

Perceived HRM Practices and Employees' Retention: The Importance of Job Embeddedness and Job Satisfaction in Non-Governmental Organizations in, Kenya.

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Abstract

This study examined the relationship between perceived human resource management practices and employee retention in non-governmental organizations in Nairobi County, Kenya. The primary goal of the study was to investigate the impact of human resource management practices on employee retention within non-governmental organizations in Nairobi County in Kenya. Specifically, the study sought to determine the influence of leadership style, work environment, and career development on employee retention or intention to leave. The study also explored the mediating role of job satisfaction and the moderating effects of job embeddedness on employee retention. The research was enriched by the theoretical foundations based on Mixed Model of Employee Retention, Trait Theory, Hierarchy of Needs Theory, and Job Embeddedness Theory. The research adopted an explanatory research design. The study targeted 201 non-governmental organizations operating within Nairobi County. The study sample was selected using stratified and random sampling, which included 69 non-governmental organizations based in Nairobi County of Kenya. The study employed questionnaires. A pilot test was conducted with 7 employees from the non-governmental organizations, who were subsequently excluded from the final study. The data was analysed using logit model to test the effect between the independent variables and the dependent variable. In addition, the model was also used to analyse the mediation and moderation relation effect. The findings established that leadership style, work environment, and career development opportunities had a positive and significant effect on employee retention in Non-Governmental Organizations in Kenya. Furthermore, job satisfaction was found to play a key role in moderating the relationship between human resource management practices and employee retention in non-governmental organizations. Additionally, the study found that job embeddedness mediated employees' attachment to their organizations. Based on these findings, the study recommended that organizations adopt effective human resource management practices that harmonises with both the needs of the organization and the employee to improve retention and enhance organizational performance.

Keywords: *Employees Retention, Job Embeddedness, Job Satisfaction, Human Resource Management, NGOs, Kenya.*

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1.0 INTRODUCTION

Employee retention is a critical issue for NGOs, particularly in Kenya, where the sector plays a vital role in socio-economic development. High turnover in NGOs poses significant challenges, including loss of institutional memory, weak human resource capacity and increased recruitment costs. Retention concerns are becoming one of the most important personnel management challenges for businesses, according to Krishna and Garg (2022). Organizations cannot undervalue the significance of attracting and keeping exceptional individuals at a time when employee skills and knowledge rank among the primary competitive enablers (Matongolo, Kasekende, & Mafabi, 2018).

Employee retention failure can be attributed to many reasons, those that are linked to external environmental realities like the state of the economy, to the inherent organizational dynamics such as its human resource management (HRM) practices (Musinya, 2021). In this context, the deliberate structuring of formal processes within an organization to ensure the efficient utilization of human capabilities in pursuit of organizational goals would be regarded as a strategic employment of human resources. Employee retention and more specifically of talented, energetic and experienced staff is viewed as an effective and efficient human resource management practice (Chukwuka & Nwakoby, 2018). Researchers such as, (Odhiambo & Muathe, February 2018) concurs

with the conclusion drawn by (Samuel & Chipunza, 2013) that retention of valued workers is a major challenge that the executives of organizations face as they seek experienced workers to enhance performance of their organizations.

Excessive employee turnover is expensive and leads to significant inefficiencies. Hiring and training workers that are new on a regular basis is costly. Non-governmental organizations face numerous issues, including the effect of increased workloads on current employees, lost learning opportunities, project delivery delays, and general inefficiencies brought on by a lack of continuity. Due to higher recruitment, hiring, and replacement expenses, businesses and organisations may experience a financial loss because of employee turnover (Modau, Dhanpat, Lugisani, MaboJane & Phiri, 2018). Organisational resources are depleted by turnover due to advertising, time spent interviewing and training new hires, and opportunity costs incurred while the new hire is getting to know the organisation and the job (Aryal, Janssen, Casteel, Fethke, Buikema, Cho, & Rohlman, 2023).

A study by (Zhang & Ma, 2021) noted that management issues and unfavorable community-based environmental conservation initiatives in China have contributed to substantial staff turnover. This is because the individuals in charge were unable to provide effective leadership, and the compensation packages did not adequately reflect the training that the employees had received. Furthermore, the same investigation established that the overall work environment was never enhanced because the projects often had short timelines and, as a result, some of them did not even provide significant fixed assets that were essential for job completion.

Many non-governmental organizations (NGOs) in Kenya have seen low rates of employee retention in their formal engagements, which has reduced their effectiveness in providing services (Njoroge & Nzulwa, 2019). It appears that the ignorance of some of the development practitioners and leaders of NGOs may be contributing to high employee turnover or intentions to leave employment relationships.

Human resource management (HRM) involves valuing human resources, or the individuals who contribute either singly or jointly to the accomplishment of the goals of a firm (Etaan, & Jain, 2019). (Armstrong, 2014) noted that HRM can be regarded as the most suitable approach to attracting, retaining, developing and enhancing the well-being of staff in an organization. Better HRM practices seem to make it easier to find, hire, and retain talented staff members which in turn increases organizational cost-effectiveness and advances a culture of performance by implementing a more strategic HR role (Muraga, & Arts, 2018). The human resource management practices that were studied include leadership style, career growth and work environment.

Human resource managers can utilize a range of leadership styles with various levels of influence; depending on the group of people the leaders are leading as well as the industry they operate in. These leadership ideas describe how numerous leadership types collaborate to enhance retention of workers in the organization (Wells, Peachey, and Walker, 2018). Miller, Walker and Drummond (2019) added that management plays a vital aim in determining the attitudes of workforces and that effective leadership may improve positive connections amongst co-workers, with a beneficial impact on the organisational climate, improve service performance, and change behavioural outcomes, making it an essential tool for management. Measures of leadership styles include Autocratic, and laissez-faire leadership (Nafula's, 2021); Rao, Sahyaja, Akhil, & Narasimha, 2018), leadership styles can also be measured by directive and participative leadership (Jacqueline, & Nafula, 2021). The study evaluated leadership by such factors as credibility, straightforwardness, mutual respect, fairness and equity.

The workplace environment is another facet of HRM. According to Saputra and Riana (2021) HR managers are essential in creating a respectful and inclusive work environment that supports diversity and inclusion. The term "work environment" refers to both the office's real physical location and its immediate surroundings. A pleasant, well-planned, safe physical space, excellent equipment, and effective communication are all necessary for a productive work environment. Well-planned and managed offices and workplaces have a big impact on people's attitudes towards their work (Wells, Evans & Cheek, 2019). Work environment is measured by hours of working in a certain organization, the systems of ICT that are adopted in the organization, the design of the jobs as well as the teamwork of the workers (Wakio, 2019). The work environment was assessed as stability of work-life, apparent and open communication, security and consistency.

