



EMPLOYEE TRAINING, TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE RETENTION IN CHRISTIAN FAITH BASED HEALTH INSTITUTIONS IN NAIROBI CITY AND KIAMBU COUNTIES, KENYA

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ABSTRACT

Employee retention is a key human resource management issue facing health institution managers today. Retaining staff is a dilemma that much faith based health institutions have to grapple with. This has informed the institutions to improve on employee training as an antecedent of employee retention. However, studies focusing on employee training, transformational leadership and employee retention in Faith based Health Institutions remain elusive. The general objective of this study was to determine the precursors of employee retention in Faith Based Health Institutions in Nairobi and Kiambu. Descriptive survey research design was used. The target population of the study was 10,124 where a sample of 385 staff was selected. Data was collected using structured questionnaire and interview guide. Data analysis was done using descriptive and inferential statistics techniques. The results revealed that there is a significant positive relationship between employee training, transformational leadership practice and employee retention in Christian Faith based health institutions ($B_1 = 0.610$, $PV = .002 < 0.05$, $t = 12.974$). The study concluded that training is a significant precursor for employee retention in Christian faith-based health institutions in Nairobi and Kiambu. Transformational leadership practices significantly moderate the nexus between training and employee's retention in Christian Faith based health institutions organizations.

Key Words: Employee training, Transformational Leadership, Employee Retention

INTRODUCTION

Employee's retention is essentially linked to infrastructural support, remuneration packages, leadership styles and cultures within an organization. Precursors of employee retention in Health Institutions are complicated by the fact that highly skilled employees tend to change jobs for

better financial rewards and improved working conditions (Nzuve, 2010). There is a great importance of an appropriate retention strategy to avoid huge cost incurred due to employees leaving organizations. Mohammad. Huang, Hao, Chuang, (2016) opined that organizations are interested in providing trainings that are generalized in nature to enhance employee retention. When employees with their skills and knowledge leave the organization, it reduces the quality of the service of the organization, hamper moral of the remaining employees, force the organization to huge amount of financial loss, and even increase workload to the remaining workers. According Megerss, Zadeh and Rahim (2015) Mekane Yesus mission hospital in Ethiopia lost nearly 50% of what it had invested on retained graduate who were sent abroad for further studies and did not return. Management in organizations has found difficulties in curbing employee's attrition.

The problem of turnover can be addressed through a variety of pro-active retention strategies workplace policies and practices which increase employee commitment and loyalty. Msengeti and Obwogi (2015) observe that knowledge transfer initiatives has been adopted in many institutions to enable knowledge and expertise sharing among the employees and reduce the company cost of losing a skilled staff. They can offset the negative impact of turnover, but can also work pro-actively to reduce turnover by providing learning and skills development opportunities to employees - factors known to reduce turnover. Kigathi and Waiganjo (2017) indicate that leadership style, remuneration, promotion, training and work environment contributed to retention of health workers in Kenyatta National Hospital. In public health sector, training of health workers offered had effect on health workers' retention rate. Promotion of health workers, improvement on non-monetary incentives like recognitions, fair remuneration coupled with ethical leadership contribute to health workers' retention rate (Odhong', Were & Omolo, 2016). Whilst employee retention is vital in health institutions, little empirical studies have been done to on antecedents of employee retention in health sector organizations especially in Kenya. This motivated the undertaking of the current study to establish the influence of employees training on employee's retentions in Faith Based Institutions in Nairobi City and Kiambu Counties in Kenya.

