

**EFFECT OF PENSION SCHEMES ON EMPLOYEE RETENTION IN PUBLIC
UNIVERSITIES IN KENYA**

Author:

RAHAB ITUMBI MATHULA

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ABSTRACT

Pension schemes are a social security maintenance plan for workers after their disengagement as employees through retirement. Kenyan universities have put in place various forms of employee pension schemes which are intended to attract and retain the most qualified staff. In the previous year's many Kenyan universities have been facing an increased staff turnover regardless of the pension schemes provided to the staff. Employee pension schemes have therefore been a major problem leading to declining rate of employees' retention in many Kenyan universities. The general objective of the study was to establish the effect of pension schemes on job retention in public universities in Kenya. The study specifically aimed to; find out the effect of job security on job retention in public universities in Kenya; examine the effect of employees' wellbeing on job retention in public universities in Kenya; assess the effect of employees' relations on job retention in public universities in Kenya and determine the effect of employees' job satisfaction on job retention in public universities in Kenya. The research study assumed a descriptive research design and the target population was a total of 9395 employees in two universities within Nairobi. The study applied simple random sampling technique to select 383 respondents as the sample size for the study. Questionnaires were used as the main data collection instruments and a pilot study was conducted to pretest questionnaires for consistency. Descriptive statistics and multiple regression analysis was used to analyze the collected data and the results were presented on tables, figures and graphs. This contributed towards making the summary of findings, conclusion and recommendations of the study. The study resolved that there is a significant effect of pension schemes on employee retention in public universities in Kenya. The study recommended that University Managements in Kenya need to improve on the management of pension schemes in order to enhance employee retention.

Key word: Pension schemes, employee retention, Job Security, Employees Wellbeing, Employees Relations, Employees Job Satisfaction

INTRODUCTION

Background of the Study

According to Pegg (2009) a retirement benefits schemes also known as pension plan are structures or arrangement whether established by a written law or by any other instrument, under which a person is eligible to benefits in the form of payments determined by age, length of service, amount of earnings or otherwise and payable primarily upon retirement, death, termination of service or upon the occurrence of any other incident as may be stated in such written law or any other instrument. There are different types of occupational retirement benefits schemes in Kenya. A scheme can be contributory or non-contributory; a contributory scheme is one where the employees contribute towards pension provision by the employer while noncontributory scheme is where the employer meets the entire cost of pension provision. It can also be insured or non- insured (deposit administration); insured schemes are pension provision arrangements through execution of an insurance policy, where benefits are guaranteed while for non-insured schemes the benefits payable depend on investment returns and contributions, there is no guarantee as to the level of benefits (Armstrong & Murlis, 2007).

Pension Schemes on a Global Perspective

According to Alliance Global Investors (2007), pension assets in Australia amount to AU\$ 1trillion (equivalent to 20% of the GDP), while in Belgium pension assets amounted to 140 billion Euros in 2004. In 2003, the pension assets of Canada were worth CAD 1.3 trillion (30% of the GDP), while in China pension assets amounted to RMB 714 billion (24% of GDP) for same year. Closer to home, namely in Kenya and South Africa, the pension assets had a value of KSH 130 billion in 2006, which accounted for 30% of the GDP (RBA 2007) and ZAR 1098 billion in 2004 (Alliance Global Investors 2007) respectively. Pension funds are therefore important providers to the GDPs of countries and should consequently be managed effectively (William, 2008).

Pension Schemes on a Regional Perspective

In African Countries there is a considerable positive relationship between pension schemes and employees job in organizations. Deferment in payment of salaries and fridge benefits to workers even after retirement has negative consequences among employees in Nigeria (Agba, 2007). This also is accountable to the low morale among workers and workers ineffectiveness in most organizations (Ushie, 2010). Onyene (2010) observed that there is a direct association between salary, payment of benefits, promotion, career development, worker-hours and labour turnovers in Cross River State in Nigeria.

Pension Schemes on Local Perspective

Like most African countries, Kenya established a pension scheme for government employees through enactment of the Pensions Act Chapter 189 of the laws of Kenya (Oyugi, 2009). The scheme covers those in the service of various ministries, armed forces, