	Total	3910.358	175			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), Recruitment, Training, Compensation and Talent management

The results presented in Table 4.16 show that the P-value is below the conventional threshold of 0.05 ($P < .05$), indicating that the regression model is statistically significant in predicting organizational performance for Customs and Border organizations in Kenya (Sig. value = .000, F-statistic = 101.454, $df_1 = 4$, $df_2 = 171$).

The significance level of the entire model was 0.000, which is well below the 0.05 cutoff. The F-critical value at a 95% confidence level and a 5% significance level was 101.454, surpassing the recommended threshold of 2.31. This confirms the model's statistical significance in explaining the dependent variable's prediction. Additionally, Table 18 provides the regression weights for each variable in the model. Unstandardized coefficients were used to build the regression model, while standardized coefficients facilitated the comparison of each independent variable's unique contribution to the overall variance.

4.6.2 Overall Regression Coefficients

Regression Coefficients help in explaining the direction and the strength of the relationship between the independent variables and the dependent variable. p-values associated with the t-statistics tell whether the relationship is significant or insignificant. Results are presented in Table 4.17.

Table 4.17

Overall Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.590	2.153		1.274	.784
Recruitment	.243	.076	.207	3.214	.002
Training	.336	.070	.354	4.779	.000
Compensation	.222	.045	.222	4.980	.000
Talent	.310	.065	.309	4.784	.000

a. Dependent Variable: Organizational performance

Results from Table 18 showed that the constant had a $\beta = 0.590$, and t-statistics of 1.274 associated with a p-value of 0.784 implying that the constant in the model was not significant

in predicting organizational performance because the calculated p-value of 0.784 was greater than 0.05.

4.6.2.1 Relationship between Recruitment and Organizational Performance

Recruitment and organizational performance revealed a $\beta = 0.243$, $t = 3.214$ associated with a p-value of $0.002 < 0.05$, indicating that recruitment positively and significantly affected organizational performance. Therefore, the null hypothesis, recruitment has no significant influence on organizational performance of custom and boarder organizations in Kenya was rejected.

Waterbury (2019) agreed with the findings of the study revealing that public organizations throughout the world were facing significant difficulties in managing their workforce, which were unlike any they had encountered before. Both administrative and production functions in these organizations were crucial conduits for providing services. Therefore, it is crucial to thoroughly scrutinize and evaluate individuals' skills and expertise during the recruiting process. Besides, Pokrovskaja et al. (2019) agreed with the study's findings in research conducted in Europe supporting this viewpoint, emphasizing the deliberate actions taken by government institutions to attract skilled and informed personnel to promote the development of organizations. Furthermore, the research emphasized the direct link between productivity and a workforce that possesses the necessary levels of education, experience, and training.

4.6.2.2 Relationship between Training and Organizational Performance

Training and organizational performance revealed a $\beta = 0.336$, $t = 4.779$ that was associated with a p-value of $0.001 < 0.05$, therefore training had a positive and significant relationship with the organizational performance of the company. Thus, the null hypothesis, training has no

significant influence on organizational performance of custom and boarder organizations in Kenya was rejected.

Mian et al. (2020) agreed with the study's findings in a comprehensive worldwide study focusing on institutions in Asia, noting that the performance of parastatals was enhanced when funds were allocated for in-service training. Government-owned businesses must make investments in the training and development of their workforce to raise standards of quality and maintain their competitiveness in the global market. The study established that employee retention was important for various reasons, including training, as employees were valuable and costly assets for an organization and it was essential to maximize their effectiveness in achieving the organization's objectives and maintaining high job performance over time. Similarly, Pilz and Wiemann (2021) supported the findings in a Mexican research revealing that government organizations that offer consistent in-service training to their staff were more inclined to achieve optimal outcomes. Improving education and development were intimately related to the increasing diversity of higher education institutions, the range of viewpoints from many countries, and the composition of the global workforce.

4.6.2.3 Relationship between Compensation and Organizational Performance of the Company

Compensation and Organizational performance revealed a $\beta = 0.222$, $t = 4.980$ that was associated with a p-value of $0.001 < 0.05$, therefore Compensation positively and significantly affected the organizational performance of the company. Therefore, the null hypothesis, compensation has no significant influence on organizational performance of custom and boarder organizations in Kenya was rejected.