Statement of the problem

Organizational success in competitive market today is dependents on the ability to retain the right quality of employees and curb employee attrition (Jain, 2016). According to Huang, Hao and Chuang, (2016), the exit of an employee, new employees have to be recruited, selected, oriented and trained costing an organization approximately 1½ times the salary of the vacated position to replace an employee. Health institutions in Kenya have experienced high employee attrition. A survey by KIPPRA (2016) indicated that 75% of doctors do leave the private health employment three years after absorption into health workforce. The HRH ratios on staffing levels for key health workers' doctors, nurses and midwives is 2.3 per 1000 population as compared to Kenya's 1.5 per 1000 population as many health organizations grapple with challenge of retaining employees. It is estimated that about 300 medical doctors and nurses leave the Christian Faith based health institutions sector annually. Retaining staff in Faith Based Health institution is a dilemma that many health institutions have to grapple with (James, Breaugh, & Kathleen, 2018). CHAK leadership is thought to contribute to stay of qualified and reliable workforce. This is as management in CHAK deploy transformation leadership in the faith-based health institutions, the extent it foster employees stay in the institutions remain

contested. The study sought to assess the link of transformation leadership roles in training and employees' retention in CHAK institutions in Nairobi City and Kiambu Counties, Kenya.

Objective of the Study

- i. To establish influence of training on employee retention in Christian Faith Based Health institutions in Nairobi and Kiambu counties
- ii. To determine the moderating role of leadership practices in the relationship between training and employee retention in Christian Faith Based Health Institutions in Nairobi and Kiambu counties

Theoretical Review.

Leadership style focused on behavioral approach to leadership in institutions (Likert, 1967). According to Likert (1967), behavioral approach to leadership indicated that anyone who adopts the appropriate behaviour can be a good leader (Sohail, Muneer, Tanveer, Tariq, 2016). Leader's change of behaviours may lead them to consider sustainable leadership practices, which rely on various practices foster good relationship among parties in the organizations (Smit, Stanz, & Bussin, (2015). Kouzes and Posner (2012) suggested behaviors to help leaders to practice exemplary leadership. According to Pache and Santos (2015) leaders should establish how people should receive treatment, how they should work to enhance organization uniqueness, and how standards can be measurable. When leaders use these strategies, they are showing that they lead by example and advocate for their staff. Leadership theory support the moderating variable transformational leadership as managers in institutions adopt different leadership styles depending on their orientation either by culture, education system that the manager went through, or the firm environment (Oladapo, 2015). The human capital theory was developed by Schultz, (1961) and further developed by Becker, (1964). This theory assumes that employees' training raises the productivity of employees by imparting useful skills and knowledge, hence raising workers' future income by increasing their lifetime earnings (Muhangi, 2016). Human capital as human factor in the organizations, the combined intelligence, skills and expertise that gives the organization its distinctive character (Lourel, Ford, Gamassou, Guéguen & Hartmann, 2018). The human elements of the organizations are those that are capable of learning, changing, innovating and providing the creative thrust, which if properly motivated, can ensure the long-term survival of the organization (Mafini & Dlodlo, 2017). Health institutions should aim at providing an environment in which employees are encouraged to learn and develop and gain new skills and knowledge for continuous employee productivity in the organizations.

Employee Training, Transformational Leadership Practices and Employee retention

Training is the formal activities designed by an organization to help its employees acquire the necessary skills and knowledge to perform current or future jobs (Taylor, 2017). Investment on employee training is considered an important instrument in employee retention. Dolvo (2016) revealed that it is possible only with the help of planning training programs that are totally based on needs valuation to achieve commitment and retention. Tillott, Walsh and Moxham (2015) investigated the impact of training on employees retention and revealed that with supervisor support, training contribute to employees' retention. Omoikhudu (2017) investigated the impact of coaching on employee retention in the retail sector in Mark and Spencer, Dublin. The finding revealed that coaching has no significant impact on employee retention in Mark and Spencer.

Managers in organizations utilize different leadership practices depending on their orientation. The manager's orientation may be influenced by culture, education system undergone, or the organizational environment (Akgün, Keskin, Byrne, Imamoglu, 2017). Any leadership practice adopted by a particular manager has a way it influence staff motivation, performance and organizational commitment; which in turn may affect employees' decision either to leave or stay with the organisation. Retaining employees is important to the continuing success of any organisation, because of the skills and knowledge that employees accumulate while working for the organisation could influence competitive advantage and overall organizational productivity (Tse, Lam, Lawrence, & Huang, 2017).

