

INFLUENCE OF HUMAN RESOURCE PLANNING STRATEGIES ON RETENTION OF EMPLOYEES IN UNIVERSITIES IN KENYA

¹Michael Mboya Muma ²Dr. Joyce Nzulwa, ³Dr. Kepha Ombui,
⁴Prof. Romanus Odhiambo

^{2,3,4}Ph.D

^{1,2,3,4} Jomo Kenyatta University of Agriculture and Technology P.O BOX 62000-00200 Nairobi, Kenya

Abstract: The ability to attract and retain talent in organisations is rapidly becoming one of the key issues for Human resource managers and professionals hence it necessities effective and efficient human resource planning for organization to achieve sustainable talent management. Given this, the primary purpose of this study was to determine the influence of Human Resource Planning Strategy on retention of employees in universities in Kenya. The study sought to aid university management boards and councils, employee unions, HR professionals, researchers and scholars and government in policy formulation for Human Resource Planning strategies as a reliable means to improve retention of employees in universities in Kenya. The study adopted descriptive design. The target population of the study comprised all employees in 70 accredited universities in the Republic of Kenya with a total population of 50,670 employees. The sample size of the study was 384 respondents chosen by simple stratified sampling technique. Questionnaires were the primary data collection tool. Linear regression models were used to analyze data (descriptive and inferential statistics) using SPSS Version 23 software. The main finding from the study indicated that Human Resource Planning strategies influenced retention of employees in universities in Kenya. The study recommended to top University management to explore ways and means of devise, review and implement adequate Human Resource Planning strategies to boost their employees' morale and motivate them to perform their job tasks with zeal thus increasing their productivity and hence enabling the universities in Kenya to achieve their mandate and more enormous competitive advantage.

Keywords: Human Resource Planning Strategy And Employee Retention.

I. INTRODUCTION

Today's sophisticated and dynamic global economic environment has changed drastically and continued to do so. Social developments such as globalization, technological innovation, and growing competition for scarce resources place pressure on organizations especially in universities, and this emphasizes their need to maintain their competitive advantage, at least in part through maintaining the skills of their employees. These developments have pushed organizations to compete with each other in the business environment worldwide and also to have to manage their assets as efficiently as possible especially their human assets (Korir, 2014). Having effective human resource planning strategies, and retention strategies to acquire skilled, talent and committed employees' plays a vital role in this process, because employees' skills and knowledge have turned out to be the most vital for organizations to be economically competitive (Kwon, 2009).

Managing a global workforce is challenging because it is mobile, diversified and not bound by geographic and cultural boundaries (Schuler, Jackson & Tatrique, 2011; Collings & Caligiuri, 2015; Stahl., 2012). Due to acute shortage of laborforce, there is a cut-throat competition among organizations worldwide to keep the most highly skilled, committed

and talented employees for themselves as these serve as a source of their competitive advantage against their competitors (Kwon, 2009). According to Armstrong and Taylor (2014), Human Resource Planning strategy refers to anticipating future and environment demands on significant input into strategic plans. Human Resource Planning is a systematic practice of identifying the workforce competencies required to meet the organization's strategic goals and for developing the strategies to meet these requirements. It is a systematic procedure that provides managers with a structure for making Human Resource decisions based on the organization's mission, strategic plan, budgetary resources, and a set of desired workforce competencies (Armstrong & Taylor, 2014). It is the procedure by which a firm ensures that it has the right number and kinds of the workforce, at the right place, at the right time, that can effectively and efficiently complete those tasks that will help the organization achieve its overall objectives (Robbins & Decenzo, 2009).

Research by the Institute for Employment Studies (Reilly, 2001) stated that there are some reasons why organizations choose to engage in some form of Human Resource Planning. This falls into three broad categories that are: Planning for substantive reasons which are; to have a practical effect by optimizing the utilization of resources and making them more flexible, acquiring and nurturing skills that take time to build up and identifying possible problems and minimizing the chances of making a wrong decision. Secondly, planning because of the process benefits, which involves understanding the present in order to confront the future, challenging assumptions and liberating ideas, making explicit decisions that can later be changed, standing back and providing an overview and ensuring that long-term thinking is not driven out by short term focus and finally planning for organizational reasons, which involves communicating plans such as to obtain support/adherence to them, linking HR plans to business plans so as to inform them, (re) gaining corporate control over operating units, and coordinating and integrating organizational decisions making and actions.

According to a study by Farnham (2015), Human Resourcing Planning is essential because it encourages employers to develop clear and explicit links between their business and HR plans and to integrate the two more efficiently. It allows for better control over staffing costs and numbers employed, and it enables employers to make informed judgments about the skills and attitude mix in the organization. Human Resource Planning also provides a profile of current staff regarding age, sex, disability, etc., to move towards being an equal opportunity organization. Farnham (2015) commented that organizations give a little time to it because of lack of resources and skills, the time and effort required and the absence of relevant data to do so.

Effective and efficient managing of workers requires a broad process known as Human Resource Planning. It constitutes one of the leading strategies to enhance and improve work performances, this it does by detecting deficiencies and preventing deficiencies from occurring. Human Resource Planning helps the organization to tap efficiently talents which will help to incorporate both the individual and organizational objective. This will, as a result, minimize some of the crisis associated with low yields like absenteeism and low labor turnover. An excellent Human Resource Planning must react appropriately to the rapid change in the society and must go beyond forecasting in all aspects of personnel management. The actual planning process will vary a great deal from organization to organization (Seneca, 2007).

In general, the approaches to forecasting Human Resource needs for the organization can be either subjective or objective. The goal of this approach based on the focus of past trends and demands to take into account shifts brought about by changes in organizational goals and technology. Simply projections from the past to show the amount or type of labor required in the future can be related to results from work-study exercises or ratios of customers to staff. Oroni, (2006) suggested an integrated system for Human Resource Planning. He claims that all the planning activities, which he calls perspectives, can interact with one another in intricate ways.

However, few insights have been, according to him, reported on such interactions and the impact of these interactions on the resultant Human Resource plans. Oroni, (2006) maintains that the critical Human Resource activities include: establishment requirement planning, staff movement planning, personnel assignments, posting projections, succession planning, and recruitment, retention, staff promotions, postings and training as the necessary operational Human Resource activities that support Human Resource plans.

