



UNIVERSITY of
RWANDA

COLLEGE OF BUSINESS AND ECONOMICS

The Influence of Employees Retention on Organization Performance
Case Study: University of Rwanda

A Research Thesis Submitted to the University of Rwanda, College of Business and Economics in Partial Fulfillment of Requirements for the Award of the Degree of Master of Business Administration in Human Resource Management.

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DECLARATION

Candidate's Declaration

I Aimable HARORIMANA, hereby declare that this research Thesis entitled “The Influence of employee retention on organization performance, Case Study of the University of Rwanda” is my original work and has never been presented to any other University for a similar master’s degree award. Any references in terms of books or any other written or electronic materials are indicated in the Bibliography.

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ABSTRACT

This study aims to analyze the influence of employee retention on an organization's performance in University of Rwanda. Specific objectives included: To examine the influence of attractive remuneration packages; to examine the impact of training and development on organization performance; To examine the effect of rewards and recognition on organization performance in University of Rwanda. A cross parts of the research was used in this research and this we used both quantitative and qualitative techniques in Data collection process, presentation, and discussion of findings. The research sample included 221 employees. After collection of data, it was modified and recorded by using Statistical Package for Social Sciences. Data were analyzed using percentages and frequencies. The research found that there is strong relationship between attractive remuneration packages and organization performance at 0.882; that there is strong relationship between training& development and organization performance at 0.782 and also that there is strong relationship between rewards and recognition with organization performance at 0.811 therefore Employee retention remains one of the biggest challenges for organizations and their leaders. Because the organization lacks valuable advanced skills, it costs a lot of time, money, and effort to hire and train a successor, in addition to the organization's expertise. Therefore, the purpose of this survey is to observe the impact of employee retention on the organization's performance. Attractive remuneration packages, training, and development, rewards, and recognition are key variables to focus on in this study. The variables reflect how much they affect employee retention, which automatically affects the performance of the organization. The results of this survey will help identify key factors that will lead to the retention of staff at the University of Rwanda.

Key words: Influence, Employees retention, Organization performance, University of Rwanda

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LIST OF ACRONYMS:

HRM: Human Resources Management

UR: University of Rwanda

OAG: Office of Auditor General

CBE: College of Business and Economics

CST: College of Sciences and Technology

CMHS: College of Medicine and Health Sciences

CASS: College of Arts and Social Sciences

CAVM: College of Agriculture and Veterinary Medicine

CE: College of Education

SSPS: Statistical package for Social Sciences

SAQ: Self -Administered Questionnaire

ARP: Attractive remuneration Packages

T&D: Training and Development

R&R: Rewards and Recognition

OP: Organizational performance

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CHAPITRE-ONE

GENERAL INTRODUCTION

1.0 Introduction

The influence of employee retention on organizational performance at the University of Rwanda is the topic of this study. This chapter is composed by introduction, the background of the study, Problem statement, Objectives of the study, Research questions, Scope of the study, Significance of the study, and the organization of the study.

1.1 Background of the study

Currently, in knowledge-intensive and highly competitive environments, retaining highly talented employees is the main issue that is focused on by organizations. Human resource management (HRM) has been considered a key point for achieving a competitive advantage(Naz et *al.*, 2020).

Organizations spend their money and time developing newly hired staff up to the same level as the rest of the team. When an organization fully trained employees leave, the organization is completely out of business. When employees leave an organization, they take with them information about the organization. Employees who change their job to another organization, go with information, experiences, concerning the organization, its customers, history, and even the organization's current developments (Choudhary, 2016).

The overall goal of a retention process is to maintain employee satisfaction at all levels while decreasing an organization's staff turnover rate. Employee retention is essential in organizations nowadays, particularly when the permanency of staff in the organization will provide a good image to attract and retain employees. Employee retention is essential since staff turnover affects employee morale, which in return influences organizational performance in terms of customer service and satisfaction, as well as production efficiency. We have found various reasons and factors that cause employees to leave their organizations. For example, these factors include organizational poor payment and lack of recognition & reward during a performance, lack of development of their career, and lack of support from supervisors. lack of efficient communication with top managers (Hassan and Govindhasamy, 2020).

Employee retention is achieved by methods implemented by any organization management system to ensure that employees stay with the organizations for as long as possible, with the rate of voluntary staff departures kept to a minimum. This is a frequent practice among organizations that place a high value on human capital and spend extensively on it, particularly when the organization is performance driven. Personnel is motivated by a variety of elements, among others are competitive salaries and other Benefits, Training and career developments, Staff rewards and recognition, organizational justice, etc. When employees leave organization, they go with all skills, experience, and "corporate memory." (The combined knowledge and experience of s company's employees). The size and form of these losses is a major management concern since it has an influence on performance, profitability, product quality, and service quality. The cost of replacing staff might be expensive, while the expenditures of recruiting and training new personnel can be substantial (Ayinde et al., 2021).

Staff is a vital resource for every organization's success, and the capability to attract, retain, and sufficiently pay talented and effective employees is typically linked to the organization's success or failure. Any organization's capability to retain skilled personnel can be considered as a significant source of competitive advantage. However, in order for an organization to retain its employees, it must face a variety of difficulties. E.g.: Recognizing employee dissatisfaction; unfair treatment, being competitive in terms of rewards and recognition, salary compensation, and setting mechanisms to deal with problems.

The best performer's employees are generally encouraged to stay in organizations, whereas employees who are bad achievers are urged to go. Organizations should maintain employees who contribute positively to the organization's profit and performance, as well as those who have a greater beneficial influence on the organization if it were expected. In this situation, staff retention is preferable instead of recruiting new ones as a replacement for an effective employee, as well as considering the expense of acquiring a new employee (Al Kurdi, Alshurideh, and Al afaishat, 2020).

Maintaining a productive employee is a difficult issue for any organization today; because if it can't keep its employees, it would not be able to exploit the value of its human assets. Employees are viewed as a basic and necessary organizational asset, according to this perspective.

However, there have not been many studies on employee retention and how employees may become a true asset to any organization (Terera and Ngirande, 2014).

This becomes a key organization issue and a costly application. Furthermore, the expense of hiring new personnel is relatively high, and it often takes time (Allen, Bryant, and Vardaman, 2010).

Employees are the most key tangible assets of all organizations since they provide their contribution to its growth and success. In a period of fast and continuous change, knowledge capital must be preserved so that the organizations can stay productive and responsive to their stakeholders' requirements. Universities, as training and research institutions, must also recruit, retain, and develop their staff (Hamid et al., 2017)).

Universities need well-trained and satisfied employees who are committed to their professional of performing research and training for the development of nations. It allows university personnel to be committed to their work, resulting in improved university performance. Employees clearly have a critical role in boosting ratings in important areas such as research quality, academic program quality, research impact on society, Training future leaders, and quality of graduates. Organizations are prioritizing employees' retention tactics because they recognize the necessity for increasing University performance. For this to take place, colleges around the country have to enhance their employee retention strategies in order to retain talented staff. However, if an employee is happy, the organization's performance improves. Today's employees face numerous problems in the workplace, and if employees are dissatisfied, it will be impossible to raise the organization's production (Amin et al., 2014).

The University of Rwanda (UR) was formed by the Government of Rwanda under Law No. 71/2013 of September 10, 2013. This is the result of seven public universities in the country being integrated into an integrated organization governed by the governors' Association and the Academic Senate, which has a strong employees and students' representative, along with the Vice-Chancellor of the University's chief executive officer. The UR is headed by the Chancellor and consists of the following faculties: Faculty of Agriculture, Livestock, and Veterinary Medicine (CAVM); Business School (CBE); University of Education (CE); Faculty of Medical and Health Sciences (CMHS); University of Science and Technology (CST).

The vice-chancellor leads a university leadership team consisting of three deputy vice-chancellors and six university principals. This ambitious project began in 2013 and was led by the Task Force, led by leading figures in national, regional, and international higher education. The university is ready to build a fairer and more sustainable world and is committed to educating the next generation of leaders in Rwanda. The main goal of establishing this national organization is to improve the quality of higher education by increasing the operational efficiency of African universities and staying at the forefront.

For this reason, the University of Rwanda throughout this process of rebuilding had been faced several problems including high labor turnover and financial crises, which later affected its performance due to the lack of sufficient and experienced staff and created an overloading work to the existing employees up to date (www.ur.ac.rw).

1.2 Problem statement

Why do some employees decide to stay with their current employers while others seek other opportunities? The reason for this is that some organizations know how to treat their employees well and provide a working environment that allows them to retain their identity while also motivating them to prove themselves and grow with the organization which improves productivity by lowering recruitment costs by reducing staff turnover.

Employee turnover has become a widespread concern in different organizations, organizations fight to maintain their skilled human resources. Similarly, a high turnover rate has been found as a common trait among employees in the hospitality industry in previous research. It was also discovered that maintaining skilled human capital has become a big challenge for 21st-century organizations (Ohunakin et al., 2018).

Public organizations in Rwanda have a lot of issues when it comes to employee retention, highly skilled professionals with the ability to improve the performance of an organization in Rwanda are in higher demand, both in the public and private sectors. Highly experienced employees are needed to improve the quality of public sectors, service delivery performance and accessibility, and public finance management (Lydia, 2020).

Reflect on past studies, employee retention remains a critical issue for organizations and managers, the costs associated with recruiting, selecting, and placing a new employee often exceed 100% of the annual salary for the position being filled, direct costs, work disruptions, and losses of organization memory are associated with employee turnover (Allen, Bryant and Vardaman, 2010).

The current situation, based on the auditor general report 2019, revealed that UR staff who were granted study leave to pursue further studies abroad, but most of them did not return back to work for UR as a way of paying back the costs incurred to them by working four years after study leave as agreed in the study leave contract (OAG report, 2019).

And also following the fact that many employees have left the University of Rwanda, 26% of employees have been left between 2019- 2022 while some posts are key and essential for the performance of the University (URReport, 2022).

However, the researcher revealed that, low remuneration packages such as basic, bonus, allowances hinders employee performance and increased dissatisfaction of work, and encouraging the employee turnover(Zikanga *et al.*, 2021). Training and development has become increasing essential to the success of organization, the employees need to be equipped with required skills to remain competitive and improve performance(Oladele, 2017). The main problem is that reward and recognition provide a visible provide promoting quality effort and telling employees that organization values the their efforts, and employees are discontented with their work, when they are not rewarded or recognized (Akafo and Boateng, 2015).

Most studies on the relationship between the influence of employee retention on organizational performance in universities have been conducted in developed countries. However, there are literally few studies conducted to assess the influence of employee retention on organizational performance at UR.

Therefore, this study endeavors to focus on examining the influence of employee retention on organizational performance by evaluating the use of attractive remuneration packages, training, and development, as well as reward and recognition as employee retention strategies using the University of Rwanda as a case study.

1.3 The Study objectives:

1.3.1 General objectives of the study:

The general objective of the study is as follows:

The primary goal of this research is to study the influence of employees' retention on organization performance, the University of Rwanda being the case study.

1.3.2 Specific objectives of the study:

Specific objectives of this research are:

- ✓ To evaluate the influence of attractive remuneration packages on an organization's performance
- ✓ To evaluate what the impact of training and development of employees has on organization performance.
- ✓ To inspect the effect of rewards and Recognition have on the organization's performance.

1.4 Research Questions:

In order to answer the whole questions, the next questions will be answered at the end of this study:

- a. Do attractive remuneration packages have an influence on organizational performance at the University of Rwanda?
- b. Do training and development have an impact on the organizational performance at the University of Rwanda?
- c. Do employee rewards and Recognition have an effect on organizational performance at the University of Rwanda?

