FACTORS AFFECTING RETENTION OF ACADEMIC STAFF IN SELECTED PRIVATE CHARTERED UNIVERSITIES IN KIAMBU COUNTY KENYA

Mercy Njoki Mugo [1], Dr. Ayub Siagi [2]

[1] Masters Student, Jomo Kenyatta University of Agriculture and Technology

[2] Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Universities in Kenya have continued to experience interruption in their academic delivery and resource availability as a result of various factors, key among them being academic staff retention. A significant number of academic staff are leaving for greener pastures (seeking newer employment opportunities). This may have led to costly recruitment processes, disruption of curriculum delivery, loss of human resources and at times, resentment among remaining staff due to increased workload before adequate replacements are identified. It is on this basis that the current study, aims to assess the relationship between work assignment, remuneration, on employee retention among academic staff in private chartered universities in Kiambu County. The study targeted 2074 academic staff at three private chartered universities (Mount Kenya University, St. Paul's University and Gretsa University in Kiambu County). Stratified random sampling technique was used to select a sample of 309 staff from three stratum (tutorial, lecturers and professors). Semi-structured questionnaires was used to collect both qualitative and quantitative data. Data collection was by drop and pick method with the aid of research assistants. Data analysis was carried out thematically for qualitative and descriptively (mean and standard deviation) for quantitative data. The findings from the study informed policy makers in three private chartered universities in Kenya and the entire higher education sector, in reducing staff turnover and manage talent within their universities. The study concludes that work assignment has a positive and significant effect on employee retention in Kiambu county, kenya. Finding revealed that effective, behavioural, and cognitive influence in employee retention in Kiambu county. In addition, the study concludes that remuneration has a positive and significant influence on employee retention in Kiambu county, Kenya. Findings revealed that remuneration scale promote strategy and openness influence employee retention in Kiambu county, Kenya. The study findings revealed that work assignment has a positive and significant influence on employee retention in Kiambu county, Kenya. This study therefore recommends that the management of private chartered universities should formulate strategies to enhance better work assignment practice in the private chartered university in Kiambu county. In addition, the study findings revealed that remuneration has a positive and significant influence on academic staff retention in Kiambu county. Management in the private chartered universities should formulate and implement an effective framework for employee remuneration and ensure fairness and transparency in the promotion progress.

Key words: work assignment, remuneration , retention

Background of the Study

Human resources is a key component in organizational processes and success. As a factor of production, they are the carriers of every organization mission. As a key component in every production process, employees require organizational support both financially and non-financially. This enables them to remain competitive and enhances satisfaction of their jobs. However, the Kenyan universities have witnessed significant effect of employee retention in the recent past. The factors affecting retention, has been attributed to remuneration challenges, Career progression challenges and conducive work environment, leading to dissatisfaction among organizational employees (Kalei & Wambugu, 2018; Kinyanjui, 2022; Muriuki, 2021; Mutua, 2022). Employee retention is the ability for an organization to hold on to its employees over a period of time. It is as a result of lack of motivation of employees, more development opportunities and benefits, or a higher annual salary. (Allen & Bryant, 2012). Employee turnover is detrimental to organizational success and higher educational institutions are not exempted. This is because acquisition and retaining of employees is a costly process, that involves training and development of employee so as the organization can continuously and progressively deliver on its mandate of service or product provision (Sungatullina, 2020).

In higher institutions of learning, employees perform the duty of training, research, community service, and overseeing student and staff social life, through provision of catering and accommodation services, transport, among others (Nahar & Zayed, 2019). As such, they play a key role in attaining the institutions mission and sustainability of performance (Anjali, 2019). Labour turnover, is considered unfavourable considering the resources organizations put into the development of labour (Anjali, 2019). Turnover in most institutions in Kenya is considered a competitive challenge, considering the cost of hiring, nurturing and developing academic staff in higher education. The findings of a study carried out on firms in Kenya in 2018 revealed that, firms facing effect of turnover issues attribute the challenge to unsupported leadership, disparity in labor market, work climate, job dissatisfaction, among others (Ntenga & Awuor, 2018). Most organizations in Kenya experience effect of turnover challenges each year and this is influenced by employee dissatisfaction within the job environment. This is no different from the experiences of higher education institutions in the country as well, where factors affecting retention among staff has been witnessed over the recent past (Chebiwot, 2020). In as much as some of the causative agents for employee retention is attributed leadership styles, there is need to investigate if other dimensions such as work assignments, remuneration, career progression and working conditions has similar influence on retention among private university academic staff in Kenya.