Medearis (2020) agreed with the findings of the study establishing that strikes taking place in public institutions highlight the significance that workers attach to their remuneration. As a

result, human resources departments throughout the world are confronted with the task of creating and executing compensation and benefits programs that motivate their employees to achieve optimal performance. Employee motivation is mostly driven by their material demands, with financial stability playing a crucial role. Besides, Idris et al. (2020) agreed with the findings of the study highlighting that the capacity to allure, inspire, and retain personnel is crucial to the efficacy of any remuneration framework. The results revealed that institutions must recognize the pivotal significance of salary in incentivizing and maintaining people.

4.6.2.4 Relationship between Talent Management and Organizational Performance of the Company

Talent management and Organizational performance revealed a $\beta = 0.310$, $t = 4.784$ associated with a p-value of $0.001 < 0.05$ indicating that talent management had a positive and significant relationship with organizational performance. Hence, the null hypothesis, talent management has no significant influence on organizational performance of custom and boarder organizations in Kenya was rejected.

Harsch and Festing (2020) supported the findings of the study and found that to stay ahead of the competition, talent management strategies are considered essential with companies being very concerned about how to effectively manage their personnel. In higher education, where attracting and retaining top talent is essential, talent management emerged as a central tenet of human resource management.

Additionally, Ashif (2019) agreed with the findings of the study and noted that the current business climate necessitated that governments devise plans to entice and cultivate top talent capable of meeting both the immediate and long-term demands of the workforce. The study established that by making the most of their resources and the abilities of their top staff, government institutions acquired a competitive advantage. Findings revealed that a company's

or an individual's success is a reflection of how well they work together to accomplish their goals, talent management practices including career progression, work-life balance, and talent development greatly enhanced organizational efficiency. Consequently, talent management is all about finding, hiring, developing, maintaining, and making the most of a company's most important employees. Mentoring programs were essential for managing employees' skills, which were the foundation of academic achievement. Without consistent guidance, employees in today's cutthroat workplaces may struggle to keep up their performance.

Training provided the highest significant predictive ability (Beta=.354; P=0.000) followed by talent management (Beta= .309; P=0.000), compensation (Beta= .222; P=0.000) and recruitment provided the lowest significant contribution (Beta= .207; P=0.002) to the total variance in organizational performance of customs and border organizations in Kenya.

The Multilinear regression model obtained was as follows; $Y = 0.590 + 0.207X_1 + 0.354X_2 + 0.222X_3 + 0.309X_4 + e$. Whereby Y was the Organizational performance as the dependent variable; Recruitment (X_1), Training (X_2), Compensation (X_3), and Talent management (X_4). Whereas the $\beta_1, \dots, \beta_4$ are the coefficients of the independent variables and e the error term in the model.

CHAPTER FIVE

SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of the study, conclusions drawn from the study key findings, recommendations, implications for policy and practice and further scope of research.

5.2 Summary of Findings

The study investigated how employee retention strategies impact organizational performance within Customs and Border organizations in Kenya. Quantitative data were gathered and analyzed using both descriptive and inferential statistical methods. The response rate was 81.0% (n=176). Reliability analysis indicated that the data collection tools were reliable, with a Cronbach's Alpha of 0.915 across 49 items. The reliability of individual scales was also confirmed, with Cronbach's Alpha values exceeding 0.7 for each scale: recruitment (0.715), training (0.782), compensation (0.773), and talent management (0.873). The participant demographics revealed a predominance of male respondents (n=104; 59.1%), with an average age of 46 years and a standard deviation of 8 years.

Prior to statistical analysis, diagnostic tests including normality tests, autocorrelation checks, and multicollinearity assessments were conducted to ensure the validity of the assumptions. Correlation analysis was employed to explore the strength and direction of relationships between independent variables and the dependent variable, organizational performance. All independent variables showed positive and statistically significant relationships with organizational performance. The model's predictive capability was evaluated using multiple regression analysis, which yielded an R-Square value of 70.4% ($R^2 = 0.704$). This suggests that the four predictor variables accounted for 70.4% of the variance in organizational performance.

The regression model was statistically significant, demonstrating a good fit for predicting organizational performance in Customs and Border organizations in Kenya (Sig. value = .000, F-statistic = 101.454, df1 = 4, df2 = 171).

The regressed model: **Organizational performance = .590 + 243 recruitment + .336 Training + .222 Compensation + .310 Talent management.**

Organizational performance would be 0.590 when the four independent variables are constantly controlled at zero value. All the predictors provided unique contributions (All Sig. values < 0.05) to the total variance on the dependent variable.

Based on each study variable, the summaries are presented in the following subsections.