Another aspect of HRM is career development. HR professionals should support the employees in their organizations to focus on their career development by performing skill audit, establishing clear goals with

employees, providing training opportunities, and encouraging a culture of continuous learning. Mentorship programmes, job rotations, and personalised growth plans are considered critical strategies (Vondracek, Lerner & Schulenberg, 2019). The career development of employees can be understood as a planned effort to fulfil the manpower requirements of the organisation while balancing the needs of individual career advancement. The growing understanding demonstrates how employees may improve the marketability of the company. These days, it is challenging for workforce managers to identify the developmental techniques within a company that lead to employee devotion to the corporation's (Sari & Dewi's, 2020). Mary and Susan (2019) measured career development by chances for advancement, training and development benefits, sponsored training to employees and training frequency. In the study, career development was assessed as career goal progress/promotion speed, training, and development opportunities.

A critical dimension of HRM practices is job embeddedness. (Yang et al., 2019), identified factors that influence an employee's decision to stay in their current organization. The three main components of job are embeddedness, fit, links, and sacrifice which they view as significant for both on and off the job. In their study, Hassan et al. (2021) argued that job embeddedness not only influences retention but also affects overall job performance and organizational commitment. Like other scholars, they highlight the three primary components of job embeddedness, fit, linkages and sacrifice. Institutions must specify success measures and any potential situation where embeddedness is not desirable in order to prevent the idea of job embeddedness from being applied too rigidly. Enhancing work embeddedness initiatives must be matched with the overall goals and capabilities of the institution. In the same way that excessive employee accommodation or pandering can negatively affect an institution's profitability and stability, so too can it negatively affect the institution's returns (Hokororo, & Michael, 2019). The concept of job embeddedness is beneficial to human resources departments and businesses as it increases worker retention and reduces the risk of excessive turnover (Ahmed, Keino, & Machoka, 2022). In the current research job embeddedness was measured by links, sacrifice and fit.

Another critical dimension of HRM practices is the ability of HRM to provide an environment that supports job satisfaction. One of the management field's most extensively studied relationships among many professions has been that between job satisfaction and employee retention (Biaison, March 2020). (Biaison, March 2020) States that if employees are satisfied at their job, then they tend to stay along and work for the organization. He concludes his findings by acknowledging that job satisfaction is a dependable and applicable forecast of employee retention. An employee's level of job satisfaction indicates how happy they are with their work. It is the culmination of all the joy or satisfaction that comes with a work. The expectations that a job supply determine both job happiness and discontent, in addition to the job's characteristics (IRABOR & OKOLIE, 2019). (Das, 2024) notes that contentment in one's work is directly related to one's overall development as an employee and as a member of the organisation.

Therefore, the fit between what workers suppose from their occupations and what they experience on the job is what we refer to as job satisfaction. They are content with their professions when there is no gap between what they expected and what they received. Das (2024) notes that contentment in one's work is directly related to one's overall development as an employee and as a member of the organisation. Therefore, the fit amongst what personnel expect from their jobs and what they experience on the job is what we refer to as job satisfaction. They are content with their professions when there is no gap between what they expected and what they received. Das (2024) concludes by stating that job performance and productivity can be enhanced only when employees are satisfied with their jobs which ultimately leads to motivation and lifts the morale of the employees hence contributing to employee retention. In this research, job satisfaction was measured by the availability of rewards and recognition, positive interaction with colleagues and the levels of job security.

In Japan, and China, HRM and startups faced numerous obstacles that included finding qualified job opening candidates and the expense of educating employees to learn new skills, which eventually impacted their retention at work. Therefore, it was determined that the management of personnel in terms of career advancement, compensation, work-life balance, and work environment—factors that significantly impacted staff retention—needed to be re-examined (Jyoti, & Sarthak, 2019).

In Gambia, there is no set compensation plan and employees frequently switch between organisations, it is problematic to hold workers in the NGO sector (Sillah, & Adesopo, 2022). The high rate of employee turnover among Nigerian NGO workers was linked to their desire for more alluring compensation, which was thought to

be a distinguishing feature of NGO work. Furthermore, practically all well-known NGOs in Nigeria are recognised by their cutting-edge cars, which entice other government workers to look for possibilities.

In Egypt HRM practices are essential to the positive development of the company, and thus organizations strive to implement the most recent practices and compete with one another in implementing distinctive HRM practices to achieve their organizational goals (Wijesiri et al., 2019). Due to changes in work-life balance, diversity, and lifestyle, as well as a manpower shortage and the need to make the best use of the workforce that was already there, the COVID-19 pandemic had a significant impact on HRM practices, particularly about luring and keeping valuable employees within the company (Roy, 2021).

In Kenya, non-governmental organisations that offer services to the common people are recognised under The Societies Act, Cap. 108. These organizations, search the labour market for qualified candidates, choose them, train them, and acquaint them with the kinds of services they hope to offer the local community. It is unusual to find employees in NGOs offered extended period beyond terms of one to three years, according to Musinya (2021). The reasons for this situation include the necessity for more attractive compensation, uncertainty about their compensation, and organizational dynamics such as the nature of leadership and the inherent policies in the organization.

1.1 Problem Statement

In response to the government's threat to shut down most NGOs, because of their linkage to funding terrorism, (National Council of NGOs Report, 2015). This prompted the exodus movement of employees to seek employment opportunities in other sectors away from NGOs. This report also stated that a high personnel turnover rate of 26% was impeding the operation of NGOs. The same report also noted the following: the PATH organisation had a 15% turnover, the Asante Africa Foundation a 12% turnover and Jhpiego organization's turnover rate was observed to be at 28% which was higher than the national average. (Kibet, 2015) also observed that employee's movement from many of the Kenyan NGOs was prevalent.

In sharp contrast to most public sector organisations, many non-governmental organisations (NGOs) have exceptional personnel turnover despite running a variety of programmes (Musinya, 2021). In 2017, over 4000 employees left their jobs in the NGOs to other sectors. In addition, more than 4800 left their NGO jobs to other sectors as per the National Council of NGOs Report, 2018. The study undertaken by (Ooko, 2020) indicated that because of the high rate of personnel turnover, the NGO sector is becoming less effective. In the year 2020 more than 30% of the employees in NGOs in Nairobi cited that they had intentions of leaving their current workstations. This number, however, increased to 34% in the year 2021 (Musinya, 2021). This was mainly attributed to poor working conditions. Furthermore, prevailing cultures, staffing configurations, and operational methodologies within most Non-Governmental Organizations (NGOs) exhibit significant rigidity. This rigidity presents challenges in altering existing approaches to strategy, competency development, skill enhancement, and organizational culture (Kerubo & Thomas, 2022).