1.5 Scope of the study

1.5.1 Content of the Scope

The research covered employee retention as the dependent variable and Organizational performance as independent variable.

1.5.2 Geographic Scope

The study was carried out in Nyarugenge, Gikondo campus which are located in Kigali City, and Huye Campus located in Huye District because are known to have a lot of the number of employees who have left University of Rwanda.

1.6 The Significance of the Research

To The Researcher:

The study was enabling the researcher to have more knowledge skills, and experience about the influence of employee retention on organizational performance. It is also helps to acquire the relevant information about thesis writing to be familiar with the research activities. Lastly the study will help the researcher to fulfil the requirements for the award for master's in business and administration in the option of Human resources management.

To the management of UR:

This research was helping the University of Rwanda as a whole and its management to look for appropriate measures to retain highly skilled employees that influence organizational performance; Therefore, the present research was to generate knowledge and bring out the influence of employees' retention on organizational performance.

To the future researcher

The research was to help the Human Resources Managers and all decision-makers of the University of Rwanda to take appropriate measures to ensure that the sustainability of employees with good service are in place and focus on the challenges of lack of employee retention measures in place.

1.7 Limitations of the Study

Financial and Time Constraints: Because of financial and time limitations, the researcher chose three campuses only instead of selecting more than three campuses of University of Rwanda and also choose only three retention strategies due to the short time. The researcher was using his own inadequate resources to pay the research expenses. Other limitation of the study is that some employees of the University of Rwanda may not feel free and collaborative to provide information about **attractive remuneration packages, Training& development, rewards, and recognition** but the researcher will have to tell them that is for academic purpose only.

1.8 Organization of the Study

The research will be organized into five chapters.

Chapter 1 consists of an introduction and a research background and presents issues that encourage researchers to carry out their research. The purpose of the research, the questions of the research, and the scope of the study are described in this chapter, "Purpose of the Study and the Structure of the Study."

Chapter 2 consists of literature studies, with relevant literature including important references pointing to data sources such as international journals, books, and digital libraries.

Chapter 3 represents the research methodology, sampling population, size, and method of collecting information.

Chapter 4 contains research results documented by the data collected by the researchers. Data Analysis and Interpretation of Data Collected Related to Research Objectives.

While **Chapter 5** provides conclusions and recommendations that are consistent with future research results and suggestions.

CHAPTER TWO: LITERATURE REVIEW

2.0. Introduction

In literature review, the overview of employee retention related theories, and improvement of organizational performance in the education sector will be discussed. Furthermore, the dependents and independent factors will be discussed to enlighten on the influence that employees' retention strategies contribute to the improvement of organizational performance, in addition, the prevailing gap for improvement of organizational performance will be enlightened.

2.1. Definition of Key words: Influence, Employees retention, Organization performance

Employee retention is defined as the amount of time an employee spends in an organization. Employees were determined to not only reflect the continuity of employment within the organization but also tend to work longer periods within the organization. This consistency depends on the satisfaction and opportunities that employees feel and receive within the organization.(Yousuf and Siddqui, 2018).

Influence is defined as the ability to affect the development, behaviour, and character of someone or something. Organizational performance refers to the actual output of organization as measured against its projected outputs, to achieve this in efficiently, and effectively are significant organizational goals that each organizational must achieve in today's highly competitive business world. This, however, is mostly dependent on the capability of employees who must convert available inputs into required outputs to meet the organization's defined goals. Operational employees are required to have the appropriate skills, knowledge, abilities, and competencies to achieve this.(Al Kurdi, Alshurideh and Al afaishat, 2020).

2.2. Literature review

Employee retention is defined as a management program aimed at boosting employee satisfaction through organizational policy and procedures with the goal of keeping employees for long term. Employee retention, among other things, leads to the employee's satisfaction, who in turn lead to customer's satisfaction too, who contribute to a better bottom line. As a result, investing in employee retention initiatives can have a direct impact on an organization's bottom line (Mandhanya, 2015).

Every organization's administration, growth, and development, on the other hand, are heavily reliant on the competence and willingness of its human resources. Human resources can therefore be a critical component of company success, particularly in the hospitality industry. Inadequate human resource management rises the expense of hiring and training new candidates, lowering service quality (H.O et al., 2018).

Organizations that do not provide for the requirements of their top performers, identify their efforts, and reward them appropriately will not only face low productivity but will also lose top workers to competitors (Ohunakin et al., 2018).

To fight for the raising of knowledge loss and challenges that are putting down businesses, organizations must first detect the risks that could contribute to knowledge loss and then become aware of elements that could enhance knowledge retention. The loss of organization's valuable information would have a strategic impact on its operations. As a result, it's critical to determine where lost information could pose an urgent threat to the organization's strategy implementation. This means that the organization must determine ahead of time whatever knowledge, if lost, could jeopardize the organization's plan.(Martins and Martins, 2011).

This concept backs up the notion that employees are a basic and indispensable organizational asset. However, there haven't been many studies that look at staff retention and how it affects organizational success. Employee retention is an approach in which employees feel confident in their decision to stay with the firm to achieve the organization's goals.

Today's most challenging issue for organizations is not only managing but also retaining these assets. Employee knowledge and skills are key to a company's capacity to compete economically,

therefore obtaining and maintaining talented individuals is essential in every business.(Priya, 2020).

Retention of employee is critical to company's strength, growth and profitability. Retaining rented personnel in a group is a huge challenge for today's workforce. In this era of cutthroat competition, every society does everything it can to provide the greatest services to its employees. Human resource management is still one of the most difficult challenges that organizations face today(Cloutier et al., 2015).

The most significant experiment in social capital administration has been the severe battle for rare skills, the attraction, and withholding of quality people. As a result, most organizations, especially government agencies, have a high turnover rate(Priya, 2020).

According to (Brito, 2021), Because of rising replacement prices and the knowledge and skills of departing employees, voluntary employee turnover of talented individuals can create excessive hardship to firms. For public higher education institutions, employees with significant institutional knowledge are valuable resources. Higher education leaders must understand the influence of employee turnover on organizational performance, job happiness, and intent to leave for those who stay.

Because of rising replacement costs and the knowledge and the skills of departing employees, voluntary employee turnover of talented individuals can create excessive hardship to organization for public higher education institutions, employees with significant institutional knowledge are valuable resources. Higher education leaders must comprehend the influence of employee turnover on organizational performance, job happiness, and intent to leave for those who stay (Al Kurdi, Alshurideh, and Al afaishat, 2020).

Organizations' monetary and non-monetary costs will rise because of a lack of staff retention measures. Non-monetary costs include the loss of talented and experienced staff, whereas Monetary include the issue related to employee training and development fees for newcomers to the business, as well as monetary costs associated with the hiring process of new employees, such as advertising charges, selecting candidates, examining them.

2.3. Two Factor of Herzberg's Theories:

According to *Herzberg's Theories*, when designing an effective plan to retain workers in a corporation, organization management would not depend on internal traits to affect employee retention, but rather include both **intrinsic** and **extrinsic** factors. As proposed by Herzberg, parts of Human resources practices are directly or indirectly related with satisfaction and dissatisfaction of staff, certain features of the job's substance, according to Herzberg's thesis, provide positive experiences for employees (Almaaitah et al., 2017).

Motivating Factors or Satisfiers and Hygiene or dissatisfiers factors

Satisfaction factor Includes factors such as achievement, recognition, work itself, responsibility, promotion, and advancement. According to the second component of the theory, non-work concerns can contribute to unsatisfactory employee experiences. These factors are known as hygiene factors or dissatisfaction factors, and they include organizational rules, compensation, interactions with colleagues, and supervision. However, eliminating sources of dissatisfaction (due to hygiene concerns) will not lead to a state of satisfaction, but rather a state of neutrality. Compensation, career development, and work-life balance methods for employee retention are based on intrinsic and extrinsic.

Figure 1: Two Factor of Herzberg's Theories examples

Work Satisfaction	Practically	Actual Work Dissatisfaction
Effect of happiness factors	Improving motivational factors increases work satisfaction	Effect of unhappiness or hygiene factors
<ul style="list-style-type: none"> ✓ Achievement ✓ Recognition ✓ Job Responsibility Assignment ✓ Attractive rewards ✓ employee development 	Improving hygiene factors will reduce dissatisfaction	<ul style="list-style-type: none"> ✓ Working conditions ✓ Relationship with colleagues ✓ Policies and rules ✓ Supervisor quality ✓ Basic salary

Source: (Alrawahi et al., 2020)

2.3.1. Motivating Factors explanations

Hertzberg stated that employees are mostly motivated and retained by growth and esteem, such as Achievement, Recognition, Job responsibility assignment, Attractive rewards, training, and employee development which are known as happiness factors which increase work satisfaction and willingness of employees to stay longer in organization. These factors are as follows:

- ✓ **Achievement:** It is defined as the need for competitive success measured against a personal standard of excellence. When employee has archived the tasks assigned to him/her against the set goals of organization, this creates satisfaction at work due to the remarkable contribution provided to the achievement of organisation goals and make them to feel proud and safe at work and reduce the intention of voluntary turnover (Mansaray, 2019).
- ✓ **Recognition:** Means valuing and caring about the employees' contributions, it is involved both monetary as well as non-monetary programs, for example of employee recognition involves writing their names in the organization's newsletter, letters of commendation, extra time off and verbal appreciation. This is a form of caring and appraising the employees. In this way, the employees think that they are being valued by supervisors which are resulted to stay longer in organization and per(Durrab Hussain *et al.*, 2019).
- ✓ **Job assignment :** Job responsibility refer to the duties and tasks assigned to employee of particular roles, the major responsibility of organization in this regard is to build up the right mix of skills, knowledge, attitude, and conceptual understanding among employees, proper assignment of responsibility helps in keeping employees satisfied, enhancing organization performance, reducing burden, absenteeism, labor turnover, a well-placed employee will be an asset to the organization for long period(Astuti, 2022).
- ✓ **Attractive rewards:** It something given or receive in return or recompensate for the service, merit etc. The ability of managers to obtain employee satisfaction with attractive rewards is a complex process. It is, undeniably a function of several related factor which any manager who intends to achieve more can be able to positively implement. Each employee satisfaction with rewards is intrinsically related to what he or she expects from the organization and what is received. Feelings of satisfaction or dissatisfaction occur when employees compare their inputs such as education, job skills, and effort to the mixture of

intrinsic and extrinsic rewards which they receive from their organizations (Akafo and Boateng, 2015).

- ✓ **Employee development:** Human resource development is a process of practice and procedure that helps develop the knowledge, skills, and abilities of people in an organization. It's important to know strategies to improve employee retention, including: to understand training methods and the impact of training on employee retention. Determine the most appropriate training methods to achieve the highest employee retention rate, understand the knowledge employees need to improve performance and productivity, and what Ziglar (2017) said. , "You don't build a business-you build people-and people build a business(Elsafty and Oraby, 2022).

2.3.2. Hygiene or dissatisfiers factors

are the factors that characterized the context or environment of a person's work. They can be a cause of job dissatisfaction unless appropriately applied by an organization. Some simple examples of hygiene factors include: working conditions, relationship with colleagues, policies and rules, supervisor quality, Basic salary, it is part of Herzberg's motivation and hygiene theory (Almaaitah *et al.*, 2017).

2.4. EMPIRICAL REVIEW

2.4.1. Employees Retention and Organizational Performance

According to (Ibidunni *et al.*, 2016), We live in a world where industrialization and commercialization are the norms, and every organization is focused on increasing efficiency and effectiveness, which can lead to improved organizational performance employee retention is a key driver of organizational performance in a competitive market.