A study carried out on staff retention among public universities in 2018, revealed that there was a strong correlation between involvement, grievance handling, harassment, training, promotion and career progression on employee retention (Mugove & Mukanzi, 2018; Saverio, 2018). These findings provide a basis for undertaking the current study in private universities in Kenya, with specific focus on work assignments, remuneration, career progression and working conditions.

The Kiambu County is a county in the former central Province of Kenya. Its capital is Kiambu and its largest town is Thika. Kiambu County is the second most populous after Nairobi County. Kiambu County borders Nairobi and Kajiado Counties to the South, Machakos to the East, Muranga to the North and North East, Nyandarau to the North West, and Nakuru to the West and has a population of 2,417,735 (Wikipedia).

The County has two public universities; Kenyatta University and Jomo Kenyatta University of Agriculture and Technology. There are two satellite campuses that is University of Nairobi Kikuyu campus in Kikuyu sub County and Kenyatta University Ruiru campus. There are six main private universities which include Gretsa University, Mount Kenya University, St. Paul's University, Kiriri Women's Science and Technology University, Presbyterian University of East

Africa, Zetech University in Ruiru, and a number of tertiary colleges. Umma University with its headquarters in Kajiado has a campus branch situated in Thika. The study will concentrate on three universities namely; Mount Kenya University, Gretsa University and St. Paul's University (Kiambu Publication 2022 and Kenya Websites).

Statement of the Problem

All over the world, private universities primary objective is improving and impacting knowledge through teaching, community service and research (Onu, Akinlabi & Fakunmoju, 2018). Despite the critical role private universities play in Kenya, issue of retention of academic staff by these institutions and how it affects quality education has been less documented as it is in other developing and developed countries. Academic staff in institutions of higher learning are the cornerstone and an important avenue towards nurturing professionals needed by both the private and public sector in various economies for better private business and better governance. It therefore means that with well qualified and committed academic staff, institutions of higher learning can ensure sustainability and quality university education but with continuous retention policy frameworks for this segment of staff to thrive and stay longest (Lotkowski, Robbins, & Noeth, 2004).

(Bolag,2004) noted that many higher education establishments in Africa have been struggling with retaining their academic staff for a variety of reasons. This is mainly attributable to low salary and low benefit structures as well as other causes of dissatisfaction. In particular, insufficient pay and unfavourable working conditions have been the major reasons why many academic staff members of African universities decide to leave their institutions in search of better pay and working conditions elsewhere (Ishengoma, 2007). A study conducted in five universities of sub-Saharan Africa indicated that universities are losing sizable amounts of their human capital which significantly limits their capability to provide quality training to their students, with some fields affected more than others (Powell, 2010).

Previous studies on retention of academic staff in Kenyan Universities, Ng'ethe et al., (2012), on determinants of academic staff retention in Public Universities in Kenya, and influence of leadership style on academic staff retention, Ng'ethe et al., found that there was close to 11% turnover on public university academic staff and this significantly affected performance of the institutions. The study concluded that there was need for a study that would employ both qualitative and quantitative methods in order to bring out clearly factors affecting retention of academic staff in public private universities in Kenya. Another study done by Selesho and Naile (2014) on academic staff retention at Vaal University of Technology, South Africa concluded that retaining of staff by the university was influenced by the ability to pay them market related salaries and providing them with the academic job satisfaction and leadership. However, the study found that most turnover in the university was increasing by 7% with emergence of more private universities who were willing to pay the experienced staff higher salaries. Professional development as well as potential for academic growth and promotion potential was ranked highly as enhancing the decision for academicians to stay in employment (Selesho & Naile, 2014).

There is a scarcity of published work on factors affecting retention of academic staff in private universities in Kenya, and the proposed study intends to bridge this gap in knowledge that exists by finding out the factors affecting retention of academic staff in selected private chartered universities in Kiambu County Kenya.

General Objective

The main objective of this research is to assess the factors affecting retention of academic staff in selected private chartered universities in Kiambu County, Kenya.