1.2 Research Objectives

The overall goal of this study was to study the effect of human resource management practices on employee retention in Non- Governmental Organizations (NGOs) based in Nairobi City County of Kenya. Specifically, the study sort to:

- i. Determine how a leader's style of leadership affects the retention of staff members in non-governmental organisations (NGOs).
- ii. Establish how work environments affect non-governmental organisations' (NGOs') ability to retain staff.
- iii. Evaluate how career development affects non-governmental organisations' (NGOs) ability to retain staff.
- iv. Assess the role of job satisfaction as a mediator in the connection amongst organizational factors and the ability of governmental organizations (NGOs) to retain staff.
- v. Examine how job embeddedness moderates the connection amongst organizational

2.0 REVIEW OF LITERATURE

2.1 Theoretical Review

The model that informed this study was a mixed model of employee retention. The investigation was attached to

three key theories, namely, mixed model of employee retention, the Herzberg theory, trait hypothesis, and Maslow's hierarchy of needs hypothesis.

2.1.1 Mixed Model of Employee Retention

This theory was proposed by Magnusson and Silfverberg (2013). The theory explains how the dynamics of individual, organizational and environmental factors influence employees' decisions to either stay or leave an organization. At the organization level, critical human resource practices such as job satisfaction, compensation of staff, career expansion opportunities, work life balance and the type of management style inherent in a society, can be key determinants that impact the worker's optimal to leave an organization or stay. In order for the organisation to expand and reinforce the features that meaningfully contribute to retention opportunities, the hypothesis advocates a mixed model for analysing the dynamics that influence employee retention. Given the substantial correlation between job fulfilment and employee attrition, understanding contributors to job fulfilment is vital to developing a deeper and thoughtful employee retention tactics (Teeraprasert et al., 2012).

To explain how work fulfilment is an allure of employee mobility, the mixed model is linked to the retention of workers variables. Low job satisfaction increases the likelihood for a new job search while great job execution equals low attractiveness of undertaking a new job search. When deciding on their future within the company, an employee considers opportunities and risks as well as benefits and disadvantages. This choice determined whether they leave the company. The strength of connection amongst job fulfilment and the employee leaving underscores the concept of Mitchell's hypothesis (Lee et al., 2004). The theory shows the need for employee fulfilment for better retention. Good work environment and career development are therefore confirmed from this theory to enhance employee retention.

2.1.2 Trait Theory

Goff (2003) introduced this theory, which suggests that leadership traits are inherent. Effective leaders possess a unique combination of physical, mental, and personality traits that distinguish them from others (Northouse, 2007). This theory underscores the importance of selecting leaders who can inspire trust, motivate employees, and encourage a culture of commitment, thereby enhancing retention. A leader possesses the ideal blend of qualities that define an effective leader (Bass, 2000). According to trait theories, people are born with certain characteristics that make them fitter for certain leadership situations.

Trait theory was contested, nevertheless. The hypothesis is distinguished by a list of innate characteristics and attributes that are said to have been possessed by significant military, political, and social leaders throughout history (Northouse, 2013). Because it assumes that great leaders are born with the natural qualities that set them apart from their subordinates, the idea also eliminates the possibility of learning leadership skills.

According to this view, leadership competencies in lucrative organisations, non-profitable organisations, and battlefields can all benefit from the same traits. Given that it explains the leadership variable, this hypothesis is pertinent to the research. For example, the theory suggests that a leader's personality dictates whether they would be an effective or ineffective leader (Northouse, 2013). As a result, the theory backs up the leadership style variable in this study that affects employee retention.

2.1.3 Hierarchy of Needs Theory

Maslow (1943) developed the thought. The notion of the hierarchy of needs was formulated on the premise that intrinsic needs drive human behaviour (Maslow, 1943). It is important to consider how rewards and recognition, career progression, working situations, and recompense affect employee turnover. This hypothesis was therefore applied in the research to provide some insight into the significance of these aspects to workers and the likelihood that they would have an impact on workers' retention in Kenyan NGOs.

According to the theory, there are five (5) major levels in a hierarchy of human needs (Rees & Porter 2008). Maslow included basic physiological needs, such as those for food, shelter, air, and water, at the first level. Following the satisfaction of these fundamental physiological demands, psychological needs such as work security, personal safety, and property protection emerge. It's possible that policies like pension plans, training and development, and promotions can ensure an employee's job security. The third need is social in nature and involves, among other things, friendship as a means of feeling accepted and at home in a certain workplace.

Self-esteem requirements emerged, including, among other things, a high-status job title and a corporate car. The

ability of employees to contribute to societal requirements is then summed up by self-actualization, which results in a sense of accomplishment and fulfilment.

According to Maslow's hierarchy of needs, a need level cannot become significant until the one above it has been met. However, if the previously met level set of demands becomes lacking again, the individual returns to that level (Maslow, 1943). In the framework of the study, NGOs would need to provide possibilities for accomplishment, gratitude, accountability, captivating work, and career progression to inspire their staff and reduce the rate of employee turnover (Maslow, 1943). The theory therefore links the variable of the investigation which is career development.

2.1.3 Job Embeddedness Theory

The concept of job embeddedness was first introduced by Mitchell, Holtom, Lee, Sablinski, and Erez in 2001. The idea emphasizes how an employee's decision to stay in their current engagement is influenced by variables other than the work itself. Among these are social ties and individual sacrifices. According to the notion, employees get entangled in their work and organizations because of connections, fit, and sacrifices—all of which are related. The connections and ties that an employee forges in the workplace and the community at large are encompassed by the links dimension (Treuren & Fein, 2021).

These ties include instrumental ones like business and professional networks, as well as social ones like those with peers, managers, and mentors. Strong ties create a sense of support, attachment, and belonging that makes it harder for workers to think of leaving their current job and company. The fit dimension, according to Safavi and Karatepe (2019), is the degree to which an employee's personal values, interests, and abilities suit with the organisational values and culture. Workers feel congruence and compatibility when they feel that they are in line with the organisational ethos (Treuren & Fein, 2021).

According to the job embeddedness theory, organizations can enhance staff retention by increasing employees' ties and connections to their job, colleagues, and the broader organizational and community context. This can be achieved through initiatives such as employee engagement programs, community involvement, and support networks. This theory therefore explains the moderating variable which is job embeddedness.