Most business owners and management teams realize that, rather than being constrained by capital, companies are often bound by retention. Businesses find that depending on your business strategy and the obstacles you may face at any given time; you need to retain the right employees to execute that strategy or face it. with difficulty. The objective of the retention plan is to ensure that competent and committed personnel contribute to the organization's current and future goals

2.4.2. High talented and experienced employees as a resource of improvement of any organization

According to (*Priya, 2020*), No company can afford to lose its most valuable employees. When it comes to identifying the proper custodial tactics that their workers feel are valuable, HR managers are put to the test. To maintain their best employees, managers must first understand their needs and then implement successful retention strategies. The most effective way to increase employee retention is to understand and provide what people want from an organization. Administrations must be able to recognize these limitations and respond appropriately because each worker's needs are different. It is difficult to meet all an employee's demands. An organization may promote this rationale retention technique to its employees by establishing appropriate HR rules and standards, employee retention strategies should be seen as a long-term investment in an organization`s future growth and competitiveness in the marketplace. Employers need to recognize this problem and invest in both job content, attractive remuneration, and formal training, to appreciate employees. Every employer should take the opportunity to implement their retention strategy and invest in their employees, who will become stakeholders and help the business become more competitive and profitable.

2.4.3. Advantages of retaining a valuable employee for an organization`s performance

According to (*Choudhary, 2016*), It is the obligation of the organizational Management to be able to differentiate between valuable staff and those who do not contribute so much to organizational development. Sufficient effort should be made to motivate employees so that they remain satisfied with their current position and are not looking for a new position. Here are some reasons why an organization must ensure that employee retention.

- **Employing is not an easy process:** The HR professional selects a few candidates from a range of candidates, conducts a preliminary interview, then sends the candidate to their line manager, who will review them further to see if they are a good fit for the organization. office or not. Finding the ideal candidate takes time.

- **An organization invests time and money:** When it comes to training an employee and getting them ready for work and recognizing the corporate culture, a potential employee is completely untrained, and the management must work hard to prepare for the overall growth of the organization. Finding the right employees for a business is a difficult task, and all your efforts will be wasted if employees quit.

- **Employees who work longer are more familiar with company policies and guidelines:** They are more productive than those who change occupations frequently. Employees who have spent a significant amount of time in a company know everything about the company and can thus contribute effectively.

- **It has been observed that individuals sticking to an organization for a longer span are more loyal towards the management and the organization:** They benefit from the organization in a variety of ways, and as a result, they become more engaged with the organization. They rarely criticize their owners and always support the management. For them, organization comes first, followed by everything else. Employee retention is also important because an employee who has been with a company for a long time becomes a source of knowledge. The longer a person stays, the more skills they acquire can be properly shared, resulting in a better understanding of the mission by all stakeholders. Retaining the best staff will ensure the achievement of business goals, customer satisfaction and effective succession planning. Employee retention will also build investor confidence, as they are concerned about the organization's ability to function in a way that could positively impact the value of their investment(Mandhanya, 2015).

2.4.4. The reasons for employees to leave organizations

Management must make every effort to retain employees who are recognized as important and productive contributors to the system. It is the responsibility of line managers and managers to ensure that employees are content with their roles and responsibilities and that their work offers them new challenges and development opportunities every day. Employees leave the organization because they are dissatisfied with managers and other team members. In certain situations, inadequate income, lack of promotion opportunities, and lack of enthusiasm will lead people to seek other employment (Choudhary, 2016).

- ✓ Jobs do not meet employee expectations: In many cases, job tasks do not meet candidate expectations. Dissatisfaction with a job is caused by an unexpected job.
- ✓ Job-to-person disagreement: The character of the candidate can make it suitable for a particular job. If he is assigned a job that is not suitable for him, he will not do it and will look for a reason to quit.
- ✓ No opportunity for growth: If there is little or no opportunity to learn and improve, the candidate's current job and career will stall.
- ✓ Lack of Gratitude: If the manager does not appreciate the efforts of his employees, he will become discouraged and disinterested in his work.
- ✓ Lack of trust and support from colleagues, supervisors, and managers: Trust is the most important aspect of a person's ability to continue working. Unsupportive co-workers, supervisors, and managers can make the workplace uncomfortable and difficult.
- ✓ Stress due to overwork and work-life imbalances: Work-related stress can cause discontinuities between work and personal life, leading to employee turnover.
- ✓ Rewards: Companies that offer better payroll packages can encourage people to work for them.
- ✓ New Job Opportunities: Interesting jobs that people believe are good in terms of job responsibilities, salaries, growth, learning, etc. can result in employees leaving the company.

Intellectual capital and talent are becoming increasingly important to business success in today's world. Most companies have become talent hunters rather than talent producers. As soon as a company recognizes talent, it is essential to encourage the development and management of talent to gain a competitive advantage. Employee involvement and dedication is essential to the continued success of any organization (Ibidunni *et al.*, 2016)

He describes talent retention as a deliberate and intelligent strategy to attract, improve, and retain people with the skills and talent needed to meet an organization's current and future needs. . HR, talent, and competency identification, retention, supervision and management, and employee development to improve performance are all aspects of talent retention. Therefore, talent retention as a broader concept focuses on how an organization can attract, retain, recruit, improve, manage, retain, and retain the people in demand. effectively(Ibidunni *et al.*, 2016).

2.4.5. The value of employee turnover affects the organization's performance

Staff reduction and turnover are current business issues that global companies are addressing today. Organizations rely heavily on the quality of their talent to establish and maintain a competitive advantage in today's dynamic and uncertain global markets (Lim, Loo and Lee, 2017).

Employee turnover, especially unfavorable turnover, results in direct and indirect costs and loss of organizational intellectual property. In personnel management the cost of labor turnover can be divided into two categories: indirect and direct costs. Direct turnover costs include the cost of severance pay, Increased unemployment taxes, Temporary work coverage, recruiting replacement Training a replacement, while indirect turnover costs include the loss of production, loss of knowledge base, Work redistribution, Reduced Morale, Loss of Quality, Errors during training and reduced performance. Hence Organizations must manage staff turnover and retention in order to improve business development and sustainability (Lim, Loo and Lee, 2017).

Retaining essential workers is critical to a company's existence and success. Because workers are the most significant and complicated resource, they must be managed with great care. Organizations may only retain people if they match their present demands. According to the workforce plan, the company needs a systematic strategy to create an atmosphere that supports employees with different needs for them to continue working at the company. This phase leads to achievement and development. In this highly competitive market, team leaders, supervisors, and managers, especially HR professionals, need to recognize the value of employee retention. We need to consider aspects that contribute to employee retention. To keep valuable staff longer, managers and strategists need to take these influential factors into account when planning and align them with the company's goals. Limit. This survey looks at the factors and reasons that have a significant impact on employee retention. These items can be physical (monetary) or intangible (non-monetary). Specific tactics containing these elements have been developed and applied to maintain high levels of staff performance over the long term (Yousuf and Siddqui, 2018).

2.4.6. Incurring Costs

The major areas that require significant consideration are preventing brilliant employees from being taken as well as lowering direct and indirect attrition expenses. Hiring and training new employees costs a lot of money, therefore the cost of employee left adds a lot of money to a organization's expenses. Employees who leave the firm take important knowledge about the organization, its clients, ongoing projects, and other private information with them. Employees form ties with customers and clients that help the company expand, but if they depart, those relationships are lost, potentially resulting in customer loss.

Time is a critical aspect in a company's success, and a significant amount of it goes into hiring and training a new employee, as well as a significant financial expense that is a direct loss to the firm if the person departs (*Nappinnai et al., 2013*).

According to (**Christina, 2020**) The following are some of the elements that result from losing an employee:

- **Hiring costs:** hiring costs for new personnel starts with advertising, interviews, screening, recruitment, placement.
- **Onboarding costs:** The cost of hiring new employees, including training and management time.
- **Reduced productivity:** It can take more than one year for new staff to match the productivity of the current staff.
- **Loss of Engagement:** High staff turnover causes other employees to lose engagement and lose of production.
- **Customer Service and Errors:** New staff take longer to complete tasks and are less effective at resolving issues.
- **Training costs:** Organizations can spend 10% to 20% or more of their staff' salaries on training new staff for two to three years.
- **Cultural Impact:** When one personnel quits, others take the time to ask why.

One of the issues that makes the costs of employee turnover still unknown, is that most organizations do not have a system in place to record and control the costs of leaving such as

hiring, interviewing, direction and training, as well as lost production, potential customer discontent, reduced or lost business, administrative costs, and loss of experiences. There should be teamwork between organizational operational departments such as HR, FINANCE and set a tool to monitor expense tracking tools and reporting systems.

2.4.7. Employees Turnover

According to (Ugoani, 2016) Voluntary or involuntary, is how turnover is usually classified. Employees begin voluntary turnover, whereas employers initiate forced terminations. Their model of voluntary turnover, on the other hand, states that it is a departure from traditional thinking and that it is principally based on a decision-making theory. Wages, benefits, working hours, and working conditions are examples of avoidable turnover concerns that the employer may manage. Chronic disease, retirement, death, and pregnancy, in the case of women, are examples of unavoidable turnover concerns over which the employer has no influence.

2.4.8. Recruitment plan

Recruitment is the discovery of potential candidates for actual or anticipated organizational vacancies. It can also be seen as an act of linking/bringing together those with jobs vacancy and needs to fill the vacant with those seeking the vacant job.

According to Michael Armstrong, 2016, Recruitment plans should include plans to attract good candidates by making sure the organization is the employer of choice. Retention starts with hiring. Management needs to pay more attention to hiring if it wants to slow down the rotating doors that can lead to hiring in crisis situations. He claims that smart managers make hiring decisions based on the company's mission or vision. Depending on the size of your organization, it's important to always be on the lookout for talent and once hired, work hard to retain them. (Karekezi, 2010).

2.4.9. Retention Plan

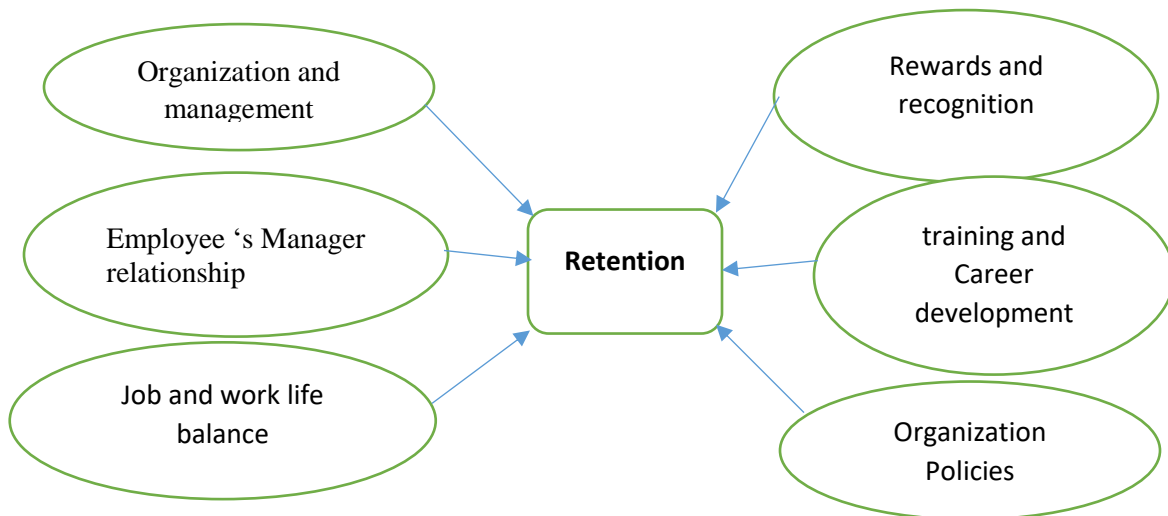
Refers to a retention strategy that considers the specific retention problems faced by the organization and identifies how to address them. Researchers believe that when developing a retention plan, both on-site (teaching and coaching supervision) and off-the-job (training and education) aspects should be considered. Leaders should consider these aspects and choose the

ones that best apply to the organization. Retention plans may also be established on risk investigation to compute the strictness of the loss of a key employee or the vacancy of a key position. The risk analysis will provide specific information on areas of concern and areas for action(Karekezi, 2010).