Specific Objectives

i. To assess the extent to which work assignment affects retention of academic staff in selected private chartered universities in Kiambu County, Kenya.
ii. To determine the extent to which remuneration affects retention of academic staff in selected private chartered universities Selected Private chartered universities in Kiambu County, Kenya.

Theoretical Review

The study adopt Hertzberg two factor theory. The theory is also known as motivation-hygiene or Herzberg's dual-factor theory (1959). The theory proposes that there are differences between hygiene factors and motivation factors. The two factors are further divided into two sets of groups and are considered to influence employees overall job satisfaction. However, according to (Alshmemri, 2017; Bevins, 2018), hygiene factors do not have much influence compared to motivation factors. Hygiene factors are less important and promotes the need to avoid unpleasant situations. On the other hand, motivational factors are considered key promoters of employee retention. This was because most employees desire for individual self-growth and actualization. Hertzberg two factor theory is one of the most used theory in understanding job satisfaction among researchers (Yousaf, 2020). Many studies in higher institutions of higher learning, have adopted the Hertzberg two factor theory as the framework for testing employee retention among staff (Hanim Paziml, 2021; Mocheche, 2017; Research & 2017, 2017; Wangechi, 2018).

The findings from previous studies indicate that Hertzberg two factor theory show that motivation factors are influence to a great extent the level of job satisfaction among employees (Wangechi, 2018). Some of the key ingredients for Hertzberg two factor theory that can lead to employee dissatisfaction are the working conditions, company policies (career progression, work assignments) and remuneration which are considered as hygiene factors. Further, it can be considered that placing too much emphasis on a particular factor, may lead to too much dissatisfaction (Jawabri,2017). The theory therefore, will be central in understanding effect of retention among academic staff in private universities. The theory was therefore, aid the study in understanding the two sets of factors, and its contributions in understanding retention among academic staff in private universities, and thus its effect on employee turnover.

Conceptual Framework

A Conceptual framework is a diagrammatic representation showing the hypothesized association amon key factors, variable and cocepts. Figure1 shows hypothesized association between Work assignment, remuneration for academic staff in selected private chartered universities in Kiambu county, Kenya.
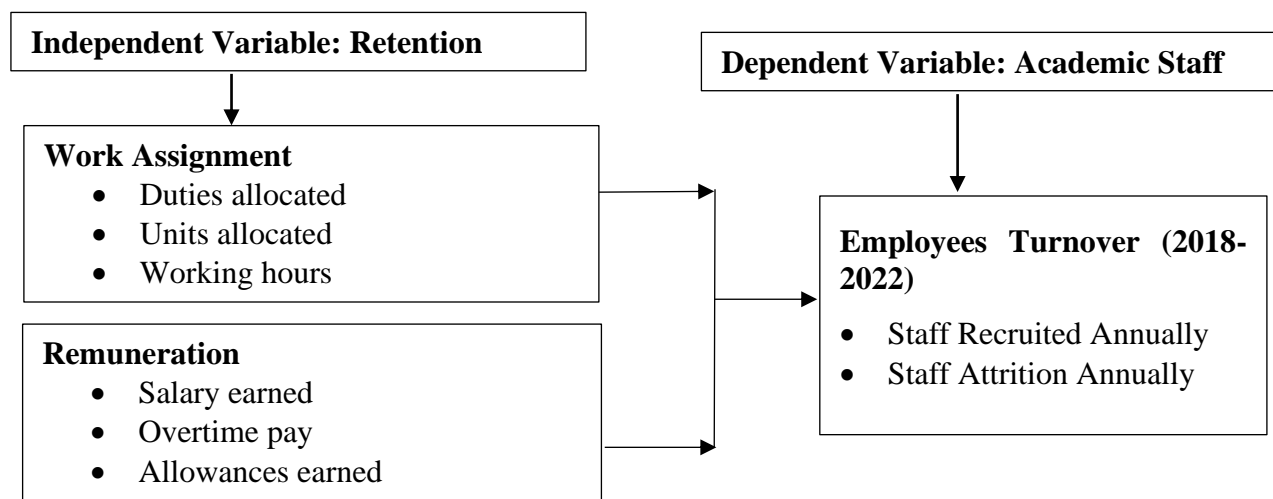
RESEARCH METHODOLOGY

The study adopt a mixed approach method, where both qualitative and quantitative data was used to enable the study to answer the research objectives. The study adopt a descriptive research design. Descriptive design allows the researcher to examine the background of research problem, before embarking on the actual research. In doing so, the researcher was able to determine the characteristics of the Private Universities' respondents such as their opinions, traits, and performance behaviours, in relation to employee retention. According to (Khotari and Garg, 2015).