5.2.1 Recruitment and Organizational Performance

The first objective of the study was to assess how recruitment impacts the organizational performance of customs and border organizations in Kenya. Recruitment was evaluated through various factors, including academic qualifications, work experience, and interpersonal skills. Analysis revealed that most respondents acknowledged the effect of recruitment on organizational performance in these organizations. However, recruitment had the smallest significant impact among the four predictors, contributing only 20.7% (Beta = 0.207; P = 0.002) to the overall variance in organizational performance.

5.2.2 Training and Organizational Performance

Another objective of the study was to assess how recruitment impacts the organizational performance of customs and border organizations in Kenya. Recruitment was evaluated through various factors, including academic qualifications, work experience, and interpersonal skills. Analysis revealed that most respondents acknowledged the effect of recruitment on

organizational performance in these organizations. However, recruitment had the smallest significant impact among the four predictors, contributing only 20.7% (Beta = 0.207; P = 0.002) to the overall variance in organizational performance.

5.2.3 Compensation and Organizational Performance

The third objective of the study aimed to assess how compensation impacts the performance of customs and border organizations in Kenya. Respondents expressed their level of agreement using an interval scale based on four key indicators: salary increases, allowances, recognition, and personal benefits. Eight items were evaluated on a Likert scale. The analysis revealed that a significant portion of the participants strongly agreed that compensation plays a critical role in enhancing the performance of customs and border organizations in Kenya (Mean=3.90; SD=0.591). Furthermore, compensation accounted for 22.2% of the variance in organizational performance (Beta= .222; P=0.000), highlighting its unique contribution.

5.2.4 Talent Management and Organizational Performance

The study's fourth objective aimed to determine how talent management impacts the organizational performance of customs and border organizations in Kenya. Talent management was measured through retention, mentorship, and attraction. A significant portion of respondents strongly agreed that talent management plays a key role in enhancing the performance of these organizations. Talent management made a substantial contribution of 30.9% (Beta = .309; P = 0.000) to the overall variance (70.4%) in organizational performance.

5.3 Conclusions of the Study

Conclusions are drawn from the study findings to each study objective. Generally, the study concluded that employee retention provides a 70.4% total variance in organizational

performance. Therefore, employees' retention strategies significantly influence organizational performance.

5.3.1 Recruitment and Organizational Performance

The study concluded that recruitment positively and significantly influenced the organizational performance of customs and border organizations in Kenya. Further, the study concluded that organizational performance increases with recruitment. Nevertheless, recruitment provided the lowest unique contribution when alone. Waterbury (2019) supported the study's findings where the scholars noted positive and significant relationships between recruitment and organizational performance.

The scholars similarly concluded that, methods including screening applications and resumes, conducting performance tests, evaluating portfolios, holding in-person interviews, and conducting reference and background checks, all culminated in the final selection process.

The study is in support of the McGregor X theory which suggests that employees possess an intrinsic aversion to labor and tend to evade it whenever feasible. Additionally, the theory posits that they have a proclivity for placing their interests above those of the business, necessitating ongoing efforts to motivate, supervise, and modify their behavior to match their activities with the organization's requirements.

5.3.2 Training and Organizational Performance

The study concluded that training had a positive and significant influence on the customer organizational performance of customs and border organizations in Kenya. Similarly, the more the staff gets training, the more the organizational performance. The training was determined to provide a high unique contribution to the total variance in the dependent variable. Singh et al., (2019) supported the findings of the study arguing that government-owned businesses must

make investments in the training and development of their workforce to raise standards of quality and maintain their competitiveness in the global market. Additionally, the study noted that employee retention was important for various reasons, including training, as employees are valuable and costly assets for an organization. The researcher also noted that it's essential to maximize their effectiveness in achieving the organization's objectives and maintaining high job performance over time with the efficacy of governmental institutions heavily relying on the caliber of its personnel.

The conclusions of the study are in support of Theory Y which states that managers should aim to maximize profits by coordinating the use of all available resources (money, materials, equipment, and people) in a productive firm. The theory provides more insight that humans are not fundamentally indolent but rather have a natural propensity to labor. This theory posits that people are actively engaged and eager to take responsibility for their actions, rather than being passive or resistive to organizational demands. Employees, according to Theory Y are naturally driven, self-reliant, and willing to take on more responsibility as they gain experience.