The techniques of HR planning are some of the most involved and complicated activities carried out by employee resourcing professionals. By contrast, the fundamental principles on which they are found are straightforward, with the potential significance that is readily understood. Approaches to estimating Human Resource requirements have also been found to be few and plagued with methodological and conceptual limitations. One of the key challenges has been the lack of readily accessed workforce database to conduct complete modeling activities such as the use of data on client needs, organizational objectives and management information systems that reflect on output and costs. The field of HR planning

also required the variety of human and material resources to inform critical policy decisions related to Human Resource Planning such as visionary leaders who have Human Resource Planning and modeling knowledge and who are familiar with the organization context (O'Brien-Pallas, 2001).

Summarizing the problem, Taylor (2008), noted that be as it may, it is difficult to reject out of hand the belief that some attempts should be made to determine future Human Resource requirements as a basis for strategic planning and action. It would also seem that employers, quite simply, prefer to wait until their view of the future environment clear sufficiently for them to see the whole picture before committing resources in preparation for its arrival. The perception is that the more complex and turbulent the environment, the more important it is to wait and see before acting. Human Resource Planning is likely to be more appropriate in a stable marketplace, with mostly passive (and static) customers, and with scope for long-term forecasting because of the predictability of demographic change. A study by Farnham (2015), commented that organizations' give little time to Human Resource Planning because of lack of resources and skills, the time and effort required and absence of relevant data to do so. Hence this clearly demonstrate that is there is a knowledge gap to be filled

1.1 Statement of the Problem:

The high rate of employee turnover continues to make it on the top five challenges facing organizations even when a firm is driven by the desire to improve retention of employees and organizational performance (Deloitte, 2014); even though Human Resources are the most strategically valued asset to any organization (Armstrong & Taylor, 2014). According to Deloitte, (2014), 68% of organizations in Kenya experience high rate of employees' turnover which hinders their competitive advantage. Ng'ethe (2014), provides supporting turnover statistics between 2006-2011 for public universities as follows; JKUAT a total of 2100, had left, the University of Nairobi lost 98, Kenyatta University 121 had left, Masinde Muliro University of Science and Technology had lost 88, Maseno University 124 had left while Egerton had lost 102 and at Moi University, 100 had left. Indeed private universities in Kenya have faced similar challenges.

According to records obtained from their Central and personnel registries, KCA University, 106 had left (2010-2016), Zetech University, 25 had left (2014-2017), Mount Kenya University, 70 had left (2010-2017), Pan African Christian University, 20 had left (2010-2016), Catholic University, 40 had left (2010-2016) and USIU University, 15 had left (2010-2016) amongst others. The high rate of employee turnover leads to decreased performance of the organizations, hampered, continuity and succession, reduced innovativeness as well as standards (Kipkebut, 2010). This demonstrates that there is weak retention of employees among firms in Kenya particularly in both private and public universities as confirmed by (records of Central and personnel registries, 2016-2017; Guma, 2011) who emphasize that public universities in Kenya be also subject to weak or poor retention of employees. This has been made worse by poor corporate governance (Tetty, 2009), internal strategic poaching amongst universities, poor Human resource management practices such as poor human resource planning strategies (Mwiria, 2007) and poor or weak retention policies practiced by public universities (Guma, 2011).

The National Commission of Science, Technology, and Innovation report of (2014) also underscored the critical role universities play in national development considering the development challenges the country is facing. Human resource planning and retention of key employees is critical to success or failure of any organization. Empirical studies by Muoki (2012), on challenges of Human Resource planning at the Ministry of Public Health and Sanitation in the Republic of Kenya, she observed that there were challenges in implementing Human Resource planning strategies like poor remuneration, allowances, health schemes and non-uniform house allowance across all the regions and she recommended the Ministry should adopt Human Resource planning strategy on staff development in order attract and retain talent.

Although studies are already available on retention of employees (Ngu, Mukulu & Gachunga, 2014) in their study identified the need for further research on retention of employees particularly in other organizations, universities included. So far, insignificant and inconclusive studies have been done on the influence of human resource planning strategies on retention of employees in universities in Kenya. This study therefore seeks to fill that knowledge gap. It strives to examine the influence of human resource planning strategies on retention of employees in universities in Kenya.

1.2 specific objectives

1. To determine the influence of Human Resource Planning strategy on retention of employees in universities in Kenya.

1.2.1 Research Hypothesis:

Ho: Human Resource Planning has a positive influence on retention of employees in universities in Kenya.

2. LITERATURE REVIEW

2.1. Introduction:

The underpinning theory particular of this study included; Human Capital Theory. To illustrate the fundamental concepts of human resource planning strategies and employees retention concept, a conceptual framework that integrates the independent and dependent variable was developed as shown in figure 1.

2.2 Human Capital Theory:

The human capital theory has been proposed by Schultz (1961) and developed comprehensively by Becker (1964). Human capital theory suggests that education or training raises the productivity of employees by imparting useful skills and knowledge, hence raising workers' future income by increasing their lifetime earnings (Becker, 1994).

The human capital theory further postulates that investments by organizations in people will generate worthwhile returns (Armstrong & Taylor, 2014). There is also substantial evidence that organizations that possess and cultivate their human capital surpass other organizations which lack human capital (Crook, Todd, Combs, Woehr, & Ketchen, 2011).

Knowledge management has nowadays become a crucial element in the competitive business environment rather than the land and capital in the last decade (Chen, 2008). Jackson (2007), (as cited by Ongel, 2014) noted that the most valuable asset that organizations have on hand are the employees. Increasing interest in knowledge asset management or intellectual capital management is a critical factor in talent retention, and employee productivity. It is the employees and only employees who carry the organization ahead because any business is as good as the people who comprise that organization (Mullins, 2010).