The population of interest was all academic staff with PhD qualification (lecturers, senior lecturers and professors) in the three private chartered universities within Kiambu county. According to the commission for university education (CUE) 2018 report, there are three private chartered universities in the county (Mount Kenya University (MKU), Jomo Kenyatta University of Agriculture and Technology (JKUAT) , St. Paul's University (SPU) and Gretsa University).The total number of academic staff population of 2074 (Commission for University Education, 2018). Hence, these be considered as the target population for the study.

A sample of 309 was obtained using the following Taro Yamane (1967) formula. This was proportionately distributed across the three strata's of academic staff.

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

N=Population size (2074)

e=Degree of error/acceptable sampling error (0.05)

K= constant (1)

n=sample size (309)

The sample size of the study was 309 respondents. This study selected the sample using stratified random sampling techniques. The population was stratified into three groups. i.e Professors, Senior Lecturers and lecturers. The population was sampled first using stratified random sampling to ensure all the categories were represented, the sampled groups were sampled proportional to size by use of systematic random sampling.

Data collection was done using semi-structured questionnaire. This was encompass both open ended and closed questions. Questionnaires are preferred model of collecting data because they are able to collect large amount of data in a short time (Khotari and Garg, 2015). The questionnaires were hand delivered and issued to respondents at the three universities with the aid of two research assistants who was collate the questionnaires once filled for onward submission to the researcher.

The questionnaire were piloted at Gretsa University, Thika. This was also aid in establishing reliability of the research instrument. A pre-test sample of 5% of the sampled size was used to advocated by Mugenda and Mugenda (2008). Therefore, suitability of he questionnaire for this study was tested by first administering it to 16 respondents who represented 5% of study sample . Piloting enbled the researcher to ascertain the validity and reliability of the instrument. Content validity addresses how well the items developed to operationalize a contruct provide an adequate and representative sample of all the items tht might measue the contruct of interest. Because there is no statistical test to determine whether a measue adequately covers a content area or adequately represent a construct , content validity usually depends on the judgement of experts in the field. The researcher sought the opinion of experts in this study field. To determine the reliability of the research instrument the Cronbach coeffiecient alpha (ἀ) was used. Alpha coefficient ranges in value from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and multi-point fromated questionnaies or sclae (i.e.

Rating sclae 1=poor, 5=excellent).The higher the scoe, the more reliable the generated scale is. If the alpha value is greater than 70, the instrument is considered reliable.

The data collected from the field was nalyzed using the statistical packing for social science (SPSS) version 28. Descriptive statistics data nalysis method such as frequencies, means was appled to analyze numerical data gathered using closed ended questions. The data was presented in form of tables and figures analysis was used to analysis qualitative data. The study carried ot a correlation analysis to mesure the strength of the relationship between the relative movements of the study variables. A multiple regression analys was conducted to find the relations between the study variables.

Factors affecting retention of academic staff was assessed through regression analysis, where R, R^2 and adjusted R^2 statistics was generated to establish the relationship between the dependent and independent variables. The association of variables was defined by the regression model:

$Y = \beta_0 + {}_1X \beta_1 + \beta_2X_2 + \varepsilon$, in which:

Y   = Academic staff turnover in chartered universities in Kiambu County

β_0= Constant

β_{1-4} = Regression Coefficients (Beta)

X_1 = Work Assignments

X_2 = Remuneration

ε = Error term.

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

In this research, the sample size comprises of 309 respondents comprising of professors, Senior Lecturer and Lecturers. Working in Private Universities in Kiambu county. A total of 200 questionnaires were distributed by the researcher during process of data collection and 130 questions were fully filled and returned back to the research thus giving a response rate of 65%. According to Mugenda Mugenda (1999), a 50% response rate is adequate, 60% good above 70% rated very well. This implies that basing on this assertion; the response rate in this case of 65% is good.

