

Citation: Kisirkoi, S. (2019). Strategies of Attracting and Retaining Good Employees for Long term Organizational Competitiveness in Selected Universities in Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 49 – 61.

Strategies of Attracting and Retaining Good Employees for Long term Organizational Competitiveness in Selected Universities in Kenya

By

Dr. Samson ole Kisirkoi

Abstract

This study sought to establish the causes, effects of staff turnover and strategies of attracting and retaining employees in organizations. The target population of the study is universities in Kenya. The main problem in this study is many organizations were observed to have failed to motivate and retain their productive employees. This is critically important because it is people who drive the success of an organization and unlock its potential. Talented and committed employees are behind the success of competitive organizations. The study employed purposive sampling technique to determine the population sample which was five universities. The respondents were employees and human resource managers from the target institutions. Questionnaires and interview guides were used to collect data. Data was also collected using exit interview forms filled in by employees who had exited their work places. The collected data was analyzed and presented in descriptive form. From the research, it emerged that over 70% of employees leave their employers mainly because of: for better compensation, ineffective leadership, and lack of training and to seek career growth opportunities. The study established that high employee turnover hurts the bottom line of the institutions in terms of lost skills, knowledge, training and recruitment costs as well as negative public image. The main recommendation of the study was that universities should strive to attract and retain their best employees by offering competitive compensation packages, providing opportunities for career development and creating a conducive work environment, establishing transformative leadership and effective communication between top management and workers.

Key words: Kenya, Employees, turnover, talent, retention, organizations, universities

Citation: Kisirkoi, S. (2019). Strategies of Attracting and Retaining Good Employees for Long term Organizational Competitiveness in Selected Universities in Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 49 – 61.

Strategies of Attracting and Retaining Good Employees for Long term Organizational Competitiveness in Selected Universities in Kenya

By

Dr. Samson ole Kisirkoi

Introduction

Employees play a crucial role in operations of organizations and are also the organizations' most expensive and valuable assets. Universities as institutions of higher learning where some of the best brains are trained to acquire specialized skills and knowledge, need to retain their talented employees. It therefore becomes necessary for universities to determine the actual causes of employee dissatisfaction with a view to addressing them and improving the rate of retention. Le Mesurie (2017) pointed out that factors that employees consider as reasons to leave organizations range from personal, professional, family and health. Scott (2018) emphasized that employers implement retention strategies in order to manage employee turnover and attract quality workers into the organization. Positive employee retention practices help organizations reduce training costs and maintain consistent impressive performance, since new employees will need training and mentoring. This study set out to establish the factors that attract employees and enhance their retention in an organization. Specifically, it sought to establish causes of employee turnover in Universities in Kenya and to determine strategies to attract and retain employees in order to enhance long term sustainability.

Statement of the Problem

The Commission for University Education guidelines of 2014 requires all universities to have an adequate pool of appropriately qualified people. However, high employee turnover has been observed in many universities risking closure by the regulator. No organization can survive without a talented and committed workforce. The problem in this study is therefore to establish how Universities can reduce employee turnover, as well as attract and retain good employees. Merrel, (2015) confirmed that there are high costs of replacing leaving employees, including lowering the productivity of the remaining employees. Universities that cannot attract and retain qualified staff will not attract students and will therefore suffer a vicious cycle due to lack of financial resources it requires to provide its services and build a positive reputation.

Objectives:

The objectives of the study were:

1. To determine the factors that attract and enhance retention of employees to universities in Kenya.
2. To establish the strategies for reduction of employee turnover.

Literature Review

This paper endeavoured to review relevant past studies on employee turnover and retention strategies. Some studies have been undertaken which confirm the importance of having the right people in an organization. Innovation, continuous improvement and long-term organizational success can only be achieved with engagement of good employees. Universities, like any other organization need to keep their human capital for success. The reviewed literature cover studies carried out across the world.

Citation: Kisirkoi, S. (2019). Strategies of Attracting and Retaining Good Employees for Long term Organizational Competitiveness in Selected Universities in Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 49 – 61.