This theory is relevant to the current study as it regards people as assets and stresses those investments by organizations in people will generate worthwhile returns. Management needs to be aware that, to achieve sustainability and deliver success within this new business environment, knowledge workers needs to be managed and directed while rewarding and valuing their profession (Paton, 2013). Organizations should aim at providing an environment in which employees are encouraged to learning and developing. The theory also has practical significance in deciding employee rewards systems. Employees and employers each derive benefits from investments in creating human capital. The level of pay should supply both parties with a reasonable return on their investment (Armstrong & Taylor, 2014). This theory guides objective of this study.

2.3 Conceptual Framework:

The independent variable of the study was Human Resource Planning strategy and the dependent variable of the study is retention of employees.

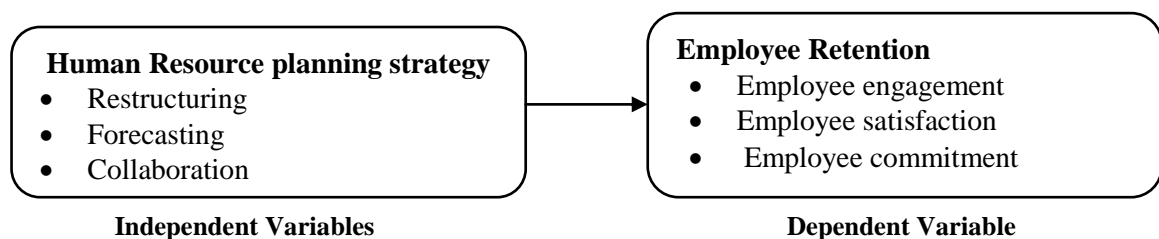


Figure 1: Conceptual Framework

2.4 Empirical Review:

Without clear-cut planning, estimation of organization's Human Resource needs is reduced to simple presumption. Human resource planning strategy will help universities to identify the right numbers and qualities of the workforce that they require for teaching, research and innovation development. A study by Armstrong and Taylor (2014) established that Human Resource planning strategies are vital in organizations and retention of employee's initiatives taken by management to keep employees from leaving the organization, such as rewarding employees for performing their jobs effectively; ensuring harmonious working relations between employees and managers; and maintaining a safe, healthy work environment. In another study by Ngui, Mukulu and Gachunga, (2014), which adopted the mixed method approach utilizing both qualitative and quantitative methods titled "the effect of employee resourcing strategies on the performance of Commercial Banks in Kenya", concluded that there is a positive relationship between strategic employee resourcing and employee performance among Commercial Banks in Kenya. The study also recommended that Commercial Banks should develop and document Human Resource Management strategies that are linked with the overall banks strategy.

Finally, in a study by Muoki (2012), on challenges of Human Resource planning at the Ministry of Public Health and Sanitation in the Republic of Kenya, she observed that there were challenges in implementing Human Resource planning strategies like poor remuneration, allowances, health schemes and non-uniform house allowance across all the regions and she recommended the Ministry should adopt Human Resource planning strategy on staff development in order attract and retain talent.

2.5 Research Gap:

Despite the vast studies on retention, Hausknecht Rodda, and Howard, (2009). noted that literature on employee turnover which is aimed at identifying factors that caused employees to quit, much less is still not known about factors that compelled employees to stay.

A study by Ng'ethe, (2014), investigated determinants of academic staff retention in five public universities in Kenya and another study by Kipkebut (2010), also explored factors that caused academic staff in public universities in Kenya to be committed. Their findings indicated that top universities' managements/ councils had to pay great attention to a number of Human Resource Management practices if their staffs are to be retained and be committed. The latest study on the effect of employee resourcing strategies focused on performance of Commercial banks in Kenya (Ngui, Mukulu & Gachunga, 2014).

In this study, the main research gap in this study was how organizations can achieve retention of their employees from the time of recruitment through to selection and to exit using human resource planning strategies. It is not clear and it is not known whether or not universities apply or carry out Human Resource Planning before they embark on recruitment and selection of their staff. Another study by Mwiria (2007), found that public universities in particular have precarious Human Resource Management practices such as poor human resource planning. In his study, Guma (2011) also confirmed that public universities had poor retention policies and practices. However, these studies are inadequate; inexhaustive, inconsistent and inconclusive. Therefore, this study focuses on the influence of Human Resource Planning strategies on retention of employees in universities in Kenya to fill the knowledge gap left by scholars.

3. RESEARCH METHODOLOGY

The study used descriptive survey design which adopted mixed mode research approach that is qualitative and quantitative. This study adopted both positivist and interpretivist research philosophies/approaches. In this study, the target population comprised academic and non-academic employees in all 70 accredited universities authorized to operate in Kenya by the Commission for University Education. The total number of employees for this study in universities in Kenya was 50,670. The sample frame for this study consisted of a list of all 70 accredited universities in Kenya, and the list was obtained from the Commission for University Education (October 2016).

In this study, the sample was drawn from the target population by use of simple stratified sampling technique. So, in this study, our sample size was 384 because the target population was more than 10,000. Primary data was gathered using structured and semi-structured questionnaires. The primary data was collected from respondents (source) using drop and pick later method, while the secondary data was collected from published materials and journals. The study used descriptive statistics and integrated both qualitative techniques in the data analysis and the data was edited; coded and classified so as to present the results of the data analysis in a systematic and clear way. This was done by the use of SPSS Version 23 software.

The purpose of assumptions tests was to verify whether the researcher could proceed and fit a regression model to the study or not. Various assumptions of regression model were tested and confirmed whether they existed or not. The study employed Skewness and kurtosis test, Q-Q plot, Kolmogorov-Smirnov test and Shappiro-Wilk to test for normality of the dependant variable. Multicollinearity was tested using Variance Inflation Factor (VIF) which is reciprocal to tolerance as a rule of thumb. Breusch-Pagan test was used to test the null hypothesis that is if heteroscedasticity exist. To find out if there was a linear relationship between independent and dependent variables; correlation analysis between the dependent variable and independent variables was conducted.

To test autocorrelation, the study used Durbin Watson test. In this study, an outlier test was conducted using Box – plot test. In this study, confirmatory factor analysis was used because it allowed the researcher to test the hypothesis that a relationship between the observed variables and their underlying latent construct(s) exist. Correlation analysis was also done. The sample size adequacy test was measured using Kaiser-Meyer-Olkin Measure (KMO). This study used linear multiple regression models to measure retention of employees in universities in Kenya. Thus the linear multiple regression used was as shown below:

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

Where Y was the dependent variable (retention of employees) and β_0 was the regression co-efficient while β_1 were the slopes of the regression equation.