2.4.10. Drivers of Retention

Employees retention has numerous professional and personal aspects which might influence an employee's likelihood of staying on the job. For instance, there may be a limited amount of measures the employer may take to retain an employee on the job if they determine to quit the company for family reasons (e.g., because a spouse is relocating or to raise children). However, there are substantial steps an employer may take in many other situations to keep staff on Job. There are actions organizations may take to satisfy these desires if workers seek a work-life balance in their jobs or possibilities for training and development (i.e., personal growth). The real variables influencing an employee's decision to stay or go might also depend on their work, organizational problems, location, and other aspects. Many of these factors are under the employer's control, and this diagram depicts areas where businesses may take action to boost the likelihood of retaining employees:

Figure 2: **Drivers of retention**



Source: Mathis, Jackson, Valentine, hrm2017, page 187:(these drivers were upgraded by researcher to fit the research study).

- ✓ **Organizational and management aspects:** Individuals' work happiness and decisions to stay or quit their companies are influenced by these variables. Organizations with well-defined aims. The quality of organizational leadership influences how employees see their organization. Evidence reveals that how fair managers treat their employees can have a major influence on retention. Furthermore, good management gives people the resources they need to do their duties well. (For example, restrictive policies against women cause them to resign.).
- **Employee's manager relationship:** A manager establishes strong connections and promotes employee maintenance by being fair and avoiding discrimination, providing a good working environment and work-family balance, creating teamwork that respects workers' performance, and encouraging career development. Relationships may be a key indicator of a great work environment.
- **Job security and work –life balance:** Many people have seen their job security deteriorate over the last few decades. Employee commitment, loyalty, and retention have all been impacted by downsizing, mergers, acquisitions, and organizational restructuring. As a result, employees begin to consider leaving before being laid off.
- **Rewards and recognition:** Employees receive monetary compensation for their labor in the form of salaries and bonuses, and they usually look for better pay packages as a reason to move employment. Employers with competitive pay and benefits have the best retention rates, therefore they must be comparable to those of other employers and what workers perceive to be commensurate with their skills, experience, and performance. Turnover is frequently higher if pay levels are not close to the market, which is typically defined as 10% to 15% of the market rate. Retention incentives are another tactic some businesses use to keep employees on board.

Another reward is employee recognition: It may be both material and immaterial. A variety of tangible rewards exist, including "employee of the year" awards and certificates for top performers. Feedback from managers and supervisors counts as intangible

acknowledgment since it expresses appreciation for performance and additional effort without the use of money

- **Training and career development:** Employee retention may be strongly impacted by organizational initiatives to support workers' career training and development, according to many workers in all types of occupations. The list of reasons people accepted their present work and the reasons they remain longer is topped by opportunities for personal improvement.

It may be made to show that an employer cares about retaining their knowledge, skills, and ability to learn new things. Additionally, efforts should be made to give professionals the chance to enhance their careers through chances like working in other organizational divisions or receiving promotions.

- **Organization policies:** Employer rules are another element that has been identified to affect retention. Employee retention is impacted by a variety of factors, such as how fair disciplinary procedures are, how job assignments and opportunities are distributed, and how sensible HR regulations are. Employees may be more likely to search for other employment provided by other companies if they believe that policies are unreasonable or immoral.

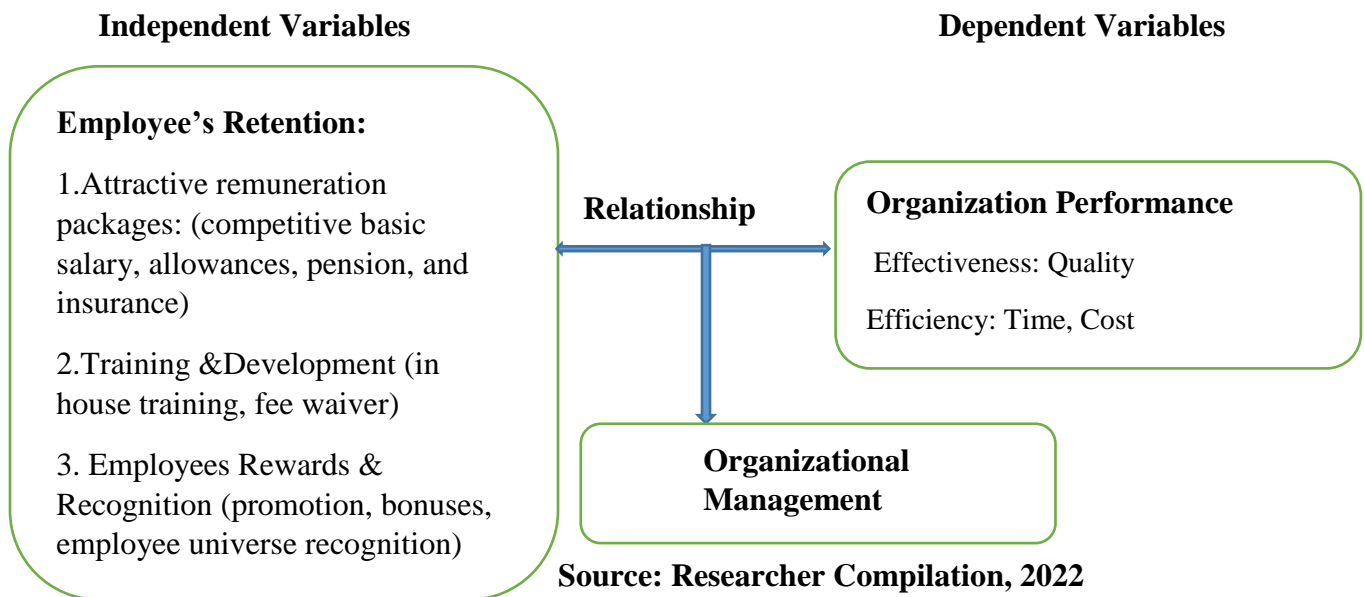
2.5. Conceptual Framework

Faced with an increasingly high frequency of employee turnover, keeping talented staff has been a major concern for any manager in any organization. Retaining staff involves taking steps to persuade them to remain with the organization for as long as possible. Because the business world has gotten more competitive, talented personnel have become the most important differentiator for most businesses (Hasbollah *et al.*, 2016).

A group of well-organized thoughts or ideas that are cohesive and easy to explain to others make up the conceptual framework. In addition to an intervening variable for the study topic, Figure :2 this conceptual framework also demonstrates the links between independent and dependent variables (Jean, Ngui and Robert, 2017).

The independent variables were formulated as employee retention in form of retention strategies such as attractive remuneration packages, Training & Development, Employees rewards & Recognition in contrast, the dependent variables will be measured by the effectiveness, and efficiency of the organizational, Because of their moderating influence on the dependent variables, factors like other organizational management have been considered

Figure 3: **Conceptual Framework: Theoretical Research Model**



2.5.1. Employees retention

Employee benefits technique is commonly used for direct and indirect monetary compensation and performance incentives. Many companies rely on monetary compensation such as wages, salaries, and performance-based bonuses to retain employees and outperform their competitors. (Jean, Ngui and Robert, 2017).

2.5.1.1. Attractive remuneration packages

An attractive compensation package is one of the most important factors in employee retention. Numerous studies show significant individual differences in perceptions of the importance of financial incentives for employee retention(Hussainy and Lecturer, 2019).

Research shows that a competitive salary has a significant impact on employee retention. A “competitive salary” is a salary that is at or above a position where competitors are seeking equivalent responsibilities in the same industry or regional. To ensure that employees are compensated, companies should regularly review salaries for all roles. Research shows that rising costs of living increase employee turnover trends and increased competition. This is putting pressure on companies to regularly review employee compensation packages to maintain their relationship with the company(Hussainy and Lecturer, 2019).

2.5.1.1.1. Remuneration Packages

Compensation packages as part of an employee benefits package are the sum of compensation provided for an employee's service or work. These may include Basic salary, bonuses, Allowances, plus other additional cash and in-kind benefits. Compensation packages can be an important factor in retaining talented employees. Compensation packages are usually negotiated during the recruitment process. Most companies are also screened in annual employee evaluations or employee promotions. In this sense, it can also be part of an employee retention strategy(Terera and Ngirande, 2014).

2.5.1.1.2. How do remuneration packages help Human resources?

Compensation packages can be an investment for any business, but they are worth pursuing. After all, not only do they benefit employees (Zikanga *et al.*, 2021).

- **To attract talent:** they consider compensation packages to be an important part of value proposition as an employer. As similar companies offer better salaries, they can struggle to retain the talented and experienced staff they need to succeed. So how do you make

organizational offer more attractive for most employees, a customizable benefits package seals the transaction(Zi kanga *et al.*, 2021).

- **Employees are happier and more productive:** Compensation packages often have a direct impact on employee job satisfaction. A comprehensive package can not only improve employee well-being, but also increase morale, motivation, and productivity.
- **To help reduce turnover:** how can employees stay on board longer? Give them less reason to leave. This is where the reward package comes into play. Companies ranked high in compensation and profit have 56% lower employee turnover.

2.5.1.2. Training and Development

The most successful retention technique is to train and develop employees. Trainers are enthusiastic about investing their time in training employees, and as a result, employees rarely quit the company. Training and career growth have an important influence on employee retaining by affecting work satisfaction and motivation.

As a result, businesses must recognize the need of providing suitable training to employees to encourage them to stay with the company. Employee training has a positive influence on job satisfaction, making it a goal for employees to stay with the company for as long as feasible. Employees can get up-to-date and substantial procedural knowledge by being trained and acquiring new techniques and skills necessary in many fields. (Franklin, Cowden and Karodia, 2014)

Training managers should employ well-structured and well-designed training programs to strengthen required skills and knowledge, acknowledging the importance of training and development as a retention factor. It is expected that employees who get training that is specific to their needs, or the aims of the company would work harder and more productively. The positive effects of training on staff development and employee performance should be viewed by organizations as a focused investment in bolstering their workforce(Franklin, Cowden and Karodia, 2014).

2.5.1.3. Employees' Reward and Recognition

The term "reward" is frequently used in literature to refer to something that organizations give to employees in appreciation for their contributions and performance as well as something that employees themselves need. Employees are either rewarded for inspiring desirable behavior or recognized for excellent achievements through rewards and recognition. As a result, many rewards and recognition programs serve several purposes, but the primary goal in achieving corporate goals is to motivate people to improve their performance. This is because highly motivated personnel perform very effectively (Durrab Hussain *et al.*, 2019)

Extrinsic and intrinsic rewards are the two types of incentives. Extrinsic incentives are physical awards given by management to employees. They might take many forms, including promotions, bonuses, Gift, Employee anniversary recognition and other rewards. Employees that are intrinsically driven are happy about their employment for personal reasons. This comes from true joy and satisfaction. Better task-relevant focus, less distraction, less tension when mistakes are made, and enhanced confidence are all behaviors that can be attributed to intrinsic motivation (Ndungu, 2017).

2.5.2. Organization performance

Organizational performance can be difficult due to a variety of criteria, including sustainability, profitability, group satisfaction, and willingness to address changes in the environment. However, for some reason, organizational performance can be calculated using financial metrics. It has been generally thought that financial indicators are conceptualized on paper, not in practice (Hamid *et al.*, 2017).