Alhmoud and Rjoub (2019) in his study revealed that leadership style has a moderate significance on employee retention and that the transactional leadership style best encourages employee retention. Leadership style is said to be an important factor of employee retention amongst other factors such as career growth, interpersonal relationships with co-workers and pay (Carter, Armenakis, & Feild, 2013) and previous research has found that a relationship exists between leadership style and employee retention . Antoni and Hertel (2019) takes into account both organizational and employee factors that influence employee retention and aims at investigating these factors. Berry (2017) said that, a thorough research on talent management programs and the reasons behind their success had been done. The study revealed various other variables that affect the retention of talent and why some of the companies feel investing in talent management programs is worthless. A well planned career path and opportunities for advancement at work when given to an employee, helps retaining him (Chepkwony, 2012). It is important for organisations to understand the basic need of each and every individual which acts as a motivating force and through fulfilment of this need they can engage employees in a better way.

Agarwala (2017), studied employee's retention in private sector in an exploratory study in the state of Kuwait. The result of their study shows that benefits factors such as salary and compensation were rated as most important to the private sector workforce in the state of Kuwait followed by leave benefits and differed compensation. They explained that the three strategies rated most important to private sector workforce are rewards and recognition, annual performance appraisal and training opportunities. Cheese (2017) elucidated that past studies have found that employee intentions to stay with an organization comprises of three main groups of variables which are employee personal features such as gender, age, position level; the nature of an employee's present work; and ample working conditions including such aspects 31 as the quality of manager supervision, opportunities for promotion, available career development, and quality of communication channels within the organization.

Managers in service firms who establish a positive coaching-style and combine this with the freedom that is Service quality and turnover inherent in empowering managerial practices, will have employees who evaluate their job performance positively, and that in turn contributes to retaining the employees (Smith, Barnes, & Harris, 2016). Employee Retention involves taking measures to persuade staff to remain in the institutions for the longest period of time. This view is supported by Fayyazi and Aslani (2015) that indicate employees' retention as maintenance of competent and qualified employees. Nowadays, organizations are experiencing a balance of power shifting from employers to employees. Employees can be retained and satisfied within those organizations which keep on learning how to keep their employee satisfaction at the

highest level. Thus, the awareness of the importance of employees staying with an organization is evident. Sutherland and Sutherland (2018) advocate that hospitality executives who understand the value of human capital and adopt organizational policies and management practices in pursuit of employee retention will outperform the competition. Indeed, tenured workforces not only reduce the separation, recruiting, selection and hiring costs associated with the churning of employees, but also become more productive over time, resulting in higher competitiveness and added profitability. Effectively designed and well implemented employee retention programs that increase employee tenure more than pay for themselves through reduced turnover costs and increased productivity (Tizazu, 2015).