X_1 is the independent variable (Human Resource Planning strategy)

In this study, the researcher used two tests to fit the regression model. These tests are: F-Test and T-Test respectively. The F-Test which is a statistic was used to test the overall regression model, while the T-Test was used to test whether or not each of the independent variables of the study had a statistical significant influence or not on the dependent variable of the study.

4. RESEARCH FINDINGS AND DISCUSSION

4.1 Factor Analysis:

Human resource planning strategy had eight items and none of the items recorded factor loadings less than 0.40. The factor loadings of eight items for human resource planning strategy were ranging between 0.433 and 0.714. Table 4.1 illustrates the results and therefore was considered to be valid for the constructs represented.

Table 4.1: Factor loadings for Human Resource planning strategy

Human Resource planning strategy statements	Factor Loadings
1. The university has put in place HRP strategies.	.529
2. HRP strategies are used in forecasting the demand and supply of employees in this university.	.575
3. Forecasting has helped my university to have the right number and quality of staff.	.714
4. HRP strategies are reviewed from time to time in line with university retention strategy.	.642
5. In this university HRP strategies are integrated with the university's vision and mission.	.687
6. My university collaborates with other universities and organizations in both formulation and implementation of HRP strategies.	.433
7. In this university all restructuring activities are synchronized with HRP strategies.	.620
8. Top management gives financial and moral support to planning and implementation of HRP strategies.	.542
Total factor Loading	.593

The overall summary of the factor analysis for all the variables, the five factors measuring the independent variables and dependent variable are indicated on the table 4.2; Human Resource planning strategy show that all the factor loadings for the eight items was 59.3%. All the items were retained based on the general rule of thumb for acceptable factor loading of 40% and above.

Table 4.2: Summary of factor analysis

Independent /Dependent Variables	Number of Items	Overall factor loading	Reliability Cronbach's alpha
Human Resource planning strategy	8	59.3%	0.893
Retention of employees	9	63.8%	0.777

4.2 Human Resource Planning Strategy:

The first objective of the study sought to determine the influence of human resource planning strategy on retention of employees in universities in Kenya. The respondents were asked to express the extent to which they agree or disagree with the following aspects of human resource planning strategy on retention of employees in universities in Kenya: Concerning whether the universities had put in place human resource planning strategies: 70.6% agreed, 12.2% were neutral, 8.9% strongly agreed, 4.3% disagreed and 4.0% strongly disagreed. In regard to know whether the human resource planning strategies are used in forecasting the demand and supply of employees in these universities: 12.9% of the respondents strongly agreed, 37.3% agreed, 5.3% were neutral, 10.0% disagreed while 4.0% strongly disagreed.

On whether forecasting has helped universities to have the right number and quality of employees; 9.9% of the respondents strongly agreed, 32.0% agreed, 38.3% were neutral, 15.0% disagreed while 4.3% strongly disagreed. This was consistent to the findings of the study done by Decenzo & Robbins (2009) and Armstrong & Taylor (2014) which

stated that every firm should ensure that it has the right number and kind of employees, at the right place, at the right time, that can effectively and efficiently be committed to complete those tasks in order to help the organization achieve its overall objectives. On whether university human resource planning strategies are reviewed from time to time in line with university retention strategy, 7.3% of the respondents strongly agreed, 28.4% agreed, 39.9% were neutral, 19.1% disagreed while 5.3% strongly disagreed.

Concerning whether the university human resource planning strategies are integrated with the university’s vision and mission, 11.2% of the respondents strongly agreed, 39.3% agreed, 32.7% were neutral, 12.0 % disagreed while 4.0% strongly disagreed. This finding was consistent with the study done by Armstrong and Taylor (2014) which stated that human resource planning strategy is a systematic procedure that provides the managers with a structure for making human resource decisions based on the organization’s vision and mission, strategic plan, budgetary resources and a set of desired workforce competencies. On whether the university collaborates with other universities and organizations in both formulation and implementation of human resource planning strategies, 7.9% of the respondents strongly agreed, 26.4%39 agreed, 34.7% were neutral, 26% disagreed while 4.3% strongly disagreed. The rest of the findings are shown in table 4.3.

Table 4.3: Human resource planning strategy descriptive analysis

Statement	S.D	D	N	A	S.A	Mean	Std. Dev
HRPS 1	4.0%	4.3%	12.2%	70.6%	8.9%	3.76	.8277
HRPS 2	4.0%	10.0%	35.3%	37.3%	12.9%	3.46	.9780
HRPS 3	4.3%	15.0%	38.3%	32.0%	9.9%	3.28	.9845
HRPS 4	5.3%	19.0%	39.9%	28.4%	7.3%	3.13	.9816
HRPS 5	4.0%	12.0%	32.7%	39.3%	11.2%	3.41	.9820
HRPS 6	4.3%	26.0%	34.7%	26.4%	7.9%	3.07	1.009
HRPS 7	5.3%	28.0%	29.4%	31.7%	5.0%	3.02	1.008
HRPS 8	8.3%	9.2%	32.7%	37.6%	12.2%	3.36	1.077
Total						3.311	0.981

Further analysis indicated that, the average score for all the indicators was 3.311 and standard deviation of 0.981 respectively out of possible scale of 5. On the other hand standard deviation was indicating that the dispersion was very little. Table 4.3 shows the details of the finding.

4.3 Retention of Employees:

In this section, we are concerned with the descriptive analysis of the dependent variable (retention of employees). The respondents were asked to state their level of agreement on the following items regarding retention of employees in universities in Kenya. The findings were as follows: On whether the university has a robust retention strategy in place and implements it, 33.1% of the respondents agreed, and 16.2% strongly agreed, 18.9% were undecided, 29.1% disagreed and only 2.6% of the respondents strongly disagreed. An average score rate of 2.8963 was recorded with a standard deviation of 0.99290. This suggested that majority of the universities have a robust retention strategy in place and implements it. Concerning whether the respondents would recommend this university to family or friends as a great place to work, 7.3% strongly agreed, 30.6% agreed, 36.9% were neutral, 23.3% disagreed and 2.0% strongly disagreed. This also indicated that majority the university employees would recommend this university to family or friends as a great place to work. This finding was consistent with the study done by Guma (2011) who stated that an ‘employer of choice’ is one who is highly regarded by a targeted population of employees because they offer great opportunities in line with niche market with attractive rewards. The overall mean rate of 3.2508 and standard deviation of 0.96271 was recorded.