Pilot Test Results

The reliability in this study was achieved by conducting test-pretest and subjecting the results obtained to a Cronbach Alpha, to determine the measure of internal consistency and reliability of the instruments, internal consistency should be determined before a test can be employed forreserch orexamination purposes toensure validity(Blischke &Murthy, 2011).

Table 1 shows the reliability results. From the findings,work assignment had a Cronbach's Alpha of 0.828, Remuneration had a Cronbach's alpha of 0.892,.and employee performance had a Cronbach alpha of 0.886. These results are in line with the arguments of Kothari(2014) who stated that an alpha value which is greater that or equal to 0.7 indicate acceptable reliability.

Table 1: Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Work Assignment	0.828	Reliable
Remuneration	0.892	Reliable
Employee Performance	0.886	Reliable

This study rested both content validity and face validity. Content validity normally depends on the professional's judgment in the are of study since there is no numerical test to assess whether a given measure sufficiently represents a construct or sufficiently covers the content area. The researcher sought the supervisor's opinion to improve content validity. On the other hand, this study improved the face validity of research tools by conducting a pre-test and also ensuring clarity of all unclear and ambiguous questions.

Analysis of Study Variables

Work Assignment and Academic Staff

The first specific objective of the study was to establish to effect of work assignment on academic staff retention in Kiambu county. The participants were requested to indicate their level of agreement of various statements related to work assignement and academic staff retention in Kiambu county, kenya. A five point likert scale was used whereby represent strongly disagree 2 in disagree 3 is neutral 4 is agree and 5 is strongly agree. There are were as shown table 2.

From the results, the respondent agreed that work assignemt affect retention of employee in the organization. This is shown by a mean of 4.120 (std. dv=0.972. As shown by a mean of 4.012 (std. dv=1.005), the respondents agreed that organization embraces affective culture to enhance employee retention, further, with a mean of 3.952 (std. dv=0.608). The respondents agree that behavioural culture is a key consideration in their organization.

The participant agreed that effective recruitment and selection enhances creativity flexibility, employee attration, employee retention, this is shown by a mean of 3.873 (std. dv=0.983). As shown in the results, the respondent agreed that work assignement reduces the rate of employee turnover. This is shown by mean of 3.733 (std. dv=0.751).

Table 2: Work Assignement and Academic Staff Retention.

	Mean	SD
Work assignment influence performance of employees in our organization	4.130	0.972
Our organization enhance effective working assignments employee Performance	4. 012	1.005
Behavioural working assignments is a key consideration in our organization	3.952	0.608
Effective rectruitment and selection enhance creativity flexibility retention	2.879	0.983
Work assignment reduces the rate of employee turnover	3.733	0.751
Aggregate	**3.914**	**0.819**

Remuneration and Academic Staff

The second specific objective of study was to determine the effect of remuneration on academic staff retention in Kiambu county, kenya. The participant were requested to indicte their level of agreement on various statement related to remuneration and academic staff retention in kiambu county, kenya. A five point likert scale was used whereby 1 represent strongly disagree 2 is disagree 3 is neural, 4 is agree and 5 is strongly agree. The results were as shown table 4.3.

From the results the respondent agreed that remuneration influences university performance. This shown by a mean of 4.211(Std. dv=0.672). As shown by a mean of 4.164(std.dv=0.786), the respondents agreed that the university has formulated an attractive pay scale which ensures staff retention. Further, wich a mean of 4.055(std. dv=0.839), the respondents agreed that the promotion strategy in their university is free and fair. The participants agreed that there are satisfied with the remuneration strategy in the university. This is shown by a mean of 3.942(std. dv=0.898). As shown in the results, the respondent agreed that openness in the university enhances university performance. This is shown by a mean of 3.815(std.dv=0112). The respondetns also agreed that

there are satisfied with the remuneration strategies adopted in the university. This is shown by a mean of 3.758(std.dv=0.969).

Table 3: Remuneration and Academic Staff Retention

	Mean	SD
Remuneration influences university Performance	4.211	0.672
The university has formulated an attractive remuneration pay which ensure staff retention	4.164	0.786
The promotion strategy in the university is free and fair	4.055	0.839
The satisfied with the promotion strategy in the university	3.942	0.898
Openness in the university enhances university performance	3.815	0.112
The satisfied with the remuneration strategies adopted in the university	3.758	0.969
Aggregate	**3.965**	**0.598**

Working Condition of Academic Staff

The participants were requested to indicte their level of agreement on various statements related to employee performance in Kiambu county, Kenya. A five point likert scale were used whereby 1 represent strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agreel The results were as shown table 4.