Conceptual Framework

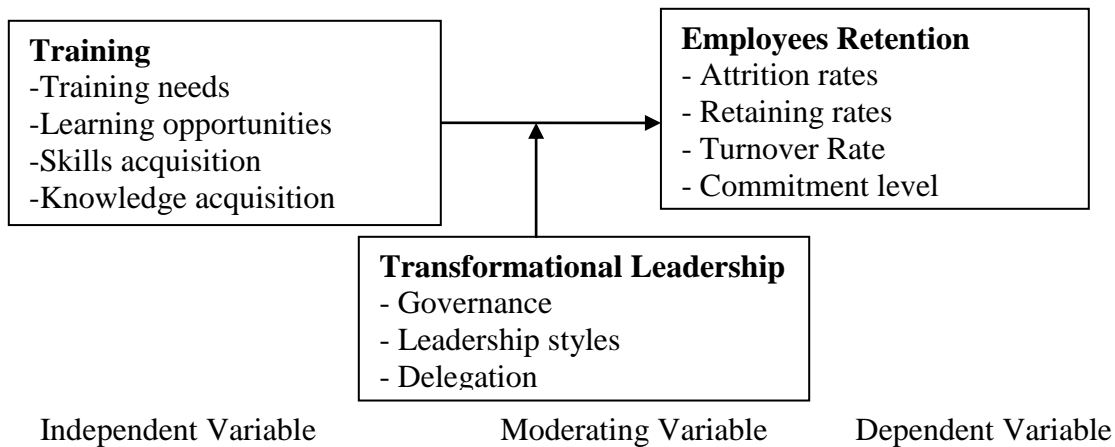


Figure 1. 1: Conceptual framework

RESEARCH METHODOLOGY

The study will adopt descriptive survey research design. Descriptive survey research design is a research design for conducting research that involves collecting, analyzing and integrating quantitative such as descriptive surveys and qualitative such as focus groups and interviews research. Target population comprises all the 10,124 staff from CHAK member institutions in Nairobi City and Kiambu Counties where a sample size of 385 was determined using Krejcie and Morgan method. The study used primary data that was collected using a questionnaire. In data processing, data was coded and data entry done for ease of analysis. Descriptive statistics; mean and standard deviation were used to determine the extent to which the training and transformational leadership influence employee retention. The study also used inferential statistical techniques, regression and correlation to determine the relationship in employee training and transformational leadership practices on employee retention and in Christian Faith Based health institutions in Nairobi City and Kiambu Counties.

RESULTS AND DISCUSSION

A total of 385 questionnaires were administered where a total of 328 (85%) return rate was appropriate for drawing inferences regarding the objectives of the research. Majority 58% of the respondents were male while 42% were female. On age of the respondents, most 41% of the respondents had their aged between 31 to 40 years, 28% of the respondents indicated their age

was between 20 to 30 years, 23 % indicated 41 to 50 years while 8% indicated their age was 51 years and above. On the highest level of education attained by the respondent's majority, 40% of the respondents had attained university level of education, 36% postgraduate level of education while 24% of the respondents had attained postgraduate level of education. From the results on length of services, 39% of the respondents had worked for more than 15 years, 27% had worked for 11 to 15 years, and 21% had work for 5 to 10 years while 13 of the respondents had work for less than 5 years. The results demonstrated that the respondents had worked in the Faith Based institutions for a long period of time and were eminently aware of critical issues that determined employee retention in the institutions

Training

Table 1: Training and Employee Retention in Organizations

Statement	Mean	Std Dev
The institution promote employee training for the purpose of skill acquisition	4.559	0.753
The institution develop skills for the employees as informed by the current job market	4.671	0.501
The need to promote provision of quality services foster employee training	4.471	0.834
The increase need for learning foster training of employee to achieve high retention of staff	4.618	0.659
On job training enhance employee retaining in the organizations	4.337	0.718
Promotion of employees is based on training undertaken enhancing employee retention	3.879	0.514
Employee training participation motivate their remaining in the firm	4.417	0.765
Employee are offered soft skills	4.135	0.614
Employees gain new skills are required in the job markets	4.543	0.715
Mentorship training enhance employee commitment and intent to stay	4.572	0.618
Employee advance in the career development and remain committed in the institution	4.646	0.505
The induction training employee choose to remain in the institutions	3.873	0.675

The main role of institution in skill acquisition is promoting employee training. Institution training enhances employee skill acquisition and opts to remain with the organizations. The respondents were requested to indicate the extent they agreed that the institution promote employee training for the purpose of skill acquisition. From the results, most (82%) strongly agreed as indicated by a mean of 4.559 with a standard deviation of 0.753. This clearly demonstrated that Christian Faith Based health Institutions promote training for the sole purpose of employee acquiring skills. Developing employee skill appropriate for current market need was the second indicator. The respondents were asked to indicate the extent they agreed that Christian Faith Based health institution develop skills for the employees as informed by the current job market. From the results, most 87% of the respondents strongly agreed, 7% agreed, 5% were neutral while 1% disagreed as indicated by a mean of 0.4671 with a standard deviation of 0.501. This implied that Christian faith Based Health institutions were developing skills for the employees that were suitable and met the current market work demands. The results concurred with Taylor (2017);Vaiman and Vince (2018) that organizations offer training to employees make the employees specialized and gain specialized skills expecting a return in the form of commitment and retention.