Review of Related Literature

Various explanations have been advanced for high employee turnover. For example, Drucker (2016) observed that an organization and its people need more than a profit motivation to create sustained success Scott (2018) further asserts that ineffective leadership, which may be demonstrated by having a non-supportive supervisor, is a strong reason for employees to leave an organization. The communication style is a factor in motivation. Leaders of organizations should provide inspiration and motivation to their employees. Top management should provide an enabling environment, which should be free of work related stress. It should be an environment that promotes morale and health of workers. Lack of appreciation for employee's contribution, in terms of efforts and ideas reduces productivity and encourages desertion. When there is lack of work-life balance, there is an increase in stress at work. Employees should be given flexible hours of work as much as possible so as to take care of pressing life issues outside work. Lack of teamwork and cooperation within the team members makes workers uncomfortable and thus feel like leaving as they feel isolated and alienated. Absence of performance management which is fair, transparent and meritorious can be a good reason for high employee turnover. Performance targets should be clear, with effective corrective measures where there are gaps

The Strategic Human Resource Management survey of 2015 found that people leave jobs for new opportunities and career advancement. This was 83% out of 600 employees. A clear career path was a compelling reason for 78% of the employees to remain in the current employment. There should be fair compensation for all employees that take into account skills, competencies and work experience. Prevailing market rates should also be considered. Employees should have clear job descriptions that clarify what is expected of them. Lack of professional and intellectual opportunities for self-development can be a reason for employees leaving the organization. Employers who support their employees in career development have a greater chance of motivating and retaining good employees. This position is in agreement with Branham,(2009), who stated that lack of growth and advancement opportunities is one of the main reasons for employee turnover in an organization.

Branham (2009) further explains that employees also leave organizations due to failure of employers to meet employees' expectations at the workplace. Lack of: coaching and feedback, recognition/appreciation and work-life imbalance. When employees lose trust in their senior leaders, they are likely to leave the organization. This appears to have been the case when the former deputy governor left the county government of Nairobi in January 2018. On her part, (Adams, 2014) points out that employees rate job security as number one factor when deciding whether to accept an offer. People therefore care more whether they will have a job for a long time than they care about career advancement, challenging work or the company's reputation as a good employer.

To be able to attract and retain employees, employers will need to ensure workers are made to feel valued, respected and appropriately rewarded with competitive pay and benefits. Macharia,(2009), noted that employees seek rewarding work, which gives life a meaning during their career growth. A well defined organization structure is an important factor to attract employees. Workers who seek to climb their career ladders faster should go for flatter organizations while those who seek to rise gradually go for tall organizations. Macharia further states that employees stay with employers who ensure opportunities for training, career development and progression are available for staff. Employees also stay with organizations with an appealing culture- as reflected in their dress code, shared values and work-life balance.

Citation: Kisirkoi, S. (2019). Strategies of Attracting and Retaining Good Employees for Long term Organizational Competitiveness in Selected Universities in Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 49 – 61.