5.3.3 Compensation and Organizational Performance

The study concluded that compensation positively and significantly influenced the organizational performance of customs and border organizations in Kenya. The study also concluded that organizational performance increases moderately with staff compensation. Additionally, compensation provided a 22.2% unique contribution toward the total variance in organizational performance. The findings of the study are in support of Theory X which suggests that employees possess an intrinsic aversion to labor and tend to evade it whenever feasible. Additionally, the theory posits that employees have a proclivity for placing their interests above those of the business, necessitating ongoing efforts to motivate, supervise, and

modify their behavior to match their activities with the organization's requirements. Finally, the theory suggests that promoting their sense of responsibility and cultivating their drive is essential, despite their main focus being on security.

5.3.4 Talent Management and Organizational Performance

The study concluded that talent management provided a strong, positive, and statistically significant association with organization performance of customs and border organizations in Kenya. Thus, the more talent is managed by customs and border organizations in Kenya, the more organizational performance tends to increase. Talent management provided a high unique contribution. Researchers who were in support of the conclusions include Harsch and Festing (2020) who found that to stay ahead of the competition, talent management strategies were considered essential with companies being very concerned about how to effectively manage their personnel. In higher education, where attracting and retaining top talent is essential, talent management emerged as a central tenet of human resource management. The current business climate necessitates that governments devise plans to entice and cultivate top talent capable of meeting both the immediate and long-term demands of the workforce. By making the most of their resources and the abilities of their top staff, government institutions acquired a competitive advantage. A company's or an individual's success is a reflection of how well they work together to accomplish their goals.

The conclusions of the study are in support of Theory Y which posits that managers should aim to maximize profits by coordinating the use of all available resources (money, materials, equipment, and people) in a productive firm. These findings of the theory provide more evidence that humans are not fundamentally indolent but rather have a natural propensity to labor. According to Theory Y employees are naturally driven, self-reliant, and willing to take

on more responsibility as they gain experience. Management based on Theory Y holds the view that workers are naturally creative and innovative and that they get a sense of fulfillment from their jobs. According to Theory Y, it is the responsibility of management to encourage and support individuals in reaching their full potential so that the business can achieve its shared objectives. These assumptions serve as a framework within which management applies a variety of tactics, in talent management from the most stringent to the most accommodating to promote organizational performance.

5.4 Recommendations

The current study presented policy recommendations and suggestions for further research guided by the conclusions of the study and major findings. The study also recommended future studies that were guided by the identified gaps in the study. Generally, the study recommends customs and border organizations in Kenya embrace the employees' retention strategies (recruitment, training, compensation, and talent management).

5.4.1 Policy Recommendations

5.4.1.1 Recruitment

The study recommended that customs and border organizations in Kenya should prioritize the recruitment of a qualified workforce with relevant experience and necessary training should be emphasized to boost productivity levels. Moreover, the study recommended that implementing merit-based hiring practices can further improve the performance of the workforce of customs and border organizations in Kenya, ensuring that employees are selected based on their skills and abilities. Additionally, it is recommended that organizations should foster interpersonal skills among employees through recruitment strategies to facilitate timely work and enhance overall efficiency. Furthermore, ensuring a steady stream of skilled personnel through effective

human resource management practices is crucial for organizations to sustain performance and productivity levels. Moreover, the study recommended that organizations should refine job specifications to attract a larger pool of qualified candidates to contribute to enhancing employee efficiency. Lastly, customs and border organizations should evaluate candidates' abilities during recruitment processes which will lead to more timely and effective work by employees. By adopting these recommendations, customs and border organizations in Kenya can optimize their recruitment strategies to positively impact organizational performance and employee retention.

5.4.1.2 Training

The study recommended that customs and border organizations in Kenya should be imperative for human resource management to prioritize in-service training programs to continually enhance employee skills and work performance. Besides, the study recommended that organizations should create opportunities for employee development and growth within the organization should be emphasized to improve efficiency and job satisfaction. Additionally, the study recommended that these organizations should focus on ensuring the relevance of training programs to the workplace context to promote timely and effective work completion. Furthermore, the study recommended that hiring policies should prioritize qualified candidates to positively impact work performance for customs and border organizations in Kenya. Moreover, the study recommended that adequate resources should be allocated towards frequent employee education to boost productivity levels. Lastly, the study recommended that customs and border organizations in Kenya should invest in comprehensive training and development programs to help attract and retain talented individuals, thereby further enhancing organizational performance. By implementing these recommendations, customs and border

organizations in Kenya can optimize their training strategies to positively impact employee retention and overall organizational effectiveness.