The results in Table 1.0 indicated 69% of the respondents strongly agreed, 28% agreed while 3% were neutral supported by a mean of 4.471 with a standard deviation of 0.834. This demonstrated that training of employees promote provision of quality health services. Dolvo (2016) observed that when the employees are introduced to more trainings programs, they show higher level of commitment as compared to others remain committed to the firm improving employees retention. The fourth indicator was employee learning as a key determinant of employee retention in firms. The respondents were requested to indicate the extent they agreed that the increase need for learning foster training of employee to achieve high retention of staff. The results indicated majority (91%) of the respondents strongly agreed, 5% agreed, 3 were indifference while 1 % disagreed and revealed by a mean of 4.618. and standard deviation of 0.659. This demonstrated that institution learning foster employee training in health institutions. From the results, most of the respondents strongly agreed as indicated by a mean of 4.337 and standard deviation Of 0.718. This implied that on job training play a critical role in employee retention in institutions. Respondents also agreed that that training of employee for the purpose of promoting of employees enhances employee retention in Faith Based health institutions as indicated by a mean of 3.879 and standard deviation of 0.514. Ldama and Bazza (2015) opined that that training and development had positive effect on staff retention in commercial banks. Staff retention in commercial banks is encouraged when training and development are applied as motivational strategies

The respondents agreed that employee participation in training motivate their commitment and remaining in the firm as indicated by a mean of 4.417 with standard deviation of 0.765. This implied that employee participation in training contribute to employee motivate, commitment and remaining in the firm. Soft skills offered to employees in training contribute to employee commitment and execution of their role effectively. The respondents were requested to rate level of agreement on employee being offered soft skills during training. The results respondents agreed as indicated by a mean of 4.135 with a standard deviation of 0.614. The indicators gaining of new skills as a result of training were rated. Majority of the respondents strongly agreed as indicated by a mean of 4.543 and standard deviation of 0.715. This clearly demonstrated that employee training in an effort to gaining of new skills that suit job market contribute to employee remaining in Faith based health institutions in Kenya. Mentoring is crucial in training. The respondent was requested to indicate the extent to agreement that mentorship training enhance employee commitment and remain in the institutions. Majority (86%) strongly agreed as indicated by a mean of 4.572 with a standard deviation of 0.618. This implied that mentorship training promote employee commitment and remain in the Christian Faith Based health institutions in Nairobi, Kenya

Majority of the respondents (91%) strongly agreed that employee advances in the career development and remain committed in the institution as indicated by a mean of 4.646 with a standards deviation of 0.505. This demonstrated that employee advance in the career development in Faith Based health institutions influence employees remaining committed in the institution. The indicated induction training was the final indicators. The study sought extent respondents agreed that the induction training employee influence choice of employee to remain in the institutions. Result indicated most respondents (66%) agreed as indicated by a mean of 3.873 with a standard deviation of 0.675. The results revealed that induction training employee influence employee's choice for remaining in the institutions. The results differed from

Omoikhudu (2017) who found that different training method such as coaching has no significant impact on employee retention in Mark and Spencer.

4.3 Transformational leadership Practices

Table 2: Transformational leadership Practices

The study assessed the influence Transformational leadership Practices in precursors of retention of employee in Faith based health institutions organizations.

Table 2: Transformational leadership Practices

Transformational leadership Practices	Mean	Std Dev
Supervisors appreciate of differing views from the employees fostering cohesiveness	4.543	0.739
Managers lead influence trust among employees	3.857	0.872
Supervisors motivate employees encouraging them to meet set targets	4.501	0.617
Managers collaborative with employees to attain high performance	3.927	0.734
Managers encourage employees achievement of employees performance	4.325	0.587
Employees responsibilities are well monitored and recognized	4.565	0.803
Supervisors empower employees to achieve targets on times	3.743	0.561
The managers provide prompt feedback encouraging team members to meet project tem objective on time	4.173	0.687
Management share information in a more effective way and save time and promote employee commitment	3.769	0.879
Managers ensure effective exchange ideas	4.217	0.511
Employees embrace collective responsibility and complete the tasks within time	3.821	0.763
Supervisors ensure employees are supplied with working equipment to ensure tasks are completed as scheduled	4.531	0.719