Theoretical Framework

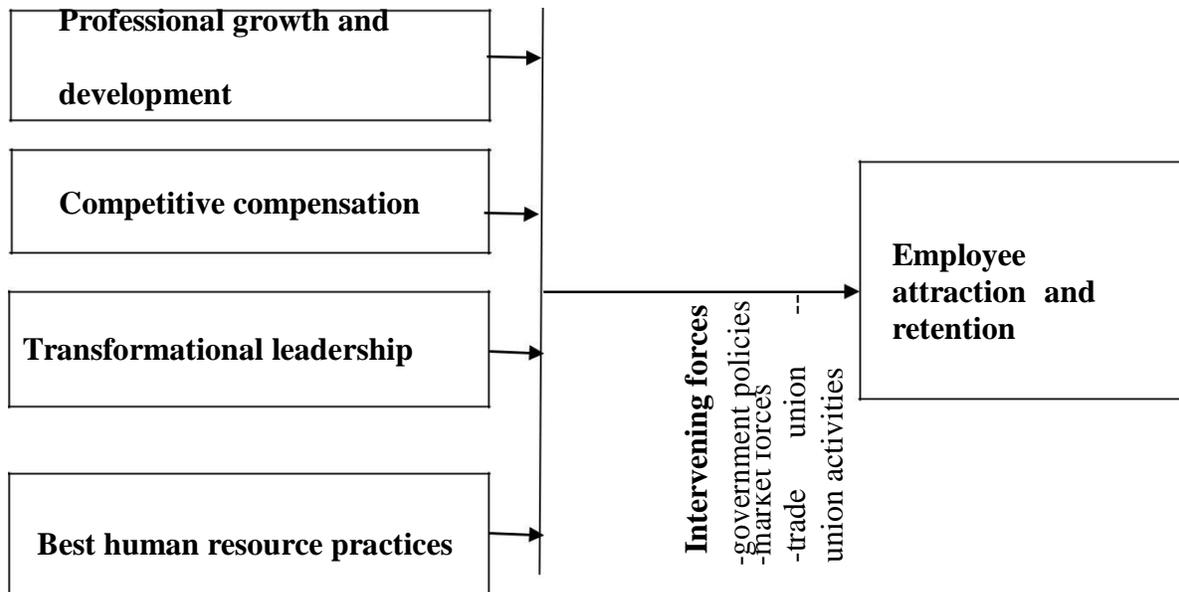
This study is guided by the Rational Economic Choice Theory. The Rational Economic Choice Theory stipulates that the availability of work opportunities is what determines how employees make their employment decisions. In this case, employees make decisions based on various options at their disposal (Jos, 2008). Rational economic theory assumes that an individual has preferences among the available choice alternatives.

Ganti (2019) points out that the theory assumes all people try to maximise their advantage and minimise their losses. This is the underlying driving force that makes employees to take the most preferable option regarding employment, on whether or not to leave their current organization. Employees would therefore decide whether they leave a current employer for another who offers: good prospects of better compensation or a more conducive work environment, career progression, has in place a transformative leadership or engages in best human resource practices. These variables are indicated in the conceptual framework below.

Citation: Kisirkoi, S. (2019). Strategies of Attracting and Retaining Good Employees for Long term Organizational Competitiveness in Selected Universities in Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 49 – 61.

Conceptual Framework

This study is guided by the following conceptual framework. The independent variables were: professional growth and development, competitive compensation, transformational leadership and best human resource practices. The dependent variable is employee attraction and retention. The framework is presented in the following diagram. employee attraction and retention. The framework is presented in the following diagram.



Citation: Kisirkoi, S. (2019). Strategies of Attracting and Retaining Good Employees for Long term Organizational Competitiveness in Selected Universities in Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 49 – 61.

Independent variables

Source:: Researcher

dependent variables

In the framework, the intervening variables are government policies, labour market forces and union activities.

Effects of high employee turnover to an organization

In their research, Yazinsk et al, (2009) established that nearly 70% of organizations indicated that staff turnover has a negative financial effect due to the additional cost of recruitment and training of newly hired employees. About 70% of organizations also reported having difficulties in replacing staff, while 50% of employees reported having difficulties in retaining staff. From the forgoing, it is important that employers develop plans that help retain their employees and keeping their turnover low.

Sabrina, (2016), confirms that great businesses understand the importance of keeping employees for long. This way, there will be no need to spend time and money on recruitment of employees who left. Such costs of replacement of employees can be devastating organization's bottom line. Sabrina also explained that employee retention is vital for consistency and great for return on investment. Strengthening a business starts with an organization keeping employees on board. According to the Centre for American Progress (2016), it costs 20% of an employee's salary to replace the employee and thus the more they leave the higher the cost of replacement.

