

Mount Kenya University

**ASSESSMENT OF EFFECTS OF SELECTED HUMAN RESOURCE
PRACTICES ON EMPLOYEE RETENTION IN PUBLIC SECONDARY
SCHOOLS IN HAMISI SUB-COUNTY, KENYA**

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ABSTRACT

There are concerns that unacceptably high proportions of non-teaching staff working in secondary schools in Kenya are poorly motivated due to a combination of low morale and job satisfaction, poor incentives, and inadequate controls and other behavioural sanctions. The main purpose of this study was to assess effects of selected human resource practices on employee retention of non-teaching staff in public secondary schools in Hamisi District, Vihiga County. The specific objectives were to determine the effect of appraisal systems on retention of non-teaching, assess the effect of target setting on retention of non-teaching staff, establish the effect of monitoring and evaluation on employee retention and establish the effects rewards and work policies on retention. The study adopted the survey research design. The target population was 1092 comprising of 42 principals, 42 deputy principals, 462 non-teaching staff and 546 members of the Board of management. The study involved a sample size of 329 respondents; this comprise of, 13 principals, 42 deputy principals, 139 non-teaching staff and 164 members of School Board of Governors. Purposive sampling technique and simple random sampling techniques was used to select respondents. Questionnaires and interview schedule was used to collect primary data. Descriptive statistics was used to analyze data and included frequencies, percentages and means. Data from interview schedule were analysed thematically. Results were summarized and presented in the form of frequency tables and bar graphs. The study findings showed that majority of the non-teaching staff members (70.2%) were of the opinion that performance appraisal had enhanced efficiency among non-teaching staff. Further majority of the respondents were of the view that performance appraisal has enhanced effective job performance amongst the non-teaching staff with a further majority of the non-teaching staff members (84.8%) showing that performance appraisal systems has enhanced accountability in public schools and therefore improving on service delivery. Further, majority of the non-teaching staff members (79.4%) from public secondary schools in Hamisi District believed that employee participation in decision making increase job satisfaction and hence employee retention. It was recommended that in order to enhance effective utilization of performance management systems such as appraisal systems in schools there is need for the public schools to train non-teaching staff members on the benefits of these systems as they enable employees to be effective, accountable and responsible. It is hoped that the findings of this study benefit the management of secondary schools in Hamisi District in establishing the effect of performance management on human resource management and therefore they was able to understand ways of motivating and retaining their employees. It also be of benefit to the non teaching staff of the various secondary schools in understanding ways of improving their performance, wage bargaining, improving service delivery and appreciating motivational factors awarded to them in the various secondary schools. It is also hoped that the findings of this study form basis for further research in the field of effect of performance contracting on employee performance.