Leadership practices play an importance role in employee retention in organizations. Respondents strongly agreed that supervisors in faith based health institutions appreciate of differing views from the employees fostering cohesiveness as as indicated by a mean of 4.543 and standard deviation of 0.739. Trusting employees is key leadership practice for top management officers that foster retention of staff. The respondents agree that managers lead influence trust among employees as indicated by a mean of 3.857 and standard deviation of 0.872. This demonstrated that trust from top management officers influence employee decision to remain in the institutions. The respondents strongly agreed that supervisors motivate employees encouraging them to meet set targets as indicated by a mean of 4.501 and standard deviation of 0.617. Transformation leadership practice is managers collaborative with employees to attain high performance as respondents agreed as supported by a mean of 3.927 and standard deviation of 0.734. Managers encourage employee's achievement of employee's performance as indicated by a mean of 4.325 and standard deviation of 0.587. Tse, Lam, Lawrence, & Huang (2017) found that retaining employees is important to the continuing success of any organisation,

because of the skills and knowledge that employees accumulate while working for the organisation could influence competitive advantage and overall organizational productivity.

Monitoring of employees responsibilities is key practice of transformation leadership. Respondents strongly agreed that employees' responsibilities are well monitored and recognized as indicated by a mean of 4.565 and standard deviation of 0.803, that supervisors empowered employees to achieve targets on times as indicated by a mean of 4.565 and standard deviation of 0.803 and that managers provide prompt feedback encouraging team members to meet project tem objective on time as indicated by a mean of 3.743 and standard deviation of 0.561. From the result, management sharing information in a more effective way and save time and promote employee commitment as indicated by a mean of 3.769 and standard deviation of 0.879 while managers ensure effective exchange ideas as indicated by a mean of 4.217 and standard deviation of 0.511. This demonstrated that top management facilitating sharing of ideas may contribute to retention of employees in Faith based health institutions. Employees embraced collective responsibility and complete the tasks within (M=3.821 SD= 0.763)and that supervisors ensure employees are supplied with working equipment to ensure tasks are completed as scheduled as indicated by a mean of 4.531and standard deviation of 0.719. Carter, Armenakis and Feild, (2013) revealed that leadership style is said to be an important factor of employee retention amongst other factors such as career growth, interpersonal relationships with co-workers and pay and previous research has found that a relationship exists between leadership style and employee retention.

Employee Retention

Indicate the extent you agree with the following statement on employee retention in your organization.

Table 3: Employee Retention in Christian Faith Based Health Institution

Statement	Mean	Std Dev
The rate or employee leaving organization is low	4.231	0.602
The organization experience low level of attrition	3.789	0.838
Have no intention of leaving the organization	4.525	0.871
The employee leaving organization is minimal compared with acquisition of new staff	3.463	0.583
I see future with the current organization	3.529	0.794
Given a chance, I will continue working in the institution	3.463	0.627
Employee love working for this company	4.549	0.715
If it were up to me, I will definitely be working for this company for the next five years.	4.091	0.546
Employees are satisfied within the organization	4.518	0.874
Have no intention of leaving the organization	3.158	0.823