Both customers and job seekers notice when employees keep changing and impacts negatively on the company's image. Merrel, (2015) pointed out that a key to retaining customers is by retaining good employees. He rightly explains that employees are the framework on which the organization's success is built upon. There are hidden costs of employee turnover in the form of recruitment, training, loss of morale and productivity for the remaining employees who have to overwork due to missing team members. Merrel further asserts that turnover drives away customers, since a high turnover rate can say many negative things about an organization. Businesses rely greatly on relationships for success. An organization's success is determined by the extent to which customers are satisfied. Datis, (2015), pointed out that employees should be retained because it is costly to replace lost skills. It is estimated that to replace an employee who left it may cost as much as between 70% to 200% of the employee's salary. The organization may also lose in terms of productivity embodied in the employee as a result of investment of time and other resources to train him or her. Employee turnover is disruptive to the organization. Turnover also has hidden costs in the form of a reduction in workers' productivity, skill drain and low morale among remaining employees,(Jos, 2008). In addition, a lot of time is wasted in searching for and training new employees. This state of affairs was confirmed by Takawira, (2014) who found that turnover impacts on employees emotionally, mentally and physically. This will adversely affect employees' productivity.

Citation: Muthaura, S. K & Mburugu, K. N. (2019). Availability of Financial Resources and Sustainability of Projects by Community Based Organizations in Meru County, Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 37 - 48.

Strategies That Help Employers Retain Their Good Employees

Forbes (2017), established that there are strategies that can help organizations retain their top talent. These include: developing a strong and inspiring company vision, to make workers be more focused and engaged; ensuring a connection to something bigger. The top management should encourage employee referrals for new hires – satisfied employees are more likely to refer others to work for the company and have a positive image.

It follows therefore that universities should endeavor to attract and keep the required human resources to deliver on their mandate. In particular, the teaching staff should meet the qualifications outlined in the Standards and Guidelines of the Commission for University Education. Similarly, the administrative staff in universities should have the requisite qualifications in their areas of operation. To facilitate employee sourcing and to improve employee retention, universities should clearly spell out their appointment criteria for the various positions to be filled. This will ensure matching the employees with required skills to push the agenda of the institution forward.

According to the Commission for University Education (2014), every university is required to have adequate and competent human resources to carry out its mandate. In the last three years the Commission for University Education has been cracking down on institutions of higher learning that did not meet the requirements for their operation. One major reason leading to the closure of some of the university campuses was lack of suitably qualified teaching staff. Organizations can either succeed or fail mainly because of the people they employ. It is top talent in an organization that determines how successful the company will be. The problem in this study was how universities could attract and retain highly talented employees to enable them to become more competitive and be able to achieve their long-term survival.

Universities should take cue from progressive organizations that are now giving more attention to their employees because of the changing business environment. Stakeholders of universities in Kenya have high expectations from the institutions. The government and owners of private universities expect self reliance and sustainability of the institutions. It has therefore become critically important for universities to keep their good employees as part of key resources. In a turbulent business environment, it becomes necessary that organizations that want to thrive and be ahead of the pack have to innovate in terms of business strategies and practices (Management Study Guide, 2017). The changed business landscape has come about as a result of a paradigm shift in the way businesses view their employees as more than just resources and instead adopt a people-first approach. Human resources play a key role in the success of an organization. Their cumulative knowledge, skills, attitudes, competences and experiences as well the synergy among the people in the organization makes them become the most valuable asset (Armstrong, 2014). It is widely considered as the new source of wealth and competitive advantage. Armstrong also points out that human resource competencies represent the human factor in organizations which is the combined intelligence, skills and expertise that give an organization a distinctive place in the market. Human competencies constitute a key element of the market worth of a company. Retention of good employees and minimizing turnover should therefore be a priority to any employer. Mackay,(2014) stated that adopting a strategic and effective hiring of staff practices reduces staff turnover. He rightly recommends hiring the right people by carefully identifying the ideal characteristics required in an organisation to be determined by the skills needed and company culture.

Materials and Methods

The target population in this study is universities in Kenya. The sampling technique applied was purposive. The researcher picked the sample guided by accessibility of the required information.

Citation: Muthaura, S. K & Mburugu, K. N. (2019). Availability of Financial Resources and Sustainability of Projects by Community Based Organizations in Meru County, Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 37 - 48.