5.4.1.3 Compensation

The study recommended that customs and border organizations in Kenya should prioritize financial security for workers, as this directly impacts their work efficiency. Implementing transparent salary structures and ensuring timely payment can contribute significantly to this aspect. Additionally, the study recommended that customs and border organizations in Kenya should institutionalize recognition and appreciation of employees' efforts, fostering trust and contentment among the workforce. Regular salary increments should be considered to boost morale and subsequently enhance work performance. Moreover, the study recommended that these organizations should offer financial incentives to attract and retain top talent to sustain employee satisfaction and productivity levels. The study also recommended that creating and maintaining a positive work environment is equally imperious for employee retention and, consequently, organizational performance. Moreover, the study recommended that customs and border organizations should provide comprehensive medical health coverage and grant sufficient leave and off days which are vital components for ensuring job satisfaction and worker efficiency thereby ensuring overall organizational performance.

5.4.1.4 Talent Management

The study recommended that customs and border organizations in Kenya should make a concerted effort to enhance talent management practices, focusing on efficient talent identification, retention, and development strategies. Additionally, the study recommended that customs and border organizations should implement robust mentorship programs which play an important role in nurturing employees' skills and abilities, thus positively impacting their

performance. Moreover, the study recommended that these organizations should prioritize investing in attracting and retaining top talent to ensure a competitive edge in the employment market, ultimately leading to higher job satisfaction and productivity. Furthermore, the study recommended the integration of well-defined talent assessment mechanisms during the recruitment process which is essential to ensure the right fit for each position, consequently enhancing overall work performance. Lastly, the study recommended that customs and border organizations in Kenya should recognize the importance of employee well-being by providing adequate leave and off days which significantly contribute to job satisfaction and worker efficiency. By adopting these recommendations, through prioritizing skilled recruitment, providing continuous in-service training, implementing transparent compensation and benefits, and focusing on robust talent management practices, customs and border organizations in Kenya can effectively enhance employee retention, their organizational performance and achieve their strategic objectives.

5.4.2 Suggestion for Further Research

The current study's variables could only explain 70.4% of the variations in organizational performance of custom and border organizations in Kenya and other variables related to employee retention strategies that were not included in the study accounted for only 29.6 % of organizational performance variations, a future study can include more direct and indirect variables/control variable such as mediating or moderating variables like leadership style or even a mediating variable like organizational culture.

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APPENDICES

Appendix I: Introduction Letter

Dear Respondent,

I am Ruth Nyamoko, a master's student at Kenya Methodist University undertaking academic research on "The influence of employee retention strategies on organizational performance of custom and border organizations in Kenya". I kindly request you to fill in the questionnaire provided. The information collected in the form of answers to the questionnaire will be treated confidentially and will only be used for academic purposes.

Thank You.

Appendix II: Questionnaire

NB: Instructions are given for each different set of questions. Please read them carefully as they vary from one section to another. Some questions ask you to tick or circle whichever applies or the appropriate answer while others ask you to rate how best you agree or disagree, to the extent using the Likert scale. Do not indicate personal details in the questionnaires.

Section I: General Information

1. Gender

Male ☐ Female ☐

2. Age

18-25 years ☐ 26-35 years ☐

36-45 years ☐ 46-55 years ☐

Above 56 years ☐

3. Level of Education

Diploma ☐ Bachelor's degree ☐

Postgraduate diploma ☐ Master's degree ☐

Doctor of Philosophy degree ☐

4. Years in service

Less than a year ☐ 1-5 years ☐

6-10 years ☐ 11 years and above ☐

Section II: Recruitment and Employee Performance

5. Please indicate the extent to which you agree with the following statements related to recruitment and selection. Use the five-point Likert scale of 1-5; Where (1 very Small Extent (VSE) 2= Small Extent (SE), 3=Moderate (M), 4= Large Extent (LE), and 5=Very Large Extent (VLE).

6.

Statement on Recruitment	1	2	3	4	5
The productivity levels have been influenced by the employment of a skilled workforce.					
The performance of employees has been affected by the recruitment of staff with relevant experience.					
Workplace efficiency has been enhanced by selecting employees who possess specific training for their roles.					
The productivity of the workforce has been impacted by the adoption of merit-based hiring practices.					
Timeliness in work completion has been affected by hiring employees with excellent interpersonal skills.					
The performance and productivity of employees have been influenced by ensuring a consistent supply of skilled personnel.					
The efficiency of employees has been enhanced by attracting a large pool of qualified candidates through well-defined job specifications.					
The timely completion of work by employees has been influenced by the assessment of candidates' abilities during the recruitment process.					