Respondents agreed that employee leaving organization is low 4.231 with a standard deviation of 0.602 denote respondent agreed that faith based health institutions experience low rate of employee leaving. Attrition is a key indicator of employee retention in organization. On whether organization experience low level of attrition most respondents agreed as indicated by a mean of 3.789 and standard deviation of 0.838. The mean of 3.789 and standard deviation of 0.838

demonstrate faith based health institution experience low level of attritions with some cases of employee leaving also being experience. On whether employees have no intention of leaving the organization, most of the respondents strongly agreed as indicated by a mean of 4.525 and standard deviation of 0.871. This demonstrated that retention rate of employees in faith based health institutions was reported. In regard to the employee leaving organization being minimal compared with acquisition of new staff, respondents agreed as indicated by a mean of 3.463 and standard deviation of 0.583 The respondent were indifference on whether the employees leaving organization is minimal compared with acquisition of new staff. The respondents agree that employee viewed future with the current organization as indicated by a mean of 3.529 and standard deviation of 0.794. This demonstrate that in the near future, faith based health institutions would experience low rate of employees leaving the institutions. In regards to whether respondents given a chance would continue working in the institution, respondents were neutral as indicated by a mean of 3.463 and standard deviation of 0.627. This demonstrates mix reaction of the employee remaining with the organization hence their precursors that would influence the decision to leave or remain with the organizations.

The respondents strongly agree that, if it were up to them, they will definitely be working for this company for the next five years as indicated by a mean of 4.549 and standard deviation of 0.715. This demonstrated that employee had no intention to leave the institution in the next five years. Respondent agreed that employees were satisfied within the organization as indicated by a mean of 4.518 and standard deviation of 0.874. Most employees were satisfied and were in a position of remaining with the institution. On whether the respondents did not intend to leave the organizations, respondents were neutral as indicated by a mean of 3.158 and standard deviation of 0.823. This implied that rate of employees leaving Christian faith based health institution could be at least low.

Correlation Analysis on Employees Training and Employee Retention

To test linearity relationship between training and employee retention, pearson momemnt correlation coefficient was performed as recommended by Cohen, West, and AIKEN (2013). This help in predicting the relationship between training and employee retention before further regression analysis.

Table 4: Linear test correlation Analysis

		Employee Retention
Employee Training	Pearson Correlation	.746**
	Sig (2-tailed)	.0001
	N	328

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

The results in Table 5 indicates that, there exists a strong, significant and positive correlation between training of employees and employees retention as exhibited by correlation coefficient, $r=0.746$, $P V=0.001<0.01$). The result suggests that there was a linear positive relationship between employees training and employee’s retention in organizations. Therefore an increase in employee training predict an increase in employee retention in Christian Faith based health institution in Kenya

(a) Regression Results on Employee Training and Employees Retention

(a) Goodness of fit

In order to test the research objectives, linear regression analysis was employed. The model equation $Y = \beta_1 X_1 + \epsilon$ explained 66.42% as measured by the goodness of fit (R-square) in Table 5. The results of the analysis are represented in Table 6 (model summary). This demonstrated that training influence a variation of 65.47 % (adjusted R- square = 0.6547) of employee retention in Faith based health institution in Kenya. This explained by the model $Y = \beta_1 X_1 + \epsilon$. Established that training of employees is a precursor of employee retention in Christian Faith based health institutions in Kenya

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1 Training	.815	.6642	.6547	3.6879

The study sought whether there existed a relationship between training on employee retention in Christian Faith based health institutions. From the results in Table indicated that there was a positive relationship between the variables as indicated by unstandardized beta coefficient as $r = .627$, $P = 0.001$, $t = 10.175$.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	Training	.627	.0616	.583	10.175	.001

Table 7: Moderating effect

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	0.783	.731	.63239
2	0.907	0.822	0.794	.60178

Predictors: (Constant), training.

Predictors: (Constant), training, reward management, career growth and work life balance, Transformational Leadership Practices

b. Dependent: Employee retention in Christian Faith based health institutions

The findings presented in Table 7.0 shows that upon introduction of transformational leadership to the relationship between precursors of employee retention and employee retention as a moderating variable, R-squared improved from 0.783 to 0.822. This therefore implies that 82.2% % of employee retention could be explained by precursors of employee retention in the presence of transformational leadership as a moderating variable from the initial 78.3.0%. The ANOVA finding further revealed that at 95% confidence level, the variables produce statistically

significant values and can be relied upon to explain the moderating effect of transformational leadership practices on the relationship between precursors of employee's retentions and employee retention in Christian Faith based health institutions in Nairobi County, Kenya.