The respondents were asked to state whether or not they are encouraged to come up with new ways of doing things in their role; 44.9% of respondents agreed, 5.0% strongly agreed, 21.5% were undecided, but 25.7% disagreed and 3.0% strongly disagreed. An average score of 2.9967 out possible 5 and standard deviation of 0.97105 was recorded. This suggested that employees within universities are encouraged to come up with new ways of doing things in their role. This finding was closely consistent with the study done by Sofijana and Zambijakin-chatleska (2013) who found out that employee involvement and participation are empowerment programs that have a direct and significant correlation to the managerial perception of organizational performance as this enhances the employees’ innovativeness. In addition to that, the respondents were asked whether the universities employees have a clear understanding of their job responsibilities and

what was expected of them. 53.3% of the respondents agreed, 14.9% strongly agreed, 19.9% were undecided 8.6% disagreed and 3.3% strongly disagreed. An average score rate of 3.6355 was recorded with a standard deviation of 3.08670. This also indicated that majority the university employees have a clear understanding of their job responsibilities and what was expected of them. This finding was consistent with the study done by (Samuel & Chipunza, 2013) who stated that employees are likely to remain with an organization only if they believe that the organization shows more interest and concern for them, if they know what is expected of them, if they are given a role that fits their capabilities and if they receive a regular positive feedback and recognition. To find out if the employees within the universities do not want to leave their current jobs, the majority of the respondents at 34.7% were undecided 27.1% agreed, 9.2% strongly agreed, but 24.1% disagreed and 5.0% strongly disagreed. A mean score of 3.0836 out of 5 and standard deviation of 1.20807 was recorded. This implied that majority of university workers are somehow not satisfied with their work and as such are undecided whether to quit their current jobs or not. This finding was consistent with the study done by Boomer Authority (2009) who found out that retention factors incorporating the needs and desires of employees at any age enhance levels of individual job satisfaction, loyalty and commitment and thus they will be retained for a longer time within the organization.

To find out whether universities employees are in their current job assignment because they do not want to expose themselves to alternative employers, the majority of the respondents at 38.0% agreed, 21.8% were undecided, 29.0% strongly agreed, but 7.9% disagreed and 3.3% strongly disagreed. Mean score of 3.0836 out of 5, and standard deviation of 1.23434 was recorded. In conclusion, many employees within universities in Kenya do not want to expose themselves to alternative employers. This is probably because of fear of losing their jobs, but further research should be conducted to investigate this. Similarly, the respondents were asked to state whether they are actively searching for an alternative job assignment elsewhere; 45.9% agreed, 23.1% were undecided, 9.2% strongly agreed, but 19.1% disagreed and 2.6 % strongly disagreed. A mean score of 2.9666 out of 5 and standard deviation of 1.22292 was recorded. Again the respondents were in agreement that they are actively involved in searching for other alternative job assignments.

The respondents were asked to state if they do interesting and challenging work; 33.4% agreed, 32.1% were undecided, 11.9% strongly agreed, but 19.2% disagreed and 3.3 % strongly disagreed. A mean score of 3.6622 out of 5 and standard deviation of 1.165 was recorded. Lastly, the respondents were asked to state if they feel the level of responsibility given to them was acceptable. The responses were as follows: 33.1% agreed, 18.9 % were undecided, 16.2 % strongly agreed, but 29.1% disagreed, and 2.6 % strongly disagreed. A mean score of 3.6622 out of 5 and standard deviation of 1.165 was recorded.

In general the respondents were in agreement as far as the items listed under retention of employees are concerned i.e. the respondents were in agreement that they are actively involved in searching for other alternative job assignments. This was consistent with the findings of the studies done by Mwiria (2007), Waswa and Katana (2008), Schneider and Bowen (2009) and Waithaka (2012) whose studies had shown that universities' staffs in public had been quitting and searching for lucrative jobs in many countries like Namibia, South Africa, Canada, USA and Asia among others due to poor human resource management practices and poor governance Tettey (2009) by the universities. The details of the findings are shown in table 4.4.

Table 4.4: Retention of employees' descriptive statistics

Statement	S.D	D	N	A	S. A	Mean	Std. Dev
RE1	2.6%	29.1%	18.9%	33.1%	16.2%	2.896	.99290
RE2	2.0%	23.3%	36.9%	30.6%	7.3%	3.251	.96271
RE3	3.0%	25.7%	21.5%	44.9%	5.0%	2.997	.97105
RE4	3.3%	8.6%	19.9%	53.3%	14.9%	3.636	3.0867
RE5	5.0%	24.1%	34.7%	27.1%	9.2%	3.084	1.2080
RE6	3.3%	7.9%	21.8%	38.0%	29.0%	2.595	1.2343
RE7	2.6%	19.1%	23.1%	45.9%	9.2%	2.967	1.2229
RE8	3.3%	19.2%	32.1%	33.4%	11.9%	2.468	1.1707
RE9	2.6%	29.1%	18.9%	33.1%	16.2%	3.662	1.1656
Total						2.987	1.3562

4.4 Sample Adequacy Test (Kaiser-Meyer-Olkin (KMO):

The sample adequacy was measured using the Kaiser-Meyer- Olkin (KMO) test. The sampling adequacy should be greater than 0.5 for a satisfactory factor analysis to proceed. A common rule is that a researcher should have 10 – 15 participants per variable. Factor analysis is inappropriate when the sample size is below 50 (Field, 2009). Orodho, (2008) recommends 0.5 as a minimum (barely accepted), values between 0.7- 0.8 acceptable, and values above 0.9 are superb. From Table 4.5, the sample was acceptable since the KMO values were mainly between 0.707 and 0.810. The least value was 0.644 which was also good enough since it was above the minimum of 0.5.