2.2 Empirical Review

Empirical literature provided evidence on the relationship between HRM practices and employee retention, highlighting the influence of leadership style, work environment, and career development opportunities on employee retention or intention to leave. In addition, the literature reviewed provided evidence of the mediating role of job satisfaction and the moderating effects of job embeddedness on employee retention. The review emphatically underscored the significance of tailoring HRM strategies to address employee needs and organizational goals effectively.

The review looked at different studies and their findings, presenting hypotheses that guided the current research.

2.2.1 Leadership Style and Employee Retention

The subject of Jacqueline and Nafula's (2021) case study of Safaricom Limited, Nairobi, about the employee retention and the leadership styles in Kenya's telecommunications sector. The research made use of a descriptive plan. Outcomes demonstrated a weak but nevertheless an association amongst staff retention and a directive leadership style. A correlation was demonstrated between a participative leadership style and retention. The study found that there was a weak but positive association between staff retention and a directive leadership style. This suggests that while a more directive leadership approach, which typically involves leaders giving clear instructions and closely supervising employees, has some impact on retaining employees, its effect is not as strong as other leadership styles. In contrast, the study demonstrated a stronger and more positive correlation between participative leadership—where leaders involve employees in decision-making processes—and employee retention.

Azinga, Kamara, Nzulwa, and Ombui (2018) concentrated on how leadership philosophies affect employee attrition in Kenya's insurance sector. The research plan utilised in the study was descriptive, incorporating both qualitative and quantitative methods. The investigation revealed that leadership styles had a significant and positive impact on employee turnover. Specifically, it found that ineffective leadership approaches were a major contributor to the high turnover rates within the industry. The study emphasized that many Kenyan insurance companies were experiencing staff attrition because of poor leadership practices, which led to decreased

employee satisfaction, low morale, and a lack of engagement.

H₀₁: Leadership styles has no significant effect on employee retention in non-governmental organisations (NGOs)

2.1.2 Work Environment and Employee Retention

Naz et al. (2020) examined the role that organisational obligation and person-organization fit play as intermediaries in the association amongst employee retention and a supportive work environment. Multiple items taken from previous studies were used in the questionnaires, which used a quantitative methodology to collect responses. The consequences of the study demonstrated that study work atmosphere and employee retention are positively and significantly correlated. However, the investigation did not include the role of arbitrating and controlling variables.

The study conducted by Saputra and Riana (2021) centred on the correlations between employee retention and work environment, remuneration, and organizational commitments. The analyses performed were multiple linear regression and descriptive. The outcomes indicate that there is no discernible relationship amongst the non-physical work environment and organisational commitment, staff retention, or compensation have a noteworthy and favourable impact on staff retention, but, only in part. Nonetheless, it makes sense that a positive outcome is measured by the salary received and the organisational commitment to boosting staff retention. The workers are continuing to be members of the organisation as a result. The investigation left out the aspect of mediating and moderating variables.

The impacts of compensation and work atmosphere on staff retention in Mombasa County's hotel sector were determined by Msengeti and Obwogi (2018). Although the outcomes clearly displayed that the work atmosphere has a noteworthy impression on retention of employees, it was proposed that firms in the sector reassess their compensation practices to stay competitive. Since the study was carried out in Mombasa, this encourages it to be related to the experience of Nairobi County. However, the sector differences are not comparable since NGOs in Nairobi did not operate in a hospitality set up.

H₀₂: Work environments has no significant effect on employee retention in non-governmental organisations (NGOs).

2.1.3 Career Development and Employee Retention

The impact of career expansion, work atmosphere, and organisational pledge on employee retention was the main topic of Sari and Dewi's (2020) study. The aim of the investigation was to ascertain how administrative pledge, work environment, and career development affect worker retention. Saturated samples were used in the study methodology. The findings of the hypothesis testing displayed that organisational commitment, career expansion, and the work atmosphere had a major beneficial impact on employee retention.

Ndiritu (2022) concentrated on job retention and professional advancement in Nairobi City County, Kenyan insurance businesses. According to the regression study, career development was responsible for 78.1% of the change in employee retention. Training and development had the second-biggest impact on employee retention after career planning. Employee retention was impacted by job enrichment, and coaching and mentoring had the least impact. Subsequent findings demonstrated that every career development strategy included in the study improved retaining of staff in the insurance sector. The study showed that retention of workers in the insurance companies was positively and significantly impacted by career development and its constituent parts.

H₀₃: Career development has no significant relationship with employee retention of non-governmental organisations (NGOs).

2.1.4 Human Resource Practices, Job Embeddedness and Employee Retention

The set of factors known as "job embeddedness" affects employee retention (Yang et al., 2019). The three main components of job embeddedness—fit, sacrifice, and links—are all significant both on and off the job, according to the academics who first established the notion. Mitchell et al., (2001) also concurs with the meaning and regards, it as the collection of forces that keep employees attached to their organization and job, which encompasses three dimensions: links, fit, and sacrifice (. The concept is particularly relevant to understanding how HRM practices influence employee retention, as it captures the relationship of personal and professional

factors that motivate employees to stay in their roles.

Enhancing work embeddedness initiatives must be matched with the overall goals and capabilities of the institution. In the same way that excessive employee accommodation or procuring can negatively affect an institution's profitability and stability, so too can it negatively affect the institution's returns (Hokororo, & Michael, 2019). The concept of job embeddedness is beneficial to human resources departments and businesses as it increases worker retention and reduces the risk of excessive turnover (Ahmed, Keino, & Machoka, 2022). Mondejar and Asio (2022) conducted a study on HRM practices and job embeddedness in private academic institutions, finding that practices such as professional development opportunities and equitable remuneration significantly enhance employees' sense of embeddedness. This enhanced connection, in turn, leads to increased retention. Their findings suggest that when employees perceive HRM practices as fair and supportive, they are more likely to develop strong ties with their organization, align with its culture, and view leaving as a significant sacrifice, thereby reinforcing retention.

In the context of Kenyan NGOs, Kiuta and Karanja (2019) explored the relationship between HRM practices, job satisfaction, and employee retention. They found that HRM practices such as clear career paths, training programs, and competitive compensation contribute to higher levels of commitment and satisfaction, which are crucial elements of job embeddedness. For example, employees who feel they are being developed professionally are more likely to see their roles as fitting their personal goals and values, strengthening their attachment to the organization.

H₀₄: Job embeddedness does not mediate the relationship between human resource management practices and employee retention of non-governmental organizations' (NGOs).