From the results, the respondents agreed that employee performance has significantly improved over the years. This is shown by a mena of 3.972 (Std, dv=0.859). As shown by a mean of 3.844 (std. dv=0.753). the respndents agreed that in their organization, the level of job satisfaction has improved. Further with a mean of 3.834(std. dv=0.980), the respondents agreed that the level of creativity and innovation in their organization has improved . in addition, the participants agreed that, they are satisfied with the level of employee performance in their organization. This is shown by a mean of 3.718 (std. dv=1.064) as shown in the results, the respondents agreed that effective communication has facilitated employee performance in their organization. This is shown by a mean of 3.655(std. dv=0.902)

Table 4: Work Condition for Employee Retention.

	Mean	SD
Working condition has significantly improved over the years	3.972	0.859
In our organization the level of job satisfaction has improved	3.844	0.753
The level of creative and innovation in our organization has improved	3.834	0.980
Am satisfied with the level of employee performance in our organization	3.718	1.064
Effective communication has facilitated employee performance in our organization	3.655	0.902
Aggregate	**3.792**	**0.883**

Correlation Aanalysis

The research adopted Pearson correlation analysis determine how the dependent variable(work assignment, Remuneration,. Relates with the independent variables academic staff in Kiambu county, Kenya. The findings were as depicted in table 7.

From the results , there was a very strong relationship between work assignments and the academic staff in Kiambu county Kenya (r=0.911,pvalue=0.000. The relationship was significant since the P value 0.000 was less than 0.05 (significant level). The findings are in line with the findings of

Cumari(2018) who indicated that there is a very strong relationship between work assignments andacademic staff.

Moreover, there was a very strong relations between remuneration and and academic staffin Kiambu county, Kenya. (r=0.830, P value= 0.001). the relationship was significant since the P value 0.001 was less than 0.05 (significant level). The findings are in line with the findings of Chang and Birch (2017) who indicated that there is a very strong relationship between remuneration and academic staff.

Table 5: Correlation Coefficients

		Academic Staff	Work Assignment	Remuneration
Academic Staff	Pearson Correlation	1		
	Sig (2- tailed)			
	N	317		
Work Assignment	Pearson Correlation	. 911**	1	
	Sig (2- tailed)	.000		
	N	317		
Remuneration	Pearson Correlation	830**	. 297	
	Sig (2- tailed)	.001	.060	
	N	317	317	

Regression Analysis

Regression analysis was used to assess the relationship between independent variables (work assignments, Remuneration) and dependent variable (academic staff) in Kiambu County, Kenya.

The model summary was used to explain the vaiation in the dependent variable that could be explained by the independent variable. The r-squared for the relationship between the independent variable and the dependent variable academic staff in Kiambu county Kenya could be explained by independent variables (work assignments, remuneration,).

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Errer of the Estimate
1	.932*	.869	.870	.1098

The ANOVA was used to determine whether the model was good fit for the data. F calculated was 651.33 whie the F critical was 2.428. The P value was 0.002. Since the F-calculated was greater than th F-critical and the P value 0.002 was less thatn 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of work assignments, remuneration, on academic staff in Kiambu county Kenya.

Table 7:Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	112.028	4	28.007	651.33	.002*
Residual	13.668	312	.043		
Total	125.695	316			

The regression Model was as shown:

$Y=0.353+0.368X_1+0.389X_2+0\varepsilon$

According to the results, work assignments has a significant effect on academic staff in Kiambu county Kenya, β1=0.368,P value=0.001. The relationsh was considered significant since the p value was 0.001was less than the significant level of 0.05. the findings are in line with the findings of Cumari (2018) who indicated that there is a very strong relationship between work assignments and academic staff.

The results also revealed that remuneration has a significant effect on the academic staff in Kiambu County, Kenya β1=0.389,P value=0.000. The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of chiang and Birch (2017) who indicated that there is a very strong relationship between remuneration and academic staff.