The sample for the study comprised six universities out of a total of sixty. The 6 represented 10% of the total population of the study. The researcher used both secondary and primary data. Primary data was collected using interview guides, observations and questionnaires. Secondary data was collected with the use of exit interview forms which had been filled by leaving employees. The respondents were selected university employees and human resource officers. Data was analyzed and presented qualitatively.

Research Findings and Discussion

The study's objective was to determine the causes of employee turnover. It also aimed at establishing the strategies employers can put in place to reduce turnover and improve retention of employees. The findings were presented mainly in descriptive form. Most respondents had more than one reason for leaving.

The following reasons stood out from respondents: Having a non-supportive supervisor with strategic leadership skills; Existence of a negative work environment; Lack of recognition and appreciation for one's contribution; Lack of work-life balance; Lack of teamwork among members of staff; Unfair performance management systems demonstrated through opaque appointments and promotions systems; Lack of a fair and competitive compensation system; Unclear job designs and job descriptions; Lack of training and professional development opportunities; Unfair labour practices such as existence of unclear disciplinary procedures; Lack of effective communication; Mismatch between the person and the job; Unmet employee expectations; Loss of trust in senior managers; Lack of a positive organizational culture; Lack of mentoring and coaching of employees; Inability to fit in an organization and Leaving on seeing colleagues being sent away.

In one of the private universities, the rate of employee turnover was alarmingly high, at 28.4 % within a span of 7 months. Out of 162 employees, 23 left the service of the institution due to: termination, retirement, and resignation. In most cases, a combination of reasons contributed to the exit of the employees. The reasons for leaving were fairly common among the sampled universities. Some institutions had a higher employee turnover than others, apparently due to the intensity of the reasons. The findings of the study was that universities lost critical talent in form of highly skilled employees, both academic and technical or senior administrative cadres. The employees included professors, lecturers, accountants, administrators and information technology personnel. All of these people had undergone training and built work experience in their various lines of profession to enhance their skills. They also held responsible positions in their former institutions. From respondents, the main effect of the turnover was that the employees left skill and knowledge gaps which adversely impacted on the institutional capacity. The surviving employees were left without academic and other professional leadership. The remaining employees were also left with a higher workload, and consequently became demoralized as they were unprepared for the increased workload. The remaining employees lacked the experience and skills of the leaving employees. Some services to customers got disrupted. The students who were being taught or supervised by the leaving professors were left stranded without academic guidance. This had the effect of portraying the universities with high staff turnover in a negative light, hence got difficulties attracting new staff and students.

From the findings, several explanations were provided for employee turnover. Most respondents gave better compensation package as the main reason for leaving one organization for another; this translated to 60% of the respondents. Those who left due to the need for career advancement as well as other human resource factors were 40%. These employees expected their employers to conduct regular, equitable, and fair grade reviews based on merit and a clear

Citation: Muthaura, S. K & Mburugu, K. N. (2019). Availability of Financial Resources and Sustainability of Projects by Community Based Organizations in Meru County, Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 37 - 48.

transparent criteria. Staff would like to be in a work environment that is free of nepotism, tribalism and favoritism. The proportion of employees who left due to an unsupportive work environment represented by bad supervisors- characterized by threats of sacking and forms of intimidation, and lack of workplace facilities. This group was found to comprise 15% of those who left the institutions. Some of the leaving employees explained that they had to leave to avoid further harassment, victimization and intimidation by their supervisors and top management.

Cases of threats of being sacked, lack of working resources, overworking and lack of appreciation by supervisors came to the fore. They felt demoralized due to lack of support from their heads of departments. The other reasons given by employees who left their employers included: lack of medical cover, boredom – hence the need for new challenging workplaces and to run family or personal businesses. Some employees left because of lack of opportunities to use their skills, talents and ultimately to attain self-actualization. Poor relationship with other employees was given as a reason for leaving by some employees. There were employees who left employers because of the need to join their families, while others left due to lack of an attractive pension scheme.