2.2.3 Human Resource Practices, Job Satisfaction and Employee Retention

Job satisfaction has been extensively studied as a significant predictor of employee retention. Bason (2020) highlighted that satisfied employees are more likely to remain with their organizations, emphasizing job satisfaction as a reliable indicator of retention. IRABOR and OKOLIE (2019) explained that job satisfaction stems from aligning job expectations with actual experiences. Das (2024) elaborated that job satisfaction contributed to employees' personal and professional growth, enhancing motivation, morale, and productivity, ultimately promoting retention.

Key factors influencing job satisfaction included rewards, recognition, positive colleague interactions, and job security. Ashton (2018) emphasizes that in the Thai hotel sector, beyond compensation, elements like a positive work environment, leadership, training, and job stability played a crucial role in job satisfaction and retention. Similarly, Mondejar and Asio (2022) suggested that effective HR practices, such as hiring, performance evaluation, and professional development, are critical for retaining teachers in private institutions.

Regionally, studies in Kenya, such as Thumbi et al. (2020) and Kiuta and Karanja (2019), established that organizational learning, culture, and HR practices significantly influence job satisfaction, which directly impacts employee performance and retention. These findings underline the importance of fostering supportive environments and aligning HR strategies with employee expectations to ensure retention across various sectors.

H₀₅: Job satisfaction does not moderate the relationship between human resource management practices and non-governmental organizations' (NGOs) ability to retain staff.

3.0 RESEARCH METHODOLOGY

The research design is seen as the strategies and the various tactics that are choosing in the research to be conducted so as to make an integration of the research components in an accurate way that addresses the investigation topic (Khanam & Khanday, 2019). In this study, an explanatory research design was employed. This approach helps to explain the cause-and-effect connection amongst components (Etikan & Bala, 2017). This plan also is good in investigations that show cases association amongst variables. The researcher considered the design suitable in understanding the causal relationships between human resource management (HRM) practices, the study variables and employee retention.

The population for this study consisted of 201 NGOs in Nairobi County, which represent a broad spectrum of NGOs operating within the region. Nairobi County was chosen as the study's location because of its high

concentration of both local and international NGOs, making it a representative sample for investigating HRM practices in Kenyan NGOs.

To ensure the study's findings and objectives were representative of the various demographic characteristics, stratified and random sampling (Kumar, 2021) was used to select the required sample size. This sampling technique is also supported by (Creswell, 2014). A proportional sample from each stratum was selected. The study ensured that the variability within the population was captured, leading to more accurate and generalizable results. Pilot testing was conducted before real data collection started. Thus, the questionnaire's comprehension, logic, and relevance were pre-tested on a pilot group of seven NGOs' staff. The questionnaire's form and layout, instructions, question difficulty, sequence, language, and content were all pre-tested. In the context of this study, the seven employees from NGOs based in Nairobi who took part in the pilot testing did not take part in the final research (Fowler, 2014) who emphasized that pilot test participants should not be included in the final survey to ensure that their prior involvement does not influence the study's results or the reliability of the instrument.

Primary data was collected using a questionnaire. The questionnaire was administered using both online and offline methods, including Google Forms, and one-on-one interviews. These various methods ensured a high response rate and accommodated participants' diverse schedules and preferences. The confidentiality of the respondents was assured, with their responses being anonymized for data analysis.

The study employed Binary Logistic Regression Model for hypotheses testing, as it is suitable for examining relationships between multiple variables as noted by (Hosmer, 2013). Logit model was used to analyse the mediating role of job embeddedness and the moderating effect of job satisfaction on employee retention.

4.0 FINDINGS AND DISCUSSION

These findings and discussion, relate to the relationship between perceived human resource management practices and employee retention in non-governmental organizations in Nairobi County, Kenya. Specifically, the findings present the mediating role of job embeddedness and the moderating effect of job satisfaction on employee retention of employees in NGOs based in Nairobi, Kenya.

4.1 Response Rate

A total of 65 questionnaires were administered to 65 employees of NGOs in Nairobi, Kenya. Out of this number, 58 questionnaires were filled and returned as shown in Table 1.

Table 1: Results of the Response Rate

Response	Frequency	Percentage
Returned	58	87.88%
Unreturned	7	12.12%
Total	65	100%

Table indicated that 87.88% responded to the questionnaire. This settles with Babbie (2004) who proclaimed that a return rate of 70% is very good as shown in the table of the reliability Cronbach alpha coefficient test.

4.2 Test of hypotheses

To test these hypotheses, a Binary Logistic Regression Model was used to predict the effects of HRM practices on employee retention.

Table 2: HRM practices and Employee Retention: A Binary Logistic Regression

Variables	B	S.E.	Wald	Sig.	Exp(B)	95% C.I. for EXP(B)	
leadership	3.981	1.88	4.483	0.034	3.019	0.013	0.744
work environment	1.569	0.348	20.363	0.000	1.863	0.004	3.043
career development	0.566	0.273	4.298	0.038	2.568	0.019	3.848
Constant	0.151	2.613	0.003	0.087	0.954		
Omnibus Tests of Model Coefficients	(chi-square =38.847)	P=0.000					
Hosmer and Lemeshow Test	(chi-square =1.435)	P=0.067					
-2 Log likelihood 234.667							
Nagelkerke R Square 0.567							

In Table 2, the Omnibus Tests of Model Coefficients show a chi-square value of 38.847, indicating change in employee retention (the dependent variable). The model is statistically significant, as the p-value is less than 0.05, confirming that the addition of the predictor variables significantly improves the model. Therefore, the predictor variables (HRM best practices) explain a significant variation in employee retention. The outcomes agreed with Muraga & Arts (2018) study that indicated that HRM best practices enhances employee retention.

The Hosmer and Lemeshow test yielded a chi-square value of 1.435 with a p-value of 0.067, which is not statistically significant. This suggests that the model fits the data well, as the lack of significance indicates no major issues with the model's fit. Additionally, the Nagelkerke R² value of 0.567 reveals that HRM best practices explain 56.7% of the variation in employee retention. While HRM practices play a significant role, the remaining variation (43.3%) suggests that other factors, not considered in this study, also influence employee retention in NGOs in Nairobi. These findings align with Acquah (2019), who noted that HRM procedures impact employees' intentions to leave.

Additionally, the results of the binary logistic regression are presented, including the coefficients (B), Wald's chi-square (X²), odds ratios (Exp(B)), and significance values (p-values). The significance of each predictor variable is assessed through Wald's X², which tests the effect of each predictor while holding other variables constant. The odds ratio (Exp(B)) indicates the relative importance of each predictor in explaining employee retention within the overall model.