Table 8: Regression Coefficients

	Unstandardized Coefficients		standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Contant)	0.353	0.091		3.879	0.002
Work assignment	0.368	0.097	0.369	3.794	0.001
Remuneration	0.389	0.097	0.390	4.010	0,000

Conclusions

The study concludes that work assignment has a positive and significant effect on employee retention in Kiambu county, kenya. Finding revealed that effective, behavioural, and cognitive influence in employee retention in Kiambu county.

In addition, the study concludes that remuneration has a positive and significant influence on employee retention in Kiambu county, Kenya. Findings revealed that remuneration scale promote strategy and openness influence employee retention in Kiambu county, Kenya.

Recommendations of the study

The study findings revealed that work assignment has a positive and significant influence on employee retention in Kiambu county, Kenya. This study therefore recommends that the management of private chartered universities should formulate strategies to enhance better work assignment practice in the private chartered university in Kiambu county.

In addition, the study findings revealed that remuneration has a positive and significant influence on academic staff retention in Kiambu county. Management in the private chartered universities should formulate and implement an effective framework for employee remuneration and ensure fairness and transparency in the promotion progress.

Recommentation for Further studies

This study sought to assess to establish the effect of retention of academic staff in Kiambu County, Kenya, however, this study was limited to Kiambu couty hence the findings cannot be generalized to Public Universities in Kenya, therefore the study recommends that further studies should be conducted on assess the effect of organizational on employee performance in public universities in kenya. In addition, the study found that 86.9% of academic staff in Kiambu county, kenya could be explained by Work assignment, remuneration, working conditions. As such , further studies should be conducted on other factors affecting employee retentions in Kiambu County Kenya.

References

Allen, D. G., & Bryant, P. C. (2012). *Managing employee turnover [electronic resource] : dispelling myths and fostering evidence-based turnover strategies (e-book).*

http://ra.ocls.ca/ra/login.aspx?url=http://search.ebscohost.com/login.aspx?direct=true&db=cat 00912a&AN=cclc.291182&site=eds-live

Alshmemri, M., Shahwan-Akl, L., Journal, P. M.-L. S., & 2017, undefined. (2017). Herzberg's two-factor theory. *Lifesciencesite.Com*, *14*(5), 12–16. https://doi.org/10.7537/marslsj140517.03

Anjali, J. (2019). *What is Labour Retention? Definition, Causes, Effects, Types, Strategies*. https://theinvestorsbook.com/labour-retention.html

Bevins, D. T. (2018). Herzberg's two factor theory of motivation: A generational study. *Eastern Kentucky University*. https://encompass.eku.edu/honors_theses/530/

Bolag, B. (2004). "*Improving tertiary education in sub-Saharan Africa: Things that work*": African regional human development working paper series 29713. Retrieved April 24, 2023 from http://www.siteresources.worldbank.org/AFRICAEXT/Resources/no_66.pdf

Chebiwot, K. P., Misoi, D. M., & Wanza, D. S. L. (2020). Effect of Staff on The Performance of Public Universities: A Case of North Rift Region, Kenya. *Journal of Education and Practice*, *4*(2), 20–33. https://doi.org/10.47941/JEP.426

Commission for University Education. (2018). *Commission for university education university statistics second edition (2016/2017)* (2nd ed.). Commission for University Education. http://www.cue.or.ke/

Hanim Pazim, K., Mahmud, R., Fzlinda Fabeil, N., Langgat, J., & Norazmi bin Nordin, M. (2021). Special Education Teachers Job Satisfaction In Malaysia: A Review. *Turcomat.Org*, *12*(11), 5329–5332. https://doi.org/10.13189/ujer.2019.070923

Ishengoma, M.J. (2007). *International brain drain and its impact on higher education institutions capacity building and human resource development in sub-Saharan Africa: The Case of Tanzania in Association of African Universities,* Papers, 21 – 25 October, Tripoli Libya, pp. 11 – 21.

Jawabri, A. (2017). Job Satisfaction of Academic Staff in the Higher Education: Evidence from Private Universities in UAE. *International Journal of Human Resource Studies*, *7*(4), 193. https://doi.org/10.5296/ijhrs.v7i4.12029

Kalei, A., & Wambugu, H. W. (2018). *International Journal of Social Science and Economic Research WORKER AND JOB RELATED FACTORS AND JOB TURNOVER IN PRIVATE UNIVERSITIES IN KENYA*. www.ijsser.org

Kinyanjui, M. (2022, February 28). Lecturers face layoffs as UoN scraps more courses. *Citizen Digital*. https://www.citizen.digital/business/uon-chops-off-more-courses-lecturers-face-layoffs-n293447

Korir, C., Business, P. N.-I. J. of, & 2020, undefined. (2020). Job Satisfaction and Employee Performance at Finlays Kenya Limited in Kericho County, Kenya. *Journals.Ijcab.Org*, *2*(2), 82–97. https://doi.org/10.35942/jbmed.v2i2.119

Kothari, C. R. (2004). *Research Methodology: Methods and Techniques* (2nd ed.). New Age International Publishers.