As the key determinants of organizational achievement, profitability, other studies have also decided that efficiency (quality of service, Time for service delivery, Cost saving) and the other signals for benefit and effectiveness as important organization indicators of performance (Mousa and Othman, 2020).

When employees are disengaged from their jobs because of workplace dissatisfaction, there will be an increase in employee turnover, inefficiency, poor service quality, and management's workload, hiring costs increment. All these problems will happen because of employees' performance and their behavior are affected. In other words, management must ensure that the

procedures and logic process used in human resource management have a major influence on the success of the company(Yong *et al.*, 2020).

2.5.2.1. Effectiveness

It is the degree of the result of the actions of the manager and the team of employees, which means that the competent employees and management contribute to the production of quality of results. Performance assessment is a common method used by organizations to measure effectiveness. The quality of an organization's products and services, are the key points often determine a company's reputation and customer satisfaction, and greatly influenced by employee effectiveness (Amirkulov, 2022)

2.5.2.2. Efficiency

Efficient at workplace is the time it takes to do achieve activity. Best workers and leaders use focus on moment and savings strategies to finalize duties in the shortest possible time with minimum means. Inefficient employees and managers can be very helpful and take long period. Suppose the manager is trying to achieve his/her goals more efficiently. Instead of outsourcing expatriates at higher costs, he /she can use the current team of higher experienced employees with additional allowances to their basic salaries. Efficiency and effectiveness correspond to each other. Efficiency increases productivity and saves time and money(Yusuf, 2017)

CHAPTER- THREE:

RESEARCH METHODOLOGY

3. Introduction

This chapter presents the various methodological phases and shows the techniques used in target populations, sample selection, data collection, and data analysis. It also provides management procedures that give researchers access to field data and analysis and identification units. This approach also introduces analytical strategies for data collection and research ethics

3.3. Research Design

Research design is the plan for gratifying research objectives and to give the answers to research questions. In this study, a case study a researcher was designed in way of using quantitative approach. Through this technique of quantitative, it comprises the numerical facts, and the researcher was brought together findings by a stratified sampling method. **(Cookson and Stirk, 2019).**

The advantages of the quantitative approach were built on high consistency in getting the data through questionnaires. The researcher used a case study design because it details the individuals, groups, or services of an organization or an entire organization, it is a more flexible research design that has formed interesting and valuable results on employee retention. It allows the use of a combination of techniques such as questionnaire and documentary review which can facilitate data collection therefore giving respondents the opportunity to express their opinions and collect their opinions.**(Cookson and Stirk, 2019)**

The research concerned about the influence of employee retention on organizational performance which combined two different research design namely a descriptive research and Multivariate research design for applicability and relationship of two variables such as employee retention and organization performance.

A quantitative descriptive study was an important to this study because it gives a good exploration of the phenomena and as it was highly noted it helped to describe the influence between two variables **(Designs and Designs, 2015)**. Again, under descriptive research design the study gives

us the possibility to analyze the phenomenon without any intervention only by using central tendency (Mean, Median, and Mode).

Multivariate research is a technique which has been used to establish a relationship between two variables by using Chi- square, correlation and multi –regression analysis. Two different groups namely dependant and independent variable have been distinguished to conduct this research design method. Assumption was not used when evaluating a relationship between two different variables, and statistical analysis techniques are used in R to calculate the relationship between them.

3.4. Study of population Identification

According to a study population is the totality of persons or objects with which the study is concerned. defines the population as the aggregate of all cases that conform to the same designated set of specifications.

In this research, the targeted population by using cluster sampling is the three campuses of the University of Rwanda such as Nyarugenge, Gikondo campuses and Huye in secondly cities where staff to be contacted including administrative staff, Academics staff and support staff. The sample size from the staff of the University of Rwanda is based on the returned questionnaire. However, the research about the influence of employees’ retention on organizational performance at the University of Rwanda will come up with a total sample size of **261** from staff in service by using Slovin’s formula.

3.5. Population size

According to Kothari (2002); a population is a group of individuals who have one or more characteristics in common. To achieve good population validity, quantitative researchers must select their sample from a defined population to which they wish to generalize their results. The population represents the larger group which the researcher intends to generalize the results of the research. However, due to the large size of the population, the researcher cannot test every individual in the population. This limitation is due to cost and possible population was therefore used for this research. I selected an accessible data from the target population and from this accessible population, I drew the sample (Saunders et al,2017).

Thus, for the targeted population or sample frame of this study, comprised of University of Rwanda operating in Kigali 216 employees at Nyarugenge campus, 315 at Gikondo and 220 employees Huye in which forms a total of 751. The researcher adopted a census survey to select University of Rwanda operating within Kigali region and Huye region, because a census eliminates sampling errors and provides data on all the individuals in the population. Data was collected from UR-Gikondo and Nyarugenge Campuses

The sample was made of different respondents without any discrimination and there is homogeneity wherein respondents will have Academic staff and administrative staff. Also support staff.

3.5.1. Sample Size

The sample size will be calculated using slovin's formula like the following

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

Source:(Adhikari, 2021)

Where $n = N / (1 + N(e)^2)$

Where:

n= the desired sample size; e= probability of error (i.e., the desired precision, e.g., 0.05 for 95% confidence level), N= the estimate of the population size

Thus, by applying the above formula: $n = 751 / (1 + 751 (0.05)^2) = 261$

The sample size of this study was 261 respondents who selected using stratified sampling techniques (Lecturers and administrative staff) who selected using stratified sampling methods. Thus, the total number of the study respondents will be 261.

The sample Size of the study population means the totality of individuals from which some sample is drawn. (Läkens, 2022). The population of this study was consisting of three campuses of the University of Rwanda. The population was spread over the whole University of Rwanda; therefore, three campuses of the University of Rwanda were selected for the research study. To achieve the

objectives of the research 261 questionnaires were distributed among the employees from three campuses the of University of Rwanda, 102 questionnaires were distributed to Gikondo Campus, 85 questionnaires were distributed at Nyarugenge campus, and 74 questionnaires were distributed at Huye Campus. In response 221 questionnaires were returned. The responses received from all campuses were at 85 %. The questionnaire was designed on Likert 5 Rating Scale (1= Strongly Disagree, 2 = Disagree, 3=Neutral, 4= Agree, and 5 = Strongly Disagree. To Test the influence of variables the data were analyzed through SPSS.

The sample size calculated by using stratified sampling, this will help to ascertain the sample of a given population of the study. This technique can be described as follows:

Then N= 751 Population then the estimated sample size of respondents will be **261** employees.

Table 1: Sample size

Campuses respondents	Population size	Sample size
N1 (Nyarugenge)	216	102
N2 (Gikondo)	315	85
N3 (Huye)	220	74
Total	751	261

Source: Researcher Drawn,2022

3.6. Instruments of Data Collection

Data were gathered by using a self-administered questionnaire (SAQ). The questions in section A were questions on demographic characteristics. Sections B Questions items were questions on independents variables: Attractive remuneration packages: Competitive basic salary, allowances,; Training& development: in house training, abroad training and rewards and recognition: And others on dependent Variables: Organization performance Efficient: Time; cost saving, Effectiveness: Quality) The questions elements on both Questions of sections B were scaled using the five point Likert Scale from the maximum of 5 for the highest case Scenario (Strongly Agree) to the minimum of 1 which is the worst case scenario (Strongly Disagree).

The data sources depended on research objectives; data were collected from different campuses. The tools of triangulation methods such as questionnaires and documentary analysis were used. I collected primary and secondary data. The primary data was obtained through questionnaires which have been sent to employees and managers to complete and return them back. The questionnaire is important because the respondents were free to give answers to the questions. The questionnaire was in English. The secondary data obtained from published academic papers, International Journals, Internet, and UR reports.

3.6.1. Operational Definition of Variables

The questions of the research were grouped based on the base theory and research variables. Then the data was grouped Three-under independent variables and such as (i) Attractive remuneration packages: Competitive Basic salary ,allowances (ii) training and development: In housing training ,Abroad training (iii) Reward and recognition: Promotion, Bonuses and employee recognition anniversary and also dependent variables which is organizational performance in terms of efficiently in costs saving ,Time and Quality for effectiveness

3.6.2. Data Analysis

Data analysis refers the transformation of respondent's views into a meaningful form while processing data, it involves the transformation of the data collected into a systematic category and transforming it into a responsive quantitative analysis(Shrestha, 2021).

The instrument used in data analysis was the statistical package for social sciences (SPSS vs 24) and structured questionnaire with Likert scale: Strongly agree, Agree, disagree, strongly disagree and neutral. The results were analyzed by using descriptive statistics, Anova with frequency, percentage, mean, and standard deviation

In the section of Likert scale was used in measuring the data regarding employee retention in University of Rwanda especially in selected campuses in relation with organization performance with Pearson correlation and more comment were given.

The research has adopted It because of the following reasons:

- ✓ The research has more than two variables that have simultaneously analyzed,
- ✓ The user satisfaction depends on different factors that should be combined
- ✓ Variables within this study are continuous and discrete which requires a combination of different type of analysis.

3.7. Reliability

After data collection, the reliability of questionnaire is tested by using Cronbach's alpha. It provides a simple way to measure whether a score is reliable. It is used under the point that there are multiple items measuring the same underlying construct, such as in employee retention survey, they are few questions all asking different things, but when combined, could be said to measure overall satisfaction. Cronbach's is a measure of internal consistency. It is also considered to measure of scale reliability and can be expressed as:

$$\alpha = \frac{n\bar{r}}{1 + \bar{r}(n-1)}$$

Where n represents the number of items, and r is the mean correlation between the items. Cronbach's alpha ranges between 0 and 1. In general, Cronbach's alpha (α) value less than 0.6 are poor, more than 0.7 is considered as acceptable, more than 0.8 are considered as Good, also More than 0.9. are Excellent. A high level of Alpha shows the items in the test are highly correlated (Shrestha, 2021). The table below shows the internal consistency of the questions testing that employee retention has influence on organization performance by providing attractive remuneration packages such as competitive basic salary, allowances for the additional duties, providing inhouse training to reduce costs, Abroad training to improve quality of services providing rewards and recognize the best performers including promotions, bonuses, Employee anniversary recognition,

Table 2: Reliability Test

Parameters	Sub parameters	Cronbach's alpha = α	Number of respondents
1. Attractive remuneration packages	1.1. Competitive basic salary improves morale and engagement	$\alpha = 0.881$	22
	1.2. Insurance and pension packages Provide employee Job stability	$\alpha = 0.870$	22
	1.3. Additional allowances to the basic salary improve employee satisfaction	$\alpha = 0.850$	22
	1.4. Fixed allowances for Research project participants attract competent staff	$\alpha = 0.830$	22
2. Training & development	2.1. Enhance skills on job performance and decision making	$\alpha = 0.791$	22
	2.2. Resolve issues of outsourcing at high costs	$\alpha = 0.782$	22
	2.3. Inhouse training is the best in terms of costs savings and reduce of staff turnover	$\alpha = 0.731$	22
	2.4. Fee waiver improves staff satisfaction	$\alpha = 0.761$	22
3. Rewards & Recognition	3.1. Bonuses improves staff satisfaction and stay longer	$\alpha = 0.866$	22
	3.2. Employee anniversary recognition improve staff performance	$\alpha = 0.891$	22
	3.3. Promotion increases staff satisfaction and stay longer	$\alpha = 0.830$	22
4. Organization Performance	4.1. Employee Retention reduce recruitment costs	$\alpha = 0.810$	22
	4.2. employee Retention improves quality of teaching service delivery	$\alpha = 0.853$	22

Source: Drawn by the researcher, 2022

For reliability, after the data collection, the reliabilities of the constructs for both the independents and dependent variable were tested using Cronbach's alpha (α). The table shows that the Cronbach's alpha for attractive remuneration packages has impact on organizational performance like to provide competitive basic salary , To provide Insurance and pension packages and additional allowances and Fixed allowance for researcher participants have values of

0.881,0.870,0.850,0.830 respectively, this shows that the reliability was good. The Cronbach's alpha values for Training and development has impact on organization performance by enhancing skills, resolve issues of outsourcing staff at high costs, inhouse training reduces staff turnover and Fee waiver provides staff satisfaction where the perceptions views were at 0.791; 0.782,0.731,0.761 respectively, this shows that the reliability was acceptable. The Cronbach's alpha values for rewards& Recognition has impact organization performance when provide Bonuses, to do employee anniversary recognition, to do promotion increases staff retention, their perceptions views were at 0.866;0.891;0,830 respectively this shows that the reliability was good. The test of organizational performance The Cronbach's alpha results showed that retention of employee improves quality of service delivery and reduce recruitment costs where the perceptions views were at 0.810 ;0.853 respectively, this showed that the reliability was acceptable. The results obtained here above which collected from permanent employees such academic, administrative and support staff, showed that these values are reliable.