Therefore, the optimal equation derived from the study is:

$$\text{Logit (Y)} = 1.151 + 3.981X_1 + 1.569X_2 + 1.569X_3 + \varepsilon$$

Where X₁ is leadership, X₂ is work environment, X₃ is career development.

The hypotheses of the study were tested using binary logistic regression analysis, and the results are presented in the following sections.

4.1.1 Test of Hypotheses on Leadership Styles

The effect of **leadership** on employee retention in non-governmental organizations (NGOs) was found to be significant, as shown in Table 2 (B = 3.981, Wald X² = 4.483, Exp(B) = 3.019, P = 0.034). Given that the Wald statistic is greater than zero and the odds ratio is greater than one, it is evident that leadership makes a substantial contribution to the model. Therefore, the null hypothesis was rejected, confirming that leadership significantly influences employee retention in NGOs. These results imply that, when holding other predictors constant, a one-unit increase in leadership is expected to lead to a 3.981 change in the log-odds of employees' intention to stay. In practical terms, this suggests that leadership plays a critical role in influencing employees' decisions to remain in NGOs in Nairobi. The study findings align with Rao et al. (2018), who also found that leadership had a significant impact on employee retention. Furthermore, the outcomes are consistent with Wells et al. (2018), which demonstrated an inverse connection amongst

leaders' behaviours and employees' intention to voluntarily leave the organization. This emphasizes the importance of leadership in reducing turnover intentions, highlighting that both experienced and prospective workers are a company's most valuable assets.

4.1.2 Test of Hypotheses on Work Environment

The effect of work environment on employee retention in non-governmental organizations (NGOs) was found to be significant, as presented in Table 4.13 ($B = 1.569$, Wald $X^2 = 20.363$, $\text{Exp}(B) = 1.863$, $P = 0.000$). Since the Wald statistic is greater than zero and the odds ratio is greater than one, it indicates that the work environment has a substantial contribution to the model. Therefore, the null hypothesis was rejected, confirming that work environment significantly influences employee retention in NGOs. These results suggest that, when holding other predictors constant, a one-unit change in the work environment is expected to lead to a 1.569 change in the log-odds of employees' intention to stay. This demonstrates that the work environment is a critical factor in influencing employees' decisions to remain in NGOs in Nairobi. The study findings are consistent with those of Naz et al. (2020), who demonstrated a positive and significant correlation between the work atmosphere and employee retention. However, the findings differ from those of Saputra and Riana (2021), who found no significant connection amongst the non-physical work environment and organizational commitment or staff retention. While Saputra and Riana's study acknowledged the importance of factors like compensation on retention, it suggested these effects were more limited in scope. Thus, while the findings align with some existing literature, they also highlight the nuanced and variable nature of the connection amongst the work environment and employee retention across different contexts.

4.1.3 Test of Hypotheses on Career Development

The effect of career development on employee retention in non-governmental organizations (NGOs) was found to be significant, as shown in Table 4.13 ($B = 0.566$, Wald $X^2 = 4.298$, $\text{Exp}(B) = 4.568$, $P = 0.038$). Since the Wald statistic is greater than zero and the odds ratio is greater than one, it indicates that career development contributes significantly to the model. Therefore, the null hypothesis was rejected, confirming that career development significantly influences employee retention in NGOs. These results imply that, when holding other predictors constant, a one-unit change in career development is expected to lead to a 4.568 change in the log-odds of employees' intention to stay. This suggests that career development plays a critical role in influencing employees' decisions to remain in NGOs in Nairobi. The study findings align with those of Sari and Dewi (2020), who demonstrated that organizational commitment, career growth opportunities, and the work atmosphere have a significant positive impact on employee retention. However, the results differ from the study by Houssein, Singh, and Arumugam (2020), who found no meaningful connection among work-life balance and employee retention. Thus, while the study supports the idea that career development plays a key role in retention, it also highlights the varying influences of different factors across different contexts.

4.1.4 Test of Hypotheses for job embeddedness and retention.

It was hypothesized that job embeddedness mediates the relationship HRM practices and employee retention. The statistical significance of the regression coefficients was evaluated using p-values, and the R^2 value was used to assess how well the model explained the variance in employee retention. Additionally, confidence intervals were calculated to estimate the precision of the regression estimates.

Step One: Connection among HRM Best Practices and employee retention

The study fitted a base model to establish whether HRM best practices predicted employee retention, and the outcomes are tabulated in table 3.

Table 3: HRM Practices and Employee Retention

Variables	B	S.E.	Wald	Sig.	Exp(B)	95% C.I. for EXP(B)	
HRM practices	3.214	1.490	4.135	0.036	2.908	0.011	0.741
constant	0.476	1.949	0.060	1.060	0.306	11.623	0.106
Omnibus Tests of Model Coefficients	(chi-square =53.324)	P=0.000					
Hosmer and Lemeshow Test	(chi-square =1.012)	P=0.051					
-2 Log likelihood	218.999						
Nagelkerke R Square	0.557						

The findings in Table 3 show that the model fits very well and is significant at $P < 0.05$ with R^2 value (Nagelkerke R Square) of 0.557. Further, the p-value of HRM best practice is less than 0.05 while the odd ratio, exp (B), is greater than 1 implying that HRM significantly predicts employee retention. The results of the investigation concurred with Rao et al. (2018) who indicated that HRM had an impression on employee retention.

$$\text{Logit (Y)} = 0.476 + 0.3214X + \varepsilon$$

Where: Y = employee retention; X = HRM Practices

Step Two: HRM Best Practices Predicting job embeddedness

The second model was fitted to test whether composite of HRM best practices predicted the mediator (job embeddedness). The results are as shown in table 4.

Table 4: Step Two in Testing Mediating Effect of job embeddedness

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.350	0.313		-1.12	0.266
job embeddedness	0.327	0.088	0.305	3.708	0.000
R square =0.214					
p=0.000					

The results presented in Table 7 indicate that the R^2 value is 0.143, suggesting that HRM best practices explain 21.4% of the variation in job embeddedness, with the model being statistically significant at the 5% level. Furthermore, the β coefficient is 0.327, implying that job embeddedness is significantly influenced by HRM best practices in the context of the study. These findings align with those of Shibiti (2019), who demonstrated that job embeddedness is predicted by retention factors, emphasizing the importance of HRM practices in influencing employees' attachment to the organization. The study also supports the work of Hassan et al. (2021), who found that employment embeddedness has a significant impact on worker retention, further reinforcing the idea that effective HRM practices play a crucial role in fostering employee commitment and retention.