Kothari, C. R., & Garg, G. (2015). Research methodology, methods, and techniques. 3rd ed. New Age International Ltd. Publishers. New Delhi

Lotkowski, V.A., Robbins, S.B., Noeth, R.J. (2004). *The Role of Academic and Non-Academic Factors in Improving College Retention, ACT Policy Report, INC.*

Mark, L., & J Nzulwa. (2018). Effect of career development programs on employee performance in kenya. a case of national hospital insurance fund. *International Journal of Social Sciences*. https://www.ijssit.com/main/wp-content/uploads/2018/06/Effect-Of-Career-Development-Programs-On-Employee-Performance-In-Kenya.pdf

Mocheche, E. K., Bosire, J., & Raburu, P. (2017). Influence of self-esteem on job satisfaction of secondary school teachers in Kenya. *International Journal of Advanced and Multidisciplinary Social Science*, *2017*(2), 40–48. https://doi.org/10.5923/j.jamss.20170302.02

Mugenda, O. M., & Mugenda, A. G. (1999). *Research Methods Quantitative and Qualitative Approaches.* Acts Press, Nairobi.

Mugove, L. A., & Mukanzi, C. (2018). Determinants of Employee Turnover in The Selected Kenyan Public Universities. *Journal of Business and Management (IOSR-JBM)*, *20*(10), 12–28. https://doi.org/10.14738/assrj.53.4286

Muriuki, B. (2021). *UASU issues 7-day strike notice, says lecturers won't be 'slaves' anymore*. https://www.citizen.digital/news/uasu-issues-7-day-strike-notice-says-lecturers-wont-be-slaves-anymore-13097118

Mutua, J. (2022). *Lecturers face layoffs as UoN scrap more courses*. https://www.businessdailyafrica.com/bd/corporate/lecturers-face-layoffs-as-uon-scrap-more-courses-3731590

Nahar, S., & Zayed, N. M. (2019). *An Analysis of the Impact of Remuneration on Employee Motivation: A Case Study on Unilever, Bangladesh An Analysis of the Impact of Remuneration on Employee Motivation: A Case Study on Unilever, Bangladesh International Journal of Family Business and Management*. www.symbiosisonlinepublishing.com

Ntenga, E. K., & Awuor, E. (2018). Leadership style and employee turnover intentions in organizations in Kenya: A case of XYZ Company. *Journal of Human Resource & Leadership*, *2*(3), 87–109.

Onu, C., Akinlabi, H., & Fakunmoju, S. (2018). Motivation and Job Performance of Academic Staff in Private Universities in Nigeria (Babcock University as a Case Study). *Global Advanced Research Journal of Management and Business Studies, Vol. 3 (2) pp. 049 – 064.*

Powell, W.W. (2010).Understanding attrition and predicting employment durations of former staff in a public social service organization. *Journal of Social Work, 10 407 – 435*

Saverio, E. K., Githui, D. M., & Ngure, S. (2018). Determinants Of Employee Turnover In Public Universities In Nyeri County. *Advances in Social Sciences Research Journal*, *5*(3), 209–219. https://doi.org/10.14738/assrj.53.4286

Sungatullina, L. B., Kadochnikova, E. I., & Faizrahmanova, G. R. (2020). Modeling the Effectiveness of Employee Compensation Based on Financial Resources. *International Journal of Financial Research*, *11*(6), 63. https://doi.org/10.5430/IJFR.V11N6P63

Yousaf, S. (2020). Dissection of Herzberg's two-factor theory to predict job satisfaction: empirical evidence from the telecommunication industry of Pakistan. *The Lahore Journal of Business*, *8*(2), 85–128. https://www.academia.edu/download/66115365/4._Seeham_Yousaf.pdf