Table 4.5: KMO and Bartlett’s test

Variables	Measure		
	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.901
Human Resource Planning Strategy	Bartlett's Test of Sphericity	Approx. Chi-Square	1237.546
		Df	28
		Sig.	.000
		Sig.	.000
Retention of Employees	Bartlett's Test of Sphericity	Approx. Chi-Square	835.739
		Df	36
		Sig.	.000

4.5.1 Skewness and Kurtosis test for normality:

The study sought to find out how well the distribution could be approximated using the normal distribution. Consequently, Skewness and Kurtosis was employed as shown in Table 4.6. Skewness measures the deviation of distribution from symmetry and Kurtosis measures ‘peakness’ of the distribution (Ming’ala, 2002; Orodho 2008). The values of Skewness and Kurtosis should be zero in normal distribution (Field, 2009)

Table 4.6: Skewness and Kurtosis

Variables	Descriptive	Statistic	Std. Error	Z score
	Std. Deviation	.58462		
Human Resource planning strategy	Skewness	-.087	.140	
	Kurtosis	-.432	.279	-0.396
Retention of employees	Std. Deviation	.36153		
	Skewness	.085	.140	-0.873
	Kurtosis	-.573	.279	1.105

4.5.2 Kolmogorov-Smirnov and Shapiro-Wilk test for normality:

Kolmogorov- Smirnov and Shapiro Wilk test was also used to test the normality of all the variables. They compared the scores in the samples and checked whether they have the same mean or standard deviation. The findings for Kolmogorov- Smirnov showed that, the p- values were greater than 0.05 indicating that the distributions were normally distributed. It was the same case with Shapiro-Wilk. The details of the findings are shown in Table 4.7.

Table 4.7: Kolmogorov-Smirnov and Shapiro-Wilk

Variables	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statisti	df	Sig.	Statistic	df	Sig.
Human Resource planning strategy	.082	303	.061	.987	303	.127
Retention of employees	.109	303	.123	.974	303	.189

*. This is a lower bound of the true significance.

4.6 Correlation analysis of independent variables:

Correlation analysis gives the relationship between variables. In this study, Pearson product moment correlation coefficient (*r*'s) was used to establish the relationship between the independent variables. The correlation coefficients are summarized in Table 4.8. The findings also revealed that there was a significant relationship between the independent variables since all the p-values were less than 0.01, that is p- values 0.000 <0.01. Even though there was a significant relationship between the independent variables, there was no problem of multicollinearity among the variables since all the r values were less than 0.8 as suggested by Tabachnick and Fidel (2007).

Table 4.8: Correlation analysis of independent variables

		HRPS	RS	EBS	CDS	ERS
HRPS	Pearson Correlation	1	.583**	.472**	.542**	.565**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	303	303	303	303	303
RS	Pearson Correlation	.583**	1	.651**	.664**	.597**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	303	303	303	303	303

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

4.7.1 Regression analysis for influence of Human Resource planning strategy and retention of employees:

The first objective of the study was to establish the relationship between human resource planning strategy and retention of employees in universities in Kenya. The objective was tested using the null hypotheses that; human resource planning strategy has no significant influence on retention of employees in universities in Kenya against the alternative that human resource planning strategy has a significant influence on retention of employees in universities in Kenya. The test was conducted using the linear regression model. From the model summary table shows that the strength of the relationship between the predictor variable and the response variable is shown using correlation (R) or coefficient of determination R-square. The R-square is an indicator of how well the model fits the data. An R- square value which is close to 1.0 indicates that the dependent variable entirely depends on the independent variables while a value close to 0 indicates no correlation between the explanatory variables and the dependent variable (Ming’ala, 2002). Table 4.9 shows the regression analysis findings between human resource planning strategy and retention of employees.

Table 4.9: Regression analysis for influence of Human Resource planning strategy and retention of employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.766 ^a	.587	.586	.23265	1.517
a. Predictors: (Constant), Human Resource planning strategy X ₁					
b. Dependent Variable: retention of employees (Y)					

From the Table 4.9, the value of R- square value was 0.586. This implied that 58.6% of retention of employees was explained by human resource planning strategy.

ANOVA for Human Resource planning strategy (X₁)

This finding was further illustrated in the analysis of variance Table 4.10 where an F-Statistics value of 428.281 was recorded with a p-value of 0.000 which was less than 0.05. This, therefore, implied that there was a significant relationship between human resource planning strategy and retention of employees in universities in Kenya. This means that Human Resource Planning strategy influences retention of employees in universities in Kenya.

Table 4.10: ANOVA for Human Resource planning strategy (X₁)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.181	1	23.181	428.281	.000 ^b
	Residual	16.292	301	.054		
	Total	39.473	302			
a. Dependent Variable: retention of employees (Y)						
b. Model 1 Predictors: (Constant), X ₁						

Coefficients for Human Resource planning strategy (X₁):

From the coefficient Table, 4.11 t-test was also used to test the relationship between the predictor variable human resource planning strategy and retention of employees and there was significant relationship between the two variables with p-value= 0.000 < 0.05 for the model and t-Statistics value being 20.695. The regression equations between human resource planning strategy and retention of employees for the model can be expressed as; $Y = 2.256 + 0.474X_1$. The model indicates that for every unit of human resource planning strategy, retention of employees value changes by 0.474. The descriptive analysis also supported these results.

Table 4.11: Coefficients for Human Resource planning strategy (X₁)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
Model1	(Constant)	2.256	.078		28.824	.000
	Human Resource Planning strategy	.474	.023	.766	20.695	.000
a. Dependent Variable: retention of employees						

From the results, the null hypothesis was rejected, and we accept the alternative hypothesis and conclude that human resource planning strategy has a significant influence on retention of employees in universities in Kenya.