Thus, the results confirm the significant role of HRM best practices in shaping job embeddedness, which in turn influences employee retention in the context of the study.

$$M = -0.350 + 0.327X + \varepsilon$$

Where: M = job embeddedness; X = HRM best practices

Step Three: HRM Best Practices and Job Embeddedness Predicting employee retention

The final model was fitted to assess whether a composite of HRM best practices predicted job embeddedness in the presence of employee retention as a mediator. To determine the type of mediation (complete, partial, or no mediation), the following model was used:

- Direct effect of HRM best practices on job embeddedness (without considering the mediator, employee retention).
- Indirect effect through employee retention, where HRM best practices first affect employee retention, and then retention influences job embeddedness.
- Total effect combining both direct and indirect effects of HRM best practices on job embeddedness.

The mediation model identified the nature of the connection amongst the variables:

Complete mediation: If the direct effect of HRM best practices on job embeddedness is not significant, but the indirect effect via employee retention is significant, it would indicate that employee retention fully mediates the relationship.

Partial mediation: If both the direct effect and the indirect effect are significant, this suggests partial mediation, where employee retention partially explains the connection amongst best practices and job embeddedness.

No mediation: If the indirect effect via employee retention is not significant, it indicates no mediation, meaning that HRM best practices directly influence job embeddedness without the influence of employee retention.

This model allows for testing the specific pathways through which HRM practices may influence job embeddedness, and whether employee retention plays a role in this process.

Table 5: Step Three in Testing Mediating Effect of Job Embeddedness

Variables	B	S.E.	Wald	Sig.	Exp(B)	95% C.I. for EXP(B)	
HRM practices	2.678	2.371	5.245	0.018	3.231	0.042	1.195
Job embeddedness	1.213	1.202	2.097	0.001	1.988	0.038	1.661
constant	0.380	1.226	5.233	0.017	2.939	0.045	1.113
Omnibus Tests of Model Coefficients	(chi-square =59.455)	P=0.000					
Hosmer and Lemeshow Test	(chi-square =2.345)	P=0.072					
-2 Log likelihood	216.777						
Nagelkerke R Square	0.601						

The outcomes as outlined in table 6 show that the model is significant at $P < 0.05$ with Nagelkerke R Square of 0.601 which means job embeddedness explains 4.4% of variations in employee retention. The exp (B) is greater than 1 meaning it affects employee retention. The p-value of job embeddedness is also significant. The -2 Log likelihood has reduced from 238.999 (table 4.13) to 216.777 indicating the model improvement. The results imply that HRM best practices and job embeddedness significantly predicted employee retention. The results of the investigation concurred with Shibiti (2019) who showed that job embeddedness was predicted by retention factors. The study findings also agreed with Hassan et al. (2021) who discovered that, as expected, employment embeddedness had an impression on retention of workers

$$\text{Logit (Y)} = 0.380 + 2.678X + 1.213M + \varepsilon$$

Y = employee retention; X = HRM Practices; M = job embeddedness

A summary of mediation test of job embeddedness on the connection amongst practices and employee retentions of NGOs in Nairobi is presented in table 6.

Table 6: Summary of Mediation Test of Employee retention

Model	Results	Conclusions
1	$P < 0.05$	Significant
2	$P < 0.05$	Significant
3	$P < 0.05$	Significant

The effect of HRM practices on employee retention in NGOs as par the outcome, as indicated in the test remained significant when job embeddedness was introduced to the model. This was evidence of mediation, and the study therefore concluded that job embeddedness mediates the connection amongst human resource management practices and employee retention of non-governmental organisations' (NGOs). The results of the investigation concurred with Shibiti (2019) who showed that job embeddedness was predicted by retention factors. The study findings also agreed with Hassan et al. (2021) who discovered that, as expected, employment embeddedness had an impression on retention of workers.

Consequently, the null hypothesis was rejected, indicating that job embeddedness mediates the relationship between human resource management (HRM) practices and employee retention in non-governmental organizations (NGOs). These findings are consistent with the work of Hassan et al. (2021), who also discovered that, as expected, job embeddedness has an impact on employee retention.

4.1.5 Test of Hypotheses for Job satisfaction

It was hypothesized that job satisfaction moderates the relationship HRM practices and employee retention. The study fitted a base model to establish whether HRM best practices predicted employee retention, and the outcomes are tabulated in table 6. To ascertain the moderating role of job satisfaction in the relationship between organizational factors and the ability of non-governmental organizations (NGOs) to retain staff, a moderating regression analysis was conducted to assess whether job satisfaction strengthens or weakens the impact of organizational factors on staff retention. Specifically, the model tested the significance of the interaction term between organizational factors and job satisfaction, with statistical significance determined by an F-value and t-value, and a p-value ≤ 0.05 indicating a moderating effect.

Table 7: HRM practices, Job Satisfaction and Employee Retention

Variables	B	S.E.	Wald	Sig.	Exp(B)	95% C.I. for EXP(B)	
HRM practices	2.279	1.19	3.666	0.036	9.768	9.768	1.235
Job satisfaction	4.658	1.825	6.514	0.011	5.393	1.456	5.678
HRM Practices*job satisfaction	0.566	0.273	4.298	0.038	1.762	1.234	4.356
constant	0.478	0.692	2.478	0.056	0.489	1.613	0.478
Omnibus Tests of Model Coefficients	(chi-square =58.98)	P=0.000					
Hosmer and Lemeshow Test	(chi-square =1.012)	P=0.067					
-2 Log likelihood	207.021						
Nagelkerke R Square	0.623						

The outcomes as presented in table 7 show that the interaction variable (HRM Index*job satisfaction) had a $\beta=0.556$, $p=0.038$ and Wald statistic of 4.298. These findings verified that job satisfaction significantly moderated the connection amongst practices and employee retention in NGOs. The -2 Log likelihood value reduced from 218.999 (table 4.20) to 207.021 implying that the model is better. Nagelkerke R Square was at 0.623 indicating that job satisfaction explains 62.3% variations in employee retention.

$$\text{Logit (Y)} = 0.478 + 2.279X + 4.658M + \varepsilon$$

Where: Y = employee retention; X = HRM Practices; M = job satisfaction

The study's outcome suggests that job satisfaction moderates the relationship between HRM practices and employee retention, meaning that job satisfaction strengthens or influences the connection between these two factors. This is in line with research showing that HRM practices, such as training and development, recognition, and career progression, can enhance job satisfaction, thereby improving employee retention (Hassan & Shaukat, 2015).