3.8. Validity

Validity is defined as the extent at which a method of data collection presents what is supposed to do(Shrestha, 2021). After data collection by using questionnaire form, there was a calculation of factors analysis using Statistical Package for social Scientists (SPSS) to establish validity of the instruments to ensure data quality. Any element that loaded highly that is above 0.7 was considered Valid. However, any element indicating low loading or loading highly more than once was rejected.

3.9. Ethical Considerations

Ethics in research is highly recommended and valuable to a high degree, information that provided by respondents is for academic purpose only. Needed information by the researcher must be given by the will of respondents after introducing a research topic. The researcher avoided plagiarism in one way or another, citing references from which information will be derived from. Furthermore, the researcher followed the academic formatting guidelines of the American Psychological Association (APA). And the There has been use of different ways of literature, journals, articles and web sources to complete the study and according to academic guidelines, it should be referenced properly.

CHAPTER FOUR:

DATA ANALYSIS AND INTERPRETATION

4. Introduction

This chapter focuses on the presentation and discussion of results on the influence of employee's retention on organization performance. It is based on the demographic and objectives of the research which include examining the forms of employee's retentions, establishing the relationship between them. It is to be presented in form of tables of percentages and frequencies,

The sample population was done on 261 permanent employees of University of Rwanda from Huye , Gikondo and Nyarugenge campuses. Data were obtained from respondents through questionnaire distributed by using online google form link and 221 employees who are equal to 85% responded the questionnaire. Data were analyzed with descriptive statistics by Using SPSS to analyzed the responded questions

4.1. Findings on respondent's social demographics

Under this section, the researcher has presented the general information of the respondents including the gender, age categories, Education level, Marital status, Employee category, staff location per campus, all these variables help me to sort out the influence of employee retention on organisation performance.

the first table shows the number of all staff who answered to the researcher's questionnaire. The table shows the respondent's social demographics.

Table 3: Distribution respondents' social demographics analysis

Gender	Frequency	Percent
Male	142	64.3
Female	79	35.7
Total	221	100
Age		
Age	Frequency	Percent
36-45 years	112	50.7
46-55 years	42	19.0

26-35 years	40	18.1
56 Years above	27	12.2
Total	221	100.0
Work Location		
Work Location	Frequency	Percent
Gikondo Campus	87	39.4
Huye Campus	78	35.3
Nyarugenge campus	56	25.3
Total	221	100.0
Educational Level		
Educational Level	Frequency	Percent
Masters	132	59.7
Bachelor	59	26.7
PhD	23	10.4
Advanced Diploma	2	0.9
Diploma	2	0.9
Professor	3	1.4
Total	221	100.0
Marital status		
Marital status	Frequency	Percent
Married	189	85.5
Single	28	12.7
Divorced	4	1.8
Total	221	100.0
Employees Categories		
Employees Categories	Frequency	Percent
Academic staff	124	56.1
Administrative staff	86	38.9
Supporting Staff	11	5
Total	221	100.0

Source: Primary Data, June 2022

The result from above table 1 indicates that 64.3% of the respondents were male 35.7% of the respondents were female, this showed that research was not gender balanced. It means that most of the respondents were male compared to women. Males and females were considered in my questionnaire because the researcher wanted to know the gender balance with respect to the questions asked.

The result from above table 1, indicates that 50.7% of the total respondents were between the age of 36-45years, 19% of respondents were between a range of 46-55 years, 18.1 % of respondents were between a range of 26-35 years, 12.2%. of the respondents were above 56 years. This implies

the most employees of University of Rwanda are still energetic and mature for decision-making and influencers of organizational performance.

The results from above table 1 indicates that 39.4% of respondents were from Gikondo, 25.3% were from Nyarugenge campus, 35.3 % of the respondents were from Huye area based on total distribution of questionnaires. This implies that the researcher wanted to know which campus interested in research by responding the questionnaires distributed to them. And I have found that Gikondo campus came first at 39.4%, Huye 35.3% and 25.3% from Nyarugenge campus respectively.

The results from above table 1 indicates that 59.7% of the respondents were master's degree holders, 26.7% of the respondents were bachelor's degree holders, 10.4 % of the respondents were PhD holders and 1.4% of respondents were professors and 0.9% of the respondents were advanced diploma, and 0.9% were diploma holders. This implies that most of the respondents were degree holders who understand the significance of employee retention and research.

The result from above table indicates that 85.5% of the total respondents were married, 12.7% of the respondents, were single and 1.8% were divorced respondents, this implies that most of the employees of University of Rwanda were having families.

The result from above table 1 indicates that 56.1% of the respondents were academic employees 38.9% of the respondents were administrative employees and 5% of the respondents were support employees. This implies that academic employee's respondents are mostly among the staff who were interested in this research more than administrative staff and both understand the importance of retention.

4.2. Data analysis related to the Topic

4.2.1. The influence of attractive remuneration packages to the organizational performance

The attractive remuneration packages include competitive basic salary, insurance, pension packages and additional allowances to the salary, research project fixed allowances

Table 4: The attractive remuneration packages improve organizational performance

	Details of Attractive remuneration packages	N=Respondents	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Neutral (%)
1	A competitive basic salary improves employee morale and engagement	221	41.2	33.5	8.6	3.6	13.1
2	Insurance and pension packages provide employee Job stability	221	43.9	29.9	7.2	4.5	14.5
3	Additional allowance to the basic salary improves employee's satisfaction and productivity	221	42.5	33.5	8.6	2.3	13.1
4	Fixed % of Allowances improve participation in writing research project	221	48.6	28.5	4.1	5	13.8

Source: Primary data computed by researcher ,2022

The result from above Table **4.1**, Indicates that 41.2% of the respondents were strongly agreed and 33.5% of them agreed who make total of 74.7% accepted that a competitive salary improves employee's morale and engagement in the workplace however the remaining 26.3 % of the respondents were disagreed with the statement. This implies that employee morale and engagement at workplace are very important in organization performance and achievement of organization target goals. The low salary leads to discontent among employees and reduce workplace morale, which result in poor performance in organization and voluntary turnover of employees.

The results from table **4.2**, Indicates that only 43.9 % of respondents were strongly agreed and 29.9% of respondents agreed with the statement too this makes total of 73.8% both accepted that to provide allowances to the employees improves job stability at workplace while 26.2% do not agreed with the above statement. This implies that the high percentage of 73.8% of the respondents accepted that Insurance and pension packages have positive effect on organization performance because it provides job stability at workplace which also improve good quality of service and reputation organization as well.

The result from above Table **4.3**. indicates that only 42.5% of the respondents were strongly agreed and 33.5% are also agreed both a total of 76% accepted that top up allowances of 15% attracts competent employees and improves productivity in the University of Rwanda while 24% of respondents disagreed statement, this implies that the top up allowances of 15% has a positive impact on organization improve performance and production as well. It can also reduce employee turnover, provides high satisfaction, and reduce recruitment costs.

The result from above table **4.4**. indicates that only 48.6 % strongly agreed and 28.5% agreed ,both are making total of 77.1% accepted that employee benefit of fixed percentage of motivation allowance to the participants on granted project can improve participation in writing research project, however, this implies that employees with fixed percentage of motivation allowance could have a positive impact on organization performance and retaining employees by increasing a greater number of writers in project research and improve internal revenue of University of Rwanda.

4.2.2. Training and Development opportunities

Definition:

Training and development are crucial areas of human resources management, it is the fastest growing section of personnel activities, it has become increasingly essential to the success of organization, moreover, the employees must be equipped with the new skills required for remaining competitive in modern world.

Training is also referred to as a course diet and exercise for improving the employees cognitive and capabilities with assist to the organizational to have a crucial method of developing the employees towards enhancing his or her productivity(Oladele, 2017).

Table 5: Impact of training and development of employees on organization performance

	Details of training and development of employees	N	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Neutral (%)
1	Enhance the skills on job performance and decision making	221	48.4	41.2	2.3	3.6	4.5
2	To resolve the issues of outsourcing expatriates at high costs	221	37.1	43.9	5.9	2.3	10.9
3	In house training is the best in terms of costs saving and reduce staff turnover	221	28	46.2	7.7	5	13.1
4	Fee waiver for academic and administrative staff and half fee waiver for dependents improves staff retention	221	46.6	42.1	2.7	3.6	5

The results from above table 5.1, indicates that only 48.4% of the respondents were strongly agreed and 41.2 are agreed, both make 89.6% accepted that training and development enhance the skills on job performance and decision making at workplace while 11.4% are disagreed with the statement, this implies that the training and development of staff has a positive impact on organization performance since it makes employees to be close to the organization and makes him/her to stay longer in the same organization. In fact, due to the new skills and mind set gained from course training, the more the staff become mature to provide the good quality of service,

which improve the quality of services to be delivered, decision to be taken and production at the same time.

The results from table 5.2, show that only 43.9% of the respondents were strongly agreed and 37.1% agreed, both make a total of 81% of all respondents accepted that training and development of UR local employees resolve the issues of outsourcing expatriates at high costs for using new digital transformations and using the software properly while 19% of the respondents disagreed with the statement. This implies that to train and develop the local employees has a positive impact on organizational performance by reducing the number of outsourced expatriates and their salary costs to pay them, It reduces voluntary turnover of local employees and give value to them and also make them to stay longer in University of Rwanda.

The results from table 5.3, shows that only 46.2% of the respondents are strongly agree and 28% agree, both make 74.2% that in house training is the best in terms of cost reduction and reduce the staff turnover in University of Rwanda while 35.8% disagrees with the statement, This implies that in house training has positive impact on organization performance this will also resolve the issue of voluntary turnover time in University of Rwanda, the one stay abroad .

The results from table 5.4, shows that only 46.7% of the respondents are strongly agree and 42.1% agree, both make 88.7% accept that Tuition fee waiver for academic and administrative staff and also half fee waiver for dependents improve staff retention in University of Rwanda while 21.3% are disagree with the statement , this implies tuition fee waiver has positive impact on organization performance, this also retain employees in that period to obey the contract, make them stay longer due to the benefits he, she is enjoying in UR.

4.2.3. Employees rewards and recognition

Making and keeping everyone happy in the organization is very difficult challenge since employees are satisfied by different things such as Bonuses , doing Employee anniversary for recognition , to provide promotion.(Ndungu, 2017). In fact, employee's rewards and recognition can be the crucial strategies for motivating and retaining employees in organization, when the management boost employee's moral by recognizing the achievement of the best performer, it become the key element of working hard and stay longer in the organization, these strategies also

improve organization productivity and efficiency in performance. Rewards are very crucial for job satisfaction because it fulfils the basic needs as well as helps to attain the higher level of goals.