Employee turnover was also blamed on lack of a conducive working environment. Some pointed out that there were no clear job descriptions and job roles. This state of affairs tended to make employees feel dissatisfied and disoriented; they felt there were no prospects of career growth and so had to leave out of frustration. Mismanagement of resources was yet another cause of employee turnover. This was manifested by persistent delay in remittance of statutory deductions such as NHIF, Pension scheme, NSSF as well as loan repayments to SACCOs and banks. There were also cases of lack of, unclear or poor medical services.

Employees also expressed the need for a free communication system between top management and staff. This should be aimed at addressing workers' grievances without fear of victimization and in an atmosphere of mutual trust and good faith. To replace staff who had left, institutions had to advertise the positions to fill vacancies in order to minimize interruption of services. The average cost of recruitment was in excess of one million shillings per year per institution.

Other costs included inconvenience to students and other customers who would be deprived of the quality and continuity of services they are used and entitled to. This agrees with Glebbeek & Bax (2015), who stated that all costs related to leaving and replacement of employees are considered costs of labour turnover, which have an overall negative effect on the organization. The study findings agree with those Jos,(2008), who established that women changed jobs more frequently due to difficulty in negotiating, not feeling valued, feeling disrespected and lack of career growth opportunities.

Lack of flexible work schedules and work life balance issues came into play. Most employees (over 60%) left their current jobs due to a combination of factors. This finding agrees with the study by Takawira et al, (2014), who found that there was a positive relationship between job fit perception and, job embeddedness, work engagement and turnover intentions. They explained that embeddedness is the combination of forces that can keep employees from leaving.

What then should employers do to reduce employee turnover?

From the study findings, to attract top talent, universities will have to ensure that they are places where people advance their careers. Employees will need assurance of opportunities to learn new skills and take on new challenges. Forbes Human Resource Council (2016), stated that employers will need to initiate strategies that help keep employee turnover at the bare minimum. Managers should conduct stay interviews to establish what could be going well, and asking for feedback on

Citation: Muthaura, S. K & Mburugu, K. N. (2019). Availability of Financial Resources and Sustainability of Projects by Community Based Organizations in Meru County, Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 37 - 48.

recent events. These interviews should be conducted even before employees leave. Managers also will benefit the organization through empowering their teams and conveying trust and facilitating support.

Employees will stick to employers who not only offer competitive salaries and retirement benefits but who create a work environment that make employees feel valued in the organization. This is in agreement with Thomas (2017) who stated also that the management should clarify the objectives of the organization to all employees. It should further create an open and honest work environment. Employers should ensure there are opportunities for professional growth and development. Employees need to be recognized and appreciated for good work so as to create goodwill. According to Colymore (2018), employers should strive to lead their companies in a more sustainable direction. He points out that in his experience, employees are more inclined to contribute towards their employers' success when they enjoy a sense of balance between personal and professional desires. Colymore also agrees with most employees that happy workers are better decision makers, they are more effective managers and are better leaders. Happy staff create an environment for happy customers and ultimately better business performance. Further, employers should create a more joyous and purposeful experience in the workplace; and should also invest in personal and professional development of their people so that they may be the best versions of themselves.

Employees want to work for employers who instill a positive culture on their staff. They expect to be in work environment that develops good values as the basis of for the organization's culture. The values should include honesty, excellence, positive attitude, respect and teamwork. Employers need to provide employees with adequate job challenges that help to expand their knowledge and skills in their field. This in agreement with Levoy, (2007), who emphasized the importance of provision of job challenges. From the study, it came out that employees are turned on by rewards for good performance. When employees are provided a little more in form of benefits and other perks, they tend to go an extra mile. Employers can also gain more from employees if they ensure the work environment is indeed conducive.