The interaction between Human Resource Management (HRM) practices and job satisfaction is central to understanding employee retention. When HRM practices are effectively implemented, they can directly influence job satisfaction, which in turn impacts employee retention. In the context of NGOs, which often operate in challenging environments with limited resources, it becomes critical to retain skilled and committed employees. When employees feel satisfied with their job, they are more likely to remain with the organization, reducing turnover rates and increasing organizational stability.

The outcomes agreed with Kiuta and Karanja (2019) who established that human resource practices affect job satisfaction and employee performance and concluded that workers productivity was highly impacted by work satisfaction techniques. In addition, (Ouma, 2016) studied the relationship between HRM practices and employee retention in Kenyan organizations, emphasizing the importance of job satisfaction, training and development, and recognition. The study found that HRM practices such as career development programmes and employee recognition significantly influenced employee retention. These practices were shown to enhance employee job satisfaction, which in turn helped organizations reduce turnover and retain valuable employees. Furthermore, (Sifuna, 2019) investigated the role of work environment and HRM practices in enhancing job satisfaction and reducing turnover in East African NGOs. The study highlighted the importance of leadership, communication, and professional development opportunities in creating a work environment conducive to job satisfaction.

5.0 CONCLUSION

The study concluded that leadership has a significant impact on employee retention in NGOs. Furthermore, the leadership style adopted by managers plays a crucial role in determining whether employees stay with the organization. Leaders must carefully choose between directive and participative leadership styles, as each has a distinct effect on retention. Effective leadership fosters trust, confidence, and motivation, leading to higher employee commitment, while ineffective leadership can lead to the opposite, contributing to

higher turnover.

Additionally, the study found that the work environment significantly influences employee retention in NGOs. Key factors such as employee commitment, motivation, and work-life balance were identified as essential for retention. However, many NGOs have work schedules that are not conducive to employee satisfaction, potentially reducing retention. Furthermore, the organizational culture in many NGOs fails to promote a healthy balance between work and personal life, which can further hinder retention efforts.

The study also revealed that career development significantly impacts employee retention in NGOs. However, it was found that many employees in Nairobi-based NGOs have limited access to coaching and mentorship programs that could support their professional growth. The research emphasized the importance of structured mentoring programs, where employees are paired with experienced mentors who offer personalized guidance. Additionally, the support of senior management and ongoing evaluation of mentoring programs were identified as crucial elements that positively influence retention.

Another key finding was that job embeddedness mediates the relationship between HRM practices and employee retention in NGOs. Job embeddedness refers to the extent to which employees feel connected to their jobs, colleagues, and the organization. It encompasses aspects like how well the job fits into an individual's life, the relationships they build within the organization, and what they would lose by leaving. However, the study noted that many NGO employees feel they lack the freedom to pursue their personal ambitions, which can weaken their job embeddedness and negatively affect retention.

Lastly, the study concluded that job satisfaction plays a moderating role in the relationship between HRM practices and employee retention in NGOs. Job satisfaction directly influences employee performance and retention. Salary and rewards were identified as major drivers of job satisfaction, more so than promotions or job titles. Employees who feel adequately compensated are more likely to find their work fulfilling and remain with the organization. Furthermore, opportunities for career advancement and the prospect of promotion enhance retention. Conversely, when opportunities for promotion diminish or seem unlikely, retention rates tend to decline.

5.1 Policy Recommendations

Based on the study's findings, the researcher suggests several key recommendations to improve employee retention in non-governmental organizations (NGOs) in Nairobi:

The study suggests that NGO policymakers should prioritize the development of policies, methods, and guidelines that support effective leadership styles and enhance staff retention. It is recommended that NGOs adopt a flexible approach by employing a variety of leadership styles. However, there should be clear criteria in place to determine when each style is appropriate. Leadership policies should not only promote different styles of leadership but also ensure the integration of factors such as adequate remuneration, work environment, and staff development programs. In addition, leadership should establish guidelines and rules that offer clear direction on leadership within the organization, ensuring consistency and fostering trust among employees. Such policies are crucial for improving leadership effectiveness and ultimately boosting employee retention.

NGO managers should focus on continuously enhancing the work environment to improve employee satisfaction and retention. A key area for improvement includes aligning work schedules and shifts with employees' needs to promote a healthier work-life balance. Further, NGOs should actively raise awareness about job design techniques, such as job rotation, to ensure employees feel valued and avoid burnout or disengagement. Employee consultations should be encouraged to foster a culture of open communication, knowledge sharing, and problem-solving, which will contribute to greater satisfaction and retention. Regular feedback sessions and a commitment to continuously improve workplace conditions will help NGOs create a positive and supportive environment that drives employee loyalty.

Based on the findings, it is recommended that NGOs in Kenya ought to adopt a well-planned career development strategy to enhance employee retention. Providing employees with clear career paths, mentoring, and coaching programs will help them feel supported in their professional growth. Structured mentorship programs should be introduced to guide employees and provide them with the necessary skills and knowledge to advance in their careers. The study also recommends that NGOs offer sponsorship and scholarship opportunities for professional development, which would demonstrate the organization's

commitment to investing in the growth of its employees. Furthermore, NGOs should have a clear, structured career progression plan, showing employees the potential for advancement and the organization's long-term commitment to their professional development. This can increase employees' sense of job security and motivation to remain with the organization.

NGOs should focus on enhancing job satisfaction by empowering employees with meaningful responsibilities. Job enlargement and job enrichment are key strategies to improve job satisfaction by providing employees with increased responsibility and autonomy over their work. This sense of empowerment can lead to higher performance levels as employees feel more accountable and invested in their roles. Additionally, NGOs should prioritize economic rewards and interpersonal relationships to boost job satisfaction. This could involve establishing fair wage structures that align with employee expectations and providing financial incentives such as bonuses and annual awards. These rewards can increase employees' sense of value and appreciation, which contributes to greater job satisfaction and retention.

5.2 Limitations and Future Research

This study examined the impact of HRM practices on employee retention in NGOs in Nairobi County, focusing on leadership styles, work environment, and career development. However, its limitations include a narrow focus on Nairobi, which may not represent other regions in Kenya, limiting the generalizability of the findings. The study also did not address other important HRM practices such as performance appraisals, training, work-life balance, or organizational culture, and the cross-sectional design restricts the ability to track long-term trends. Additionally, the reliance on quantitative methods excluded personal insights from employees that qualitative research could provide. Future research could expand by examining HRM practices across different regions, including more HRM factors, using longitudinal studies, and incorporating qualitative methods for a deeper understanding of employee retention in NGOs.

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