Table 6: Impact of rewards and recognition on organization performance

	Details of Rewards and recognition	N	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Neutral (%)
1	To provide bonuses improves staff satisfaction and stay longer	221	48	31.7	6.3	1.3	12.7
2	Employee anniversary recognition improves employees' happiness, productivity and stay loyal to the UR 'success	221	47.5	35.7	3.1	0.5	13.1
3	Promotion increases staff satisfaction and stay longer	221	41	37	4	8	10

The results from table **6.1**, show that only 48.7% of the respondents were strongly agreed and 31.7 are agreed, both make 79.7% accepted that reward bonuses improve staff satisfaction and stay longer while 21.3 % are disagreed with the statement, this implies that to provide bonuses have impact on organizational performance, the existence of bonuses improves satisfaction and make employees to stay longer in organization.

The results from table **6.2**, shows that only 47.5% of the respondents were strongly agreed while 35.7% agreed both totaling 83.2% of the respondents accepted that Employee anniversary recognition can improve employees' happiness, productivity and make them stay loyal to the UR's success while 16.8 % of respondents were disagreed with the statement. this implies that employee anniversary recognition has a positive impact to the organizational performance. the more the employee are valued by organization, the more the performance increased and feel familial with organizational and stay longer with it.

4.3. Organization Performance

Organizational performance refers to the degree to which the organization, with some informational, financial, and human resources, positions itself effectively and efficiently operating in the business market. Individual performance can influence the performance of the entire organization in the short, medium, or long term in a positive or negative direction if there are no clear employee's retention strategies.

4.3.1. Effectively:

Refers to the capability of achieving the desired outcome regardless of expenses.

Table 7: Employee retention helps Organizational to perform efficiently and effectively

	Employee retention helps Organizational to perform efficiently and effectively	N	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Neutral (%)
A	Effectively						
1	Employees and supervisor's empowerment make positive mindful choices towards to favorable outcome.	221	35.5	29.9	8.6	6.8	19.5
2	Workload is ensured to be fair to all staff	221	35.7	32.1	7.7	7.7	16.7
3	Employees retention reduce recruitment costs and improve performance of organization as well	221	54.0	24.3	6.0	3.1	12.6
B	Efficiently						
4	supervisors praise employee for completing tasks assigned on recorded time	221	47.5	26.7	8.6	3.2	14
5	supervisor provides to employees a job schedule to ensure proper time utilization	221	51.1	23.1	6.8	2.3	16.7
6	The use of Online service delivery can save time and costs and improve organization performance	221	36.7	33.5	8.8	12.2	8.8
7	UR has adopted e-recruitment program for costs, time saving and transparency	221	41.6	36.2	4.1	3.6	14.5

The results from table 7.1, shows that only 35.3 % of the respondents were strongly agreed while 29.6% of respondents were agreed, both totaling 64.9% of respondents accepted that the University of Rwanda top managers empower employees and supervisors to make positive mindful choices towards to favorable outcome while 33.1 % of the respondents disagree with the statement. This implies that top manager's empowerment of employees has a positive impact on organizational performance in case there is improve of concentration and mental clarity, and ability of towards common goals.

The results from table 7.2, shows that only 35.7 % of the respondents were strongly agreed and 32.1% were agreed, both make total of 67.8% of all respondents accepted that UR top managers do a lot to ensure that workload is fair to all staff while 32.2% disagreed with the statement. This implies that the fairness of workload to all employees has a positive impact of organizational performance and makes employees to be achieve activities assigned to them with good performance.

The results from table 7.3, show that only 54.0 % of the respondents were strongly agreed and 24.3% agreed, both make total of 78.3% of all respondents accepted that employee retention reduce recruitments costs and improve performance while 22.7 % of the respondents disagreed with the statement. This implies that employee retention has a positive impact on organizational performance because it reduces recruitments costs, time and also improve performance by cutting the recruitment expenditures

4.3.2. Efficiently:

Refers to the ability of achieving maximum product with minimum expenses.

The results from table 7.4, show that only 47.5% of the respondents are strongly agree and 26.7 % are agree both totaling 74.2% of all respondents accept that supervisors from UR always praise employees for completing tasks assigned to them on record time while 25.8% disagree with the statement. This implies that praising employees for achieving a certain task assigned has a positive impact on organizational performance. Therefore, praise is one of the appreciation factors that can retain employees and improve performance.

The results from table 7.5, show that only 51.1% of the respondents are strongly agree and 23.1 % agree, both totaling 74.2% of all respondents accept that supervisor provides to employee a job schedule to ensure time is properly utilized while 25.8% disagree with the statement.

This implies that for proper job scheduling activity has a positive influence on organization performance, because it helps to prioritize activities and achievement on time and reduce stress and discontent of work due to the guideline in place.

The results from table 7.6, show that only 36.7% of the respondents are strongly agree and 33.5 % agree, totaling 70.2% of all respondents accept that the use of online service delivery at the University of Rwanda can save time and costs and improve organizational performance, while 29.2 % disagrees with the statement. This implies that online service delivery has a positive impact on organizational performance, because online services reduce costs and improve productivity. It also creates a good working environment and flow of information; these can attract the employees to stay longer in same organization.

The results from table 7.7, show only 43.9% of the respondents are strongly agree and 40.3 % agree, totaling of 84.3% of all respondents accept that the University of Rwanda has adopted e-recruitment program for costs and time saving while 15.7% of the respondents disagree with the statement. This implies that the e-recruitment program is very efficiency in recruitment processes and has a positive impact on organizational performance. it improved the transparency and helps to recruit a talented staff to ensure the right staff at right place.

UR Performance report 2013 -2021 intends to provide statistics that contribute to measuring progress to achieve various engagements for sustainable development, this shows that UR staff decreased from 2,367 staff in 2013 to 1,883 in 2021 due to various reasons for both academic and administrative structures. Distribution shows that 64% are academics and 36% are administrative and support staff. 24% females and 76% males compose academics. Administrative and support staff side 60% are males and 40% are females. In terms of contract terms, 84.4% of academic are permanent, 82.2% of administrative and support staff are permanent. Number of Academic Staff with PhD increased from 18% to 22.7%. Results identify areas of improvement such as academic programmes, lack of students' enrollment in sensitive fields of education over 29% of fields of education with short number of students. Looking at the proportion of enrollment in postgraduate

programmes, the University has a long journey to satisfy labor market even in its own academic's personnel.

In this context, statistics based on fields of education enable the University keep on track performance indicators of benchmarking at various scales of measurement. Results show that since its establishment, University of Rwanda graduated the total number of 58,385. Non-STEM graduated 51% and 49% in STEM areas; 36% are females and 64% males. Total enrolment for last eight years provides proportions of 45% students registered in non-STEM and 55% students registered in STEM areas. Female students present 34% and 66% stands for male students. Undergraduate programmes dominate with 95% and 83% of the total enrolment are financially supported by Government of Rwanda. Total number of publications is 2,348 from 308 publications in 2014 where publications from pure STEM Colleges present 73%. (UR Advancement et al., 2021)

4.4. Results and Discussion of Findings

4.4.1. Result analysis of attractive remuneration packages influences an Organisation performance

In our first objective, we have set to find out the relationship between the attractive remuneration packages. It is important to check the relationship between them and find out its influence on organization performance

Table 8: Descriptive statistics of attractive remuneration packages improve organisational performance

Attractive remuneration packages were studied in terms of competitive basic pay, insurance and pension packages, additional allowances to the basic salary, and Fixed percentage of allowances for research participants. The results were presented in the below table:

Descriptive statistics	Mean	Std.dev	N
Attractive remuneration packages improve organization performance			
A competitive basic salary improves employee morale and engagement	38.4	85.0135	221
Insurance and pension packages provide employee Job stability	37.8	85.647	221
Additional allowance to the basic salary improves employee's satisfaction and productivity	38.4	85.768	221
Fixed % of Allowances improve participation in writing research project	38.1	87.609	221

Source Primary data, June 2022.

Table 9: Regression correlation of attractive remuneration packages and organization performance

To establish the level of the relationship between attractive remuneration packages and organizational performance a correlation analysis test was done at preliminary level. The findings were shown in the table 9

Attractive remuneration packages	Standard coefficients (β)	significance (P)	standard (P-value) 0.05
A competitive basic salary	0.054	0.0354	
Insurance and pension packages	0.279	0.2299	
Additional allowance to the basic salary	0.289	0.0239	
Fixed % of Allowances improve participation in writing research project	0.2456	0.0278	

R² =0.882038: R-Squared: correlation coefficient

a. Dependent variable: Organizational performance

Source Primary data, June 2022.

The results in table 9: shows that attractive remuneration packages namely competitive basic pay, Insurance and pension packages, Additional allowance to the basic salary, Fixed % of Allowances improve participation in writing research project, this means that 99.11% (100-0.882) of the variation on organization performance was accounted for by above factors considered under this model. However, the remuneration packages namely a competitive basic salary aspect shows that ($\beta= 0.054$, $p=0.0354<0.05$) which means that It had a positive but significant influence on organization performance, Additional allowance to the basic salary aspect ($\beta= 0.289$, $p=0.0239<0.05$), It was also had a positive and significant influence on organization performance too and also Fixed % of allowances improve participation in writing research project aspect ($\beta= 0.2456$ $p=0.0278<0.05$) had also a positive and significant influence on organization performance ,Another hand Insurance, and pension packages ($\beta= 0.279$, $p=0.2299 >0.05$): this had a positive but insignificant influence on organization performance and Multiple R valued at **0.882**, This indicates that there is a strong linear relationship between attractive remuneration packages and

organization performance as per researcher, The p-value for the F statistic is the last value in the table. You can compare the p-value to a significance level, a popular choice being ($p < 0.05$). If the p-value is less than the significance level. This result is advantageous since it shows that the predictor variables in the model enhance model fit (Lakens, 2021).

4.4.2. Descriptive statistics of training and development influence an organizational performance

In our 2nd objective Training and development were studied in terms of enhancing the skills on job performance and decision making, to resolve the issues of outsourcing expatriates at high costs, in house training is the best in terms of costs saving and reduce staff turnover, and Fee waiver for academic and administrative staff and half fee waiver for dependents improves staff retention. The results were presented in the below table 10:

Table 10: Descriptive statistics of training and development on organizational performance

Descriptive statistics	Mean	Std.dev	N
training and development of employee's aspects			
Enhance the skills on job performance and decision making	44.2	50.375	221
Training local staff to resolve the issues of outsourcing expatriates at high costs	43.8	45.793	221
In house training is the best in terms of costs saving and reduce staff turnover	41.8	43.387	221
Fee waiver for academic and administrative staff and half fee waiver for dependents improves staff retention	44.2	49.271	221

Source: Primary data, 2022.

Table 11: Correlation of training and development and organization performance

To establish the level of the relationship between training and development of employees and organizational performance a correlation analysis test was done at preliminary level. The findings were shown in the table 11

Training and development of employee's aspects	Standard coefficients (β)	significance (P)	standard (P-value<0.05)
Enhance the skills on job performance and decision making	0.150	0.0334	
Training local staff to resolve the issues of outsourcing expatriates at high costs	0.391	0.0299	
In house training is the best in terms of costs saving and reduce staff turnover	0.231	0.0289	
Fee waiver for academic and administrative staff and half fee waiver for dependents improves staff retention	0.281	0.2678	
R-Squared: correlation coefficient R2 =0.782038			

Source Primary data, June 2022.