5. SUMMARY, CONCLUSION, RECOMMENDATIONS

5.1. Summary:

From the findings, Majority respondents agreed that Universities had put in place human planning resource strategies. However, they neutrally agreed that forecasting both for demand and supply helped universities in Kenya to have the right kind and number and quality of employees. They were neutrally agreed that forecasting has helped the universities to have the right number and quality of employees. Further, they also neutrally agreed that human resource planning strategies are reviewed from time to time in line with the universities retention strategy. They also neutrally agreed that universities in Kenya collaborated with others universities and organizations in both the formulation and implementation of human resource planning strategy. Finally, majority of the respondents agreed that the university's human resource planning strategies are integrated with the university's vision and mission. Overall, the study found that human resource planning strategy influenced the retention of the employees in universities in Kenya. Thus, according to the study 58.6% of retention of the employees in universities in Kenya was influenced by human resource planning strategies. They made a number of recommendations to top management of universities to strengthen human resource planning and implementation to assist in retention of employees in universities in Kenya.

5.2. Conclusion:

Based on the findings of the study, it can be concluded that there was a significant positive relationship between Human resource planning strategy strategies and retention of employees in universities in Kenya. Human resource planning strategy will help universities in Kenya to get the right number and kind of employees to perform their job responsibilities in order to achieve their vision and mission.

5.3. Recommendations:

Human Resource Planning is an important aspect taken into running day to day Universities affairs. This study makes the following recommendations to top universities management boards/councils to enhance Human Resource Planning strategies on retention. Firstly, top universities management should also support and implement human resource planning strategies through: effective communication to build credibility of human resource strategies of the organization to all levels of employees, to timely address human resource planning implementation challenges by providing leadership, financial resources, and moral support to employees, to strict adherence to promotions and appointments criteria, matching skills with responsibilities and remuneration ,adopting rigorous approach and implementation to human resource strategies and proper induction and placement of recruits.

Secondly, the top management should provide a conducive working environment that incorporates all employees as part of their human resource planning strategy. Indeed, participation of employees and engagement is important for efficient and effective running of universities. Also human resource planning strategies should be reviewed on continuous basis to accommodate emerging social, economic, political and cultural challenges in the business environment. It is also recommended that universities' demand and supply surveys should be reviewed by their respective human resource departments continuously to balance the right numbers of employees to be recruited and retained for work. This will help in streamlining retention strategies and will enable employees have strong feelings of satisfaction and make decisions to stay.

Further, the study recommended to top universities that they should conduct prompt and proper supervision of their employees on day to day basis to enable the management to detect and expose high performing employees and ineffective ones. This will help them to devise plans that will determine those employees who deserved to be retained and those to be

laid off their duties and responsibilities. In addition, they should minimize the practice of keeping employees on acting, contracts and temporary appointments for too long. This tends to demoralize employees and reduces their potential to perform and lose sense of loyalty to the organization. There is also need for universities to provide attractive incentives such as good medical care, salaries, leave and pension allowances.

Moreover, universities human resource strategies should be integrated with the universities vision and mission on short, medium, and long term planning for future employee requirements. This means that Universities should also be strategic in recruiting and have a proper succession plan as part of human resource planning strategy as this facilitates continuity and retention. At the same time, universities should train their human resource managers both in-house and externally on human resource planning techniques to enable them to develop sustainable human resource strategies and also put in place pro-active and transformative leadership to deal with the changing human resource planning needs. Lastly, Universities should devise and incorporate new employee satisfaction methods and motivation packages in their human resource planning strategies to motivate and hence keep their employee's retained.

5.4. Areas for Further Research:

The purpose of this study was to determine the influence of human resource planning strategies on retention of employees in universities in Kenya. A similar study could also be done to determine the influence of human resource planning on retention of employees in some other organizations in Kenya such as non-profit organizations, manufacturing and commercial sectors considering the importance of human resources to their survival and success in the competitive business environment and their contribution to the economic growth and development in the country.

REFERENCES

- [1] Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. London. Kogan Page Publishers.
- [2] Becker, G. S. (1994). *Human capital: A theoretical and empirical analysis, with special reference to education*. Chicago: University of Chicago press.
- [3] Bhatnagar, J. (2008). Keeping employees in Indian call centres: how to address poor rates of retention. *Human resource management international digest*, 16(3), 17-18.
- [4] Blau, P.M. (1964). *Exchange and Power in Social Life*. New York; John Wiley & Sons.
- [5] Branham, L. (2001). *Keeping the People who Keep you in Business. 24 Ways to Hang on your most Valuable Talent*. New York: Amacom
- [6] Chen, C. K. (2008). Causal modeling of knowledge-based economy. *Management Decision*, 46(3), 501-514.
- [7] Chiboiwa, W. M., Samuel, M.O., & Chipunza J. (2010). An Examination of Employee Retention Strategy in a Private Organisation in Zimbabwe: *African Journal of Business Management*, 4 (10), 2103- 2109.
- [8] Crook, T. R., Todd, S. Y., Combs, J. G., Woehr, D. J. & Ketchen Jr, D. J. (2011). Does human capital matter? A meta-analysis of the relationship between human capital and firm performance. *Journal of applied psychology*, 96(3), 443.
- [9] Cropanzano, R., & Mitchell, M.S. (2005) Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, Vol.31(7), 874-900.
- [10] Demirel, M. (2009). Lifelong learning and schools in the twenty-first century. *Procedia-Social and Behavioral Sciences*, 1(1), 1709-1716.
- [11] Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P.D and Rhoades, L. (2001). Reciprocation of Perceived Organizational Support. *Journal of Applied Psychology*, Vol 3(1), 86-42-51
- [12] Farnham, D. (2015). *Human Resource Management in Context: Insights, Strategy and Solutions*. Kogan Page Publishers.
- [13] Franckeiss, A. (2010). Mining the good from the goodbyes. *Strategic HR Review*, 9(5), 24-29.
- [14] Githua C. (2006). Human Resource Planning Process in the Private Hospitals in Nairobi, *Unpublished MBA Project, University of Nairobi*.