Working conditions and location is key to employee retention. This is so because employees consider factors such as convenience, work hours, vacation time, costs and access to social amenities. This position is in agreement with that of Bradford (2018), who pointed out that companies need an arsenal of goodies to attract top people and ensuring competitive compensation. Organizations that are capable of being creative and innovative in using various options at their disposal to attract and retain their employees stand a higher chance of business success. Consequently, employers will get better quality work from good employees and the converse is true. Employees are also turned on if there is a work atmosphere of trust and openness. Well designed and thought out jobs should be more appealing to employees. Employers who strive to capture the hearts and minds of employees will have better levels of retention. This is in agreement with the findings of Matuson (2014), who stated that companies should give people a good reason to stay and work for them as most people want to stay with their employers.

Employers will be able to retain quality employees if they strive to create an organizational culture that is attractive to the type of employees the company hires. The right company culture will help employees develop a strong bond with the institution. This is in agreement with the findings of May, (2015), who also pointed out that employers should ensure they pay close attention to look for employees who really want to stay and grow with the institution. May further emphasizes that to improve retention, employers should provide unique perks and other benefits, such as free meals, obtaining special discounts through connections,

Citation: Muthaura, S. K & Mburugu, K. N. (2019). Availability of Financial Resources and Sustainability of Projects by Community Based Organizations in Meru County, Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 37 - 48.

flexible work schedules and performance bonuses. The management should focus more on accomplishment of tasks and getting desired results rather presence.

Conclusion

It is incumbent upon universities to get to the bottom of, and promptly address those factors that cause employee turnover, for their long term survival. University managements in Kenya will be able to attract, retain and motivate their good employees if they pay close attention to meeting their needs. They should create an enabling work environment that encourage innovation, improvement and employee productivity. Managements should regularly and genuinely listen and address employee concerns before they escalate. Strategies that attract and retain good employees should be put in place and be reviewed from time to time, to keep pace with changing employee expectation and labour market realities.

Recommendations on ways to attract and retain employees

Findings revealed that universities as employers stand to gain if they strive to focus on making their workers to yearn to work for them. They should endeavor to build magnetic organizations led by magnetic leaders with appropriate leadership qualities that attract, inspire and motivate. Employers should ensure they establish effective leadership structures with a clear strategic direction. Universities should strive to establish a culture of learning and discovery to help staff reach their highest potential. Employees need to be given space and resources to be creative and innovative rather than made to feel they are being micromanaged.

The work environment should be free from stress and should promote the morale and health of workers to enhance their productivity. University managers need to maintain regular and open forums for communication between top managers and employees to thrush out matters of mutual concern. The issues should include top managers ensuring they keep pace with what the employees like and dislike and be able to make adjustments on the basis of the feedback obtained from staff without victimisation. It is important that organizations focus on positive relationships. This will enhance loyalty and productivity of employees. Employees should be involved and engaged to expand their innovativeness.

Managers should promote effective communication with employees and break down barriers in order to ensure a collaborative work atmosphere. Managers of universities should be supportive and be able to facilitate employees to connect with the company. Employees need to know how their contributions are impacting on the company's mission. Employers need to find ways of helping employees to give more support towards accomplishment of the company's objectives. To enhance their abilities to attract and retain good employees, organizations need to provide competitive benefits and compensation to their staff. Employers who give better financial incentives and other perks to their workers are rated better by employees, as also noted by Stahl (2015). Top employees are likely to be turned off by poor pay. Compensation should be pegged on merit, experience and productivity as pointed out also by Le Mesurie (2017). Managers should identify talented employees and reward them accordingly. Universities should set employees' salaries in objective, individual and differentiated manner.

Universities need to invest in the career and professional growth of their employees. Employees expect to grow and improve with the organization. Provision of professional development opportunities to employees helps to retain good staff. This strategy is worthwhile since such employees will in turn invest in the organization. All the players will ultimately enjoy the returns of the investment. Top university managers should provide required professional guidance to their employees. More will be achieved by organizations if staff are given positive feedback or reinforcement by their managers. Such employees are more likely to be loyal,

Citation: Muthaura, S. K & Mburugu, K. N. (2019). Availability of Financial Resources and Sustainability of Projects by Community Based Organizations in Meru County, Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 37 - 48.

productive and motivated. Managers will need to learn to appreciate their staff and give recognition for their good work. As employers, universities should demonstrate a caring attitude towards their staff. For example, they need to have in place health and wellness programs to help their employees maintain healthy lifestyles. These initiatives may include counseling on nutrition and other issues on health.