The results in table11: shows that training and development aspects namely Enhance the skills on job performance and decision making, Training local staff resolve the issues of outsourcing expatriates at high costs, In house training is the best in terms of costs saving and reduce staff turnover, Fee waiver for academic and administrative staff and also half fee waiver for dependents improves staff retention, this means that 99.21% (100-0.78) of the variation on organization performance was accounted for by above factors considered under this model. However, Enhance the skills on job performance and decision making aspect shows that ($\beta= 0.150, p=0.0334 <0.05$) which means that It had a positive and significant influence on organization performance, Training local staff to resolve the issues of outsourcing expatriates at high costs aspect ($\beta= 0.391, p=0.0299<0.05$), It was also had a positive and significant influence on organization performance too and In house training is the best in terms of costs saving and reduce staff turnover aspect ($\beta= 0.231 p=0.0289<0.05$) had also a positive and significant influence on organization performance ,Another hand Fee waiver for academic and administrative staff and half fee waiver for dependents improves staff retention aspect ($\beta= 0.281, p=0.2678>0.05$): this had a positive but insignificant influence on organization performance, and Multiple R valued at **0.782**, This indicates that there

is a strong linear relationship between training & development of employees and organization performance, as per researcher, The p-value for the F statistic is the last value in the table. You can compare the p-value to a significance level, a popular choice being ($p < 0.05$). If the p-value is less than the significance level. This result is advantageous since it shows that the predictor variables in the model enhance model fit(Lakens, 2021).

4.4.3. Descriptive statistics of rewards & recognition influences an organizational performance

In our 3rd objective of rewards & recognition were studied in terms of bonuses improves staff satisfaction, Employee anniversary recognition improves employees' happiness, productivity, Promotion increases staff satisfaction and stay longer.

Table 12: Descriptive statistics of rewards & recognition influences an organizational performance

Descriptive statistics	Mean	Std.dev	N
Rewards & recognition aspects			
Bonuses improves staff satisfaction	20.0	19.439	221
Employee anniversary recognition improves employees' happiness and productivity	19.8	20.71	221
Promotion increases staff satisfaction and stay longer	25.08	32.78	221

Source: Primary data,2022.

Table 13: Correlation of reward & recognition and organization performance

To establish the level of the relationship between reward & recognition of employees and organizational performance a correlation analysis test was done at preliminary level. The findings were shown in the table 12

Effect of rewards and recognition of employees on organizational performance	Standard coefficients (β)	significance (P)	standard (P-value) 0.05
To provide bonuses improves staff satisfaction	0.145	0.0434	
Employee anniversary recognition improves employees' happiness, productivity	0.379	0.0299	
Promotion increases staff satisfaction and stay longer	0.257	0.0291	
R-Squared: correlation coefficient R2 =0.811			

Source: Primary data ,2022

The results in table 12: shows rewards and recognition of employee's aspects, namely, To provide bonuses improves staff satisfaction, Employee anniversary recognition improves employees' happiness and productivity, Promotion increases staff satisfaction and stay longer, this means that 0.81% (100-0.811) of the variation on organization performance was accounted for by other factors not considered under this model. However, To provide bonuses improves staff satisfaction aspects shows that ($\beta= 0.145, p=0.0434 <0.05$) which means that It had a positive and significant influence on organization performance, Employee anniversary recognition improves employees' happiness and productivity aspect ($\beta= 0.379, p=0.0299<0.05$), It was also had a positive and significant influence on organization performance too and Promotion increases staff satisfaction and stay longer aspect ($\beta= 0.257, p=0.0291<0.05$) had also a positive and significant influence on organization performance and Multiple R valued at **0.811**, This indicates that there is a strong linear relationship between rewards and recognition aspects and organization performance as per researcher, The p-value for the F statistic is the last value in the table. You can compare the p-value to a significance level, a popular choice being ($p<0.05$). If the p-value is less than the

significance level. This result is advantageous since it shows that the predictor variables in the model enhance model fit(Lakens, 2021).

CHAPTER FIVE:
MAJOR FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5. MAJOR FINDINGS

5.1.1. Influence of Attractive remuneration packages on organizational performance

The findings indicated that a competitive basic salary was positive and significant relationship with organizational performance, this finding was consistent with findings of the previous researchers, where Employees believe that a competitive salary are crucial for boosting employee happiness. A good salary serves as a motivator for people to perform more diligently and effectively. To avoid issues like absenteeism, high labor turnover, a decline in productivity, and ineffective work, the organization must develop a competitive salary system which is upgraded according to the market price for its employees. Salaries need to be raised regularly according to living expenses to satisfy employees, It must also be assumed that if employees are not satisfied with their pay, when compared to the market price, this will result in problems with the organization's performance(Abu Hassan Asaari, Mat Desa and Subramaniam, 2019). It was also showed that there is existed a strong positive relationship and significant relationship between attractive remuneration packages and organizational performance at **0.882**.

5.1.2. Influence of training and development on organizational performance

Findings indicated that training and development of employee's aspects for Enhancing skills on job performance and decision making were also positive and significant relationship with organization performance. We have a duty to prioritize the value of the people in our organization. This strengthens productivity and boosts resource utilization. As a result, organization routinely prevent talented employees from looking elsewhere, and retaining efficient staff has not been easy these days. Employees need to be trained to develop the skills and knowledge that fit their work needs. Employee maintenance approaches are one of the most critical factors in retaining high skilled employees. So, no knowledge and expertise is lost to improve organizational

performance(Elsafy and Oraby, 2022). It was also showed that there is a strong linear relationship between training & development of employees and organization performance at **0.782**

5.1.3. Influence of rewards and recognition on employee retention on organization performance

Findings also indicated that rewards and recognition all aspects were positive and significant relationship with organizational performance, these findings were also consistent with the findings of previous researcher, Rewards and recognition are essential for organizations as an incentive and motivation to achieve company goals and maintain employee morale. Moreover, all states and commercial organizations accept it today. Numerous studies have dealt with the relationship between rewards and evaluations and organizational performance. Organizations need to increase their efforts to improve and retain employee performance. Organizations should develop systematic rules and procedures that affect their employees(Tirta, 2020). It is important to change the compensation system to increase employee motivation and satisfaction. In addition, strong rewards inspire employees, and the best reward programs include bonuses, promotions, employee anniversary recognition, gifts and more. Therefore, it also gives employees a sense of satisfaction in performing their duties, increased financial rewards can encourage positive employee behavior and increase motivation. It is important to note that lack of compensation and recognition is the leading cause of employee turnover(Abu Hassan Asaari, Mat Desa and Subramaniam, 2019). There is also a strong correlation relationship between rewards and recognition aspects and organization performance at **0.811**

5.2. Conclusion

The major objective of this research was to examine the influence of employee retention on organizational performance in University of Rwanda. Based on survey of 221 employees for both academic, administrative and support staff from in three campuses such as Nyarugenge , Huye and Gikondo.

It is therefore concluded that there is a strong linear relationship between the employee's retention factors as independent variables and the organization's performance as an dependent variables characterized by significant values, this means that the employees' retention factors have a positive influence on organization performance. The purpose of an organization is to achieve the highest possible productivity by allowing employees to function effectively and efficiently within the organizational system. The idea is that employees with attractive compensation packages, rewards, recognition, and well-education and competence are the most important factors in achieving the company's goals. Human Resources Management (HRM) and top managers are responsible for reviewing employee behavior and performance and working with them to maintain them over the long term. Most of the results of this survey will help us understand the key factors that drive employee retention at the University of Rwanda.

5.3. Recommendations:

From this study, we prescribed different areas for employee retention strategies which influence organization performance in University of Rwanda, basing on the findings that stated here above which showed that employees retention aspects have a significant influence organization performance. Managers are recommended the followings:

- ✚ The University of Rwanda is strongly recommended to improve its retention programs by developing retention policies.
- ✚ It is highly recommended that University of Rwanda to revise its remuneration packages and update according to the market price.
- ✚ It is recommended that the University of Rwanda should design a policy that provides attractive allowances to research grant participants and other additional duties.
- ✚ It is recommended that University of Rwanda should emphasized much more in house training than abroad and attract more foreign investors in education sector
- ✚ It is recommended that university of Rwanda set a culture of reward and recognition for the best performers.
- ✚ It is highly recommended that university of Rwanda should redesign its expatriate's salary policy that also gives opportunities to the local employees with the same qualifications and make it more equitable.
- ✚ It is recommended that University of Rwanda should construct more infrastructure which can facilitate the breast-feeding employees

5.4. Suggested areas for further research

Due to the limited time, this survey is not definitive. Therefore, it is important to investigate further as follows: This study used a case study from the University of Rwanda in the public and education sectors to investigate the impact of employee retention on the organizational 's performance. The study recommends conducting similar surveys in the private and education sectors for comparative purposes and to allow generalization of the findings on the impact of employee retention on organizational performance.

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5.5. BOOKS FROM LIBRARY

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5.6. APPENDICES

QUESTIONNAIRE TO UR EMPLOYEES :

Dear, Respondents

I am Aimable HARORIMANA, a Masters's Student in Business Administration at the University of Rwanda, College of Business and Economics (UR-CBE) in the field of Human Resource Management.

In order to make a research thesis at the end of my studies, we are conducting research aiming to determine the influence of employee retention on organizational performance at the University of Rwanda.

Data collected will be used for academic purposes only.

Please tick the appropriate answer that best expresses your opinion

SECTION A: SOCIODEMOGRAPHIC INFORMATION

1. Gender: Male Female

2. Age Category:

a) Below are 25years

b) 26-35years

c) 36-45years

d) 46-55year

e) above 56

3. Education Level achieved

a. High School

b. Diploma

c. Advanced Diploma

c. Bachelor

d. Masters

e. PhD

f. Professor

4. Marital status:

a. Single **2. Married** **3. Divorced** **4. Other**

5. Employee category

a. Academic Staff

b. Administrative Staff

d. Supporting Staff

6. Where are you working from in UR campus :

Gikondo Campus

Nyarugenge Campus

Huye Campus

SECTION B: Employee retentions Questions

	Mark with a tick the box to select your level of agreement and disagreement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A	Attractive remuneration packages					
1	A competitive basic salary improves employee morale and engagement at the workplace at the University of Rwanda.					
2	Insurance and pension packages provides employee Job stability at the University of Rwanda					
3	Additional allowances to the basic salary attracts the competent employees satisfaction and productivity at in University of Rwanda					
4	Fixed percentage of motivation allowance to the participants on the granted project can improve participation in writing research project (for Academicians) in University of Rwanda					
B	Training and development Opportunities					
5	Training and development enhance the skills on job performance and decision-making at workplace					
6	Training and development of UR local employees resolve the issues of outsourcing expatriates at high costs					
7	In house, training is the best in terms of costs saving and reduce staff turnover in the University of Rwanda					
8	Tuition fee waiver for academic and administrative staff and also a half fee waiver for dependents improve staff retention in the University of Rwanda					

C	Employees' rewards and recognition					
9	To provide bonuses improves staff satisfaction and stay longer					
10	Employee anniversary recognition improves employees' happiness, productivity and stay loyal to the UR's success					
11	Promotion increases staff satisfaction and stay longer					
D	Organization Performance: Effectively					
12	Employees and supervisors' empowerments make positive mindful choices towards to favorable outcome					
13	Workload is ensured to be fair to all staff					
14	UR top managers do a lot to ensure that workload is fair to all staff					
15	Employee retention reduce recruitment costs and improve performance of organization as well					
	Efficiently					
16	My supervisor always praises me for completing tasks assigned to me on record time					
17	Supervisors provide to employees a job schedule to ensure proper time utilization					
18	The use of online service delivery at U university of Rwanda can save time and costs and improve employee's performance in the workplace					
19	The University of Rwanda has adopted an e-recruitment program for costs and time saving and Transparency					

Thank you for your time to answer this questionnaire

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