- [15] Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review*, 161-178.
- [16] Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review*, 161-178.
- [17] Greenberg, P. S., Greenberg, R. H., & Antonucci, Y. L. (2007). Creating and sustaining trust in virtual teams. *Business horizons*, 50(4), 325-333.
- [18] Guma, P. V. (2011). *Organisational factors impacting on employee retention* (Doctoral dissertation, NELSON MANDELA METROPOLITAN UNIVERSITY).
- [19] Harting, D. (2008). *Employees -Your Most Valuable Asset*. [http://ezinearticles.com/expert= Dennis_Harting](http://ezinearticles.com/expert=Dennis_Harting), accessed on 25 July, 2011
- [20] Hausknecht, J. P., Rodda, J. & Howard, M. J. (2009). Targeted employee retention: Performance-based and job-related differences in reported reasons for staying. *Human Resource Management*, 48(2), 269-288.
- [21] Hong, E. N. C., Hao, L. Z., Kumar, R., Ramendran, C., & Kadiresan, V. (2012). An effectiveness of human resource management practices on employee retention in institute of higher learning: A regression analysis. *International journal of business research and management*, 3(2), 60-79.
- [22] Iravo, M., Ongori, J., & Munene, C. (2013). Factors affecting the performance of hotels and restaurants in Kenya. A case of Kisii County. *Interdisciplinary journal of contemporary research in business*, 4(12), 897-928.
- [23] Jackson, P. (2007). Knowledge Asset Management: A Systems Approach for Human Capital Management. *The Journal of Information and Knowledge Management Systems*. Vine, 37(4), 399-403.
- [24] Jaiyeoba, A. O., & Jibril, M. A. (2008). Sources of occupational stress among secondary school administrators in Kano State, Nigeria. *African research review*, 2(3), 116-129.
- [25] Katua, N. T., Mukulu, E., & Gachunga, H. G. (2014). Effect of reward and compensation strategies of the performance of commercial banks in Kenya. *International Journal of Education and Research*, 2(1), 1-20.
- [26] Kipkebut, D. J. (2010). Human Resource Management Practices & Organizational Commitment in Higher Educational Institutions: A Kenyan Case. *IUP Journal of Organizational Behavior*, 9.
- [27] Kombo, D.K. & Tromp, D.L. A. (2011). *Proposal and Thesis Writing*. Nairobi: Pauline Publications
- [28] Korir, C. (2014). *Organizational culture on the relationship between strategy and performance of the top ten insurance companies in Kenya* (Doctoral dissertation, University of Nairobi).
- [29] Kucherov, D., & Zavyalova, E. (2012). HRD practices and talent management in the companies with the employer brand. *European Journal of Training and Development*, 36(1), 86-104.
- [30] Kwon, D. B. (2009). Human capital and its measurement. In *Proc. The 3rd OECD World Forum on Statistics, Knowledge, and Policy* (pp. 6-7).
- [31] Kyndt, E., Dochy, F., & Nijs, H. (2009). Learning conditions for non-formal and informal workplace learning. *Journal of Workplace Learning*, 21(5), 369-383.
- [32] March, J. G., & Simon, H. A. (1958). *Organizations*.
- [33] Meriac, J. P., Woehr, D. J., & Banister, C. (2010). Generational differences in work ethic: An examination of measurement equivalence across three cohorts. *Journal of Business and Psychology*, 25(2), 315-324.
- [34] Mugenda, O. & Mugenda, A. (2003). *Research Methodology- Quantitative and Qualitative Approaches*. Nairobi: ACTS Press.
- [35] Mullins, L. J. (2010). *Management and Organizational Behaviour* (9th Edition) England: Pearson Education Ltd
- [36] Muoki, T. K. (2012). *Challenges of human resource planning at the ministry of public health and sanitation* (Doctoral dissertation).
- [37] Muoki, T. K. (2012). *Challenges of human resource planning at the ministry of public health and sanitation* (Doctoral dissertation).

- [38] Mwiria, K., Nge'the, N., Ngome, C. & Odero, D.C. (2007). *Public and Private Universities in Kenya: New Challenges Issues & Achievements*. Nairobi: East African Educational Publishers.
- [39] Myskova, R. (2011). A new measure of employee satisfaction.
- [40] Ng'ethe, J. M. (2014). *Determinants of academic staff retention in public universities in Kenya* (Doctoral dissertation)
- [41] North, S. (2011). Finding new roles for existing staff within your organization. *Human resource management international digest*, 19(5), 3-5.
- [42] Ongel, E. A., Karakurt, Z., Salturk, C., Takir, H. B., Burunsuzoglu, B., Kargin, F., ... & Yilmaz, A. (2014). How do COPD comorbidities affect ICU outcomes?. *International journal of chronic obstructive pulmonary disease*, 9, 1187.
- [43] Paton, S. (2012). Introducing Taylor to the knowledge economy. *Employee Relations*, 35(1), 20-38.
- [44] Ployhart, R. E. (2006). Staffing in the 21st century: New challenges and strategic opportunities. *Journal of management*, 32(6), 868-897.
- [45] Reilly, P. (2001). Partnership under pressure: how does it survive?. *report-institute for employment studies*.
- [46] Reitman, A. & Benatti, S. R. (2014). *Creating a Mentoring Program: Mentoring Partnerships Across the Generations*. American Society for Training and Development.
- [47] Robbins, S. P., & DeCenzo, D. A. (2009). *Fundamentals of administration: essential concepts and applications*. Pearson Education.
- [48] Schuler, R. S., Jackson, S. E. & Tarique, I. (2011). Global talent management and global talent challenges: Strategic opportunities for IHRM. *Journal of World Business*, 46(4), 506-516.
- [49] Schultz, T. W. (1961). Investment in human capital. *Power and ideology in education*, 313-324.
- [50] Smola, K.W., & Sutton, C.D. (2002). Generational differences, Revisiting Generational Work values for the New Millennium. *Journal of Organizational Behaviour*, 2(3), 363-382.
- [51] Tettey, J. W. (2009). Deficits in Academic Staff Capacity in Africa and Challenges of Developing and Retaining the Next Generation of Academics. Partnership for Higher Education in Africa.
- [52] Waithaka, E. M. (2012). *Strategies adopted by the University of Nairobi to achieve sustainable competitive advantage* (Doctoral dissertation, University of Nairobi).
- [53] Waswa, F. & Katana G. (2008). Academic Staff Perspectives on Operating Beyond Industrial Actions for sustainable Quality Assurance in Public Universities in Kenya. *International Journal of Environment*, 4(1), 45-58.