Section III: Training and Employee Performance

7. Please indicate the extent to which you agree with the following statements on training in relationship organizational performance using a Likert scale Where: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree.

Statement on Training	1	2	3	4	5
In-service training provided by human resource management has significantly impacted work performance.					
Employee efficiency at the workplace has been influenced by development opportunities for growth.					

Training focused on skill development has contributed to job satisfaction at the workplace.					
Human resource management's ability to ensure job relevancy has greatly affected the timeliness of employee work.					
The work performance has been influenced by the policies established by the hiring manager regarding the employment of qualified candidates.					
The productivity level of employees has been impacted by the allocation of sufficient resources for frequent employee education.					
Investment in institutional training and development programs has attracted talented individuals, thereby affecting work performance.					
The assessment of candidates' abilities during recruitment has influenced the timeliness of employee work.					

Section IV: Compensation and Employee Performance

8. Please indicate the extent to which compensation is related to employee performance using a Likert scale Where: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree.

Statement on Compensation	1	2	3	4	5
The performance of employees has been significantly impacted by efficient talent management within the institution.					
The institution's ability to retain talented employees has greatly influenced work efficiency.					
Effective mentorship programs have played a crucial role in managing workers' talents, thereby affecting workplace performance.					

Strong talent management and attraction strategies have enhanced the institution's leverage in the employment market, contributing to job satisfaction.					
Investment in attracting top talent has had a notable effect on work performance and productivity.					
The use of a well-defined talent assessment process has ensured the right fit for positions, impacting work performance.					
Providing employees with leave and off days has influenced job satisfaction and worker					

Section V: Talent Management and Employee Performance

9. Please indicate the extent to which talent management is related to employee performance using a Likert scale Where: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree.

Statement on Talent Management	1	2	3	4	5
Effective talent management within the institution has significantly impacted employee performance.					
The retention of talented employees has greatly influenced work efficiency.					
Implementing effective mentorship programs has been crucial in managing employees' talents and thereby affecting work performance.					
Enhanced talent management and attraction strategies have increased leverage in the employment market, leading to greater job satisfaction.					
Investment in attracting top talent has had an effect on work performance and productivity.					
The use of a well-defined talent assessment process has ensured the hiring of suitable candidates for the right positions, impacting work performance.					

Providing leave and time off to employees has influenced both job satisfaction and work efficiency.					
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Section VI: Organizational Performance

10. Please indicate the extent to which organizational performance on custom and border organizations has improved using a Likert scale Where: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree.

Statement on Organizational Performance	1	2	3	4	5
Job satisfaction by the employees has greatly affected work performance.					
Timely work at the workplace has resulted in employee performance.					
Efficiency in work by human resource management and workers has affected their productivity.					
Investment by human resource management in developing workers has affected their performance at work.					
Diversification of employees with different abilities and talents has impacted work performance.					
Well-resource management has facilitated the provision of educative programs thus affecting workers' performance in the workplace.					

Thank you for your participation

Appendix III: Research Permit KeMU



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya

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DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KeMU/NACOSTI/BUS/13/2024

April 9, 2024

Commission Secretary

National Commission for Science, Technology and Innovation

P.O. Box 30623-00100

NAIROBI

Dear Sir/Madam,

RE: RUTH NYAMOKO (REG. NO. BUS-3-2674-3/2021)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. She is conducting research on: "Employee Retention Strategies on Organizational Performance of Custom and Border Organizations in Kenya".

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

In this regard, we are requesting your office to issue a research license to enable her collect data.

Any response accorded to her will be highly appreciated.



Dr. Japhet M. Muchiri (PhD)

Dean, Postgraduate Studies

Cc: **Deans**

CoD, Business Administration

Postgraduate Coordinator - BA

Supervisors

Appendix IV: NACOSTI License

 REPUBLIC OF KENYA Ref No: 874937	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION Date of Issue: 19/April/2024
RESEARCH LICENSE	
	
This is to Certify that Miss. Ruth Kamani Nyamaka of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Mombasa, Nairobi on the topic: EMPLOYEE RETENTION STRATEGIES ON ORGANIZATIONAL PERFORMANCE OF CUSTOM AND BORDER ORGANIZATIONS IN KENYA for the period ending : 19/April/2025.	
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