Table 8.0: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.764	1	21.941	37.9735	.0001 ^b
	Residual	187.207	327	0.5778		
	Total	274.991	328			
2	Regression	82.252	1	20.563	58.4048	.0001 ^c
	Residual	113.918	327	0.3516		
	Total	196.1704	328			

b. Predictors: (Constant), Training

c. Predictors: (Constant), Training, Transformational Leadership Practices

The F-critical change from 2.133 to 7.220 while the F-calculated change from 37.9735 to 58.4048 as shown in Table 8. This showed that F-calculated was greater than the F-critical and hence there was a linear relationship between the independent variables, moderating variable and the dependent variable. In addition, the p-value was 0.000, which was less than the significance level (0.05).

Table 9.0: Beta Coefficients

Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	3.577	.311		11.503	.0000
	Training	.627	.0616	.583	10.175	.001
2	(Constant)	7.492	.6104		12.8050	.0000
	Training	0.7384	.0521	.583	14.174	.0002

a. Employee retention

The findings in Table 9 showed that on introducing transformation leadership practices as a moderating variable on the relationship between precursor, training and employee retention will be having an index of 0.7384 from 0.610 in the direct relationship when all the independent variables are held constant. The Beta coefficient (β_1) improves from 0.610 to 0.7384 which shows that a unit introduction of transformational leadership practices on the relationship between training activities and employee retention would lead to a 0.1284 increase in employee retention. The relationship is significant as the P-value (0.000) is less than the significance level (0.05). The findings were supported by Ntamon, Osuoha and Sow, 2016) that transformational leadership impact positively on employees retention.

Summary of The findings

The objective of the study was to establish influence training and development and employee retention in Christian health-based institutions in Nairobi. The results revealed there exists a strong, significant and positive correlation between employee training and employee retention in Christian Faith based health institutions. Management efforts to foster employee training either through resource allocation, commitment and development of training policy employee would contribute significantly increase in employee retention in Faith Based health institutions in Kiambu and Nairobi- Kenya. The introduction of transformation leadership practices in employees training contributes to improvement in employee retention in CHAK institution in Nairobi City and Kiambu Counties. Introduction of transformational leadership practices on the relationship between training activities and employee retention would lead to increase in employee retention.

Conclusions

The study concluded that training is a significant precursor for employee retention in Christian health based institutions in Nairobi. Employee training plays a significant role in enhancing skill acquisition that promotes employee productivity. Christian Faith Based health Institutions was found to embrace training for the employees to achieve high standard of health service delivery. Institution training assist employees acquires the necessary skills and knowledge to perform current or future jobs and remain in the organization lowering the cost of acquisition of news human resources. Training of employees in Christian faith based institutions promotes provision of quality health services promoting employee training. Increasing employee's higher level of commitment as compared to others remains committed to the firm improving employee's retention. Training of employee for the purpose of promoting of employees enhances employee retention in Faith Based health institutions., foster employee motivation and commitment as well as remaining with the organization, increase employee participation in training contribute to employee motivate, commitment and remaining in the firm. Training methods such as mentoring and training induction are crucial in training as it promotes employee commitment and remains and employee advancement in the career development in Faith Based health institutions influence employees remaining committed in the institution. Integrating transformation leadership practices in employees training foster employee retention in Christian faith based health institutions. Management support, motivation and engaging staff in decision making while offering training to employees contribute significantly to employee retention in the organizations.

Recommendations

The study recommend that health institutions should focus on developing effective training framework as it evidence training is significant precursor for employee retention .Specialized training of staff on foster gaining of specialized skills enhancing employee commitment and stay in the health institutions . Training of employees in Christian faith based institutions promotes provision of quality health services promoting employee training. Increasing employee's higher level of commitment as compared to others remains committed to the firm improving employee's retention. Further, management in health institutions should integrate transformational leadership practices such as supporting staff, motivating and inspiring staff,

engaging and interacting with employees to achieve high level of employee retention in the health institutions and guarantee quality health care delivery.

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