An attractive retirement scheme, medical cover, flexible working time on top of a competitive salary package all give employees peace of mind and a feeling of being cared for. Organizations will need to develop strong company visions which will keep employees engaged as they work towards the realization of the vision. In addition, employers will need to ensure staff are connected to the efforts towards the company's vision. Workers need to be clear about the bigger picture and how they contribute to this end. Each university should develop an authentic brand power. This will ensure the organization's competitiveness which will result in the realization of a lasting legacy. This legacy should be aimed at bringing a positive change on lives of the community. This position is in agreement with the findings of Forbes Human Resources Council (2017). University managers should ensure strategic hiring of the right staff that match the skills and culture of the organisation. This will reduce turnover of those employees who leave because of inability to fit in the institution.

Citation: Muthaura, S. K & Mburugu, K. N. (2019). Availability of Financial Resources and Sustainability of Projects by Community Based Organizations in Meru County, Kenya. *Journal of African Interdisciplinary Studies*. 3(8), 37 - 48.

References

- Adams S, <https://www.yourcoach.be/en/employee-motivation-theories/stacey-adams-equity-theory.php>
- Armstrong, M. (2014). *Handbook of Human Resource Management*, Sage. -----
- Bradford, R. (2018): Attracting and Retaining the Best Employees; www.cssp.com, accessed 30/1/2018.
- Branham (2009) <http://leadershipbeyonlimits.com/wp-content/uploads/2013/06/WhyPeopleLeave-Branham.pdf>
- Caravan, C. (2016). Attracting, Motivating and Retaining Employees
- Colymore, B. (2018). Making your workplace 100% human, *Daily Nation*, March 18th, 2018.
- Commission For University Education, (2014): Standards and Guidelines.
- Forbes Human Resources Council (2017): Key factors that will help you retain top talent.
- Glebbeck, A. C. & Bax, E.H.,(2015) : Labour turnover and its effects on performance - *Journal of management & sustainability*; vol. 5, No. 4 , 2015.
- Helbutz, R.K. (2018). Importance of effective communication to employees in an organization.
- Heldsen, T. (2011). The significance of training and development; <https://www.slideshare.net>
- Ganti, N. (2019). Investopedia: Rational Choice Theory
- Ispatguru, (2015). Importance of leadership for organizational excellence.
- Jos (2008), www.ccsenet.org/jmsjournalofmanagement
- Leny, M. (2007) <https://www.tinypulse.com/blog/effective-employee-retention-strategies-for-the-retail-industry>
- Leonard, K (2018). Importance of compensation in the workplace – smallbusiness.chron.com
- Macharia, (2009) <https://www.tinypulse.com/blog/effective-employee-retention-strategies-for-the-retail-industry>
- Mackay, H. (2014). <https://www.smartinsights.com/manage>
- Matuson, R. (2014). How to attract top talent that will stick around.
- Merrel,(2015)<https://www.tinypulse.com/blog/effective-employee-retention-strategies-for-the-retail-industry>
- Ramton, J.(2015). 10 Ways to improve employee retention; <https://www.inc.com>
- Sabrina,(2016) <https://www.tinypulse.com/blog/effective-employee-retention-strategies-for-the-retail-industry>
- Scott, S.(2018): *Why are employee retention strategies important?*
- Smith, G.P. (2011). How to attract, retain and motivate today's workforce
- Takawira, (2014),www.ccsenet.org/jmsjournalofmanagement
- Yazinski, S.K.(2009). Strategies for retaining employees and minimizing turnover; <http://hr.blr.com/whitepapers>. University of Scranton.
- Study Guide (2017). www.managementstudyguide.com/ 2017: Importance of hrm to organizations (accessed on 20TH December 2017).
- www.ccsenet.org/jmsjournalofmanagement science (2017): Impacts of staff turnover in institutions of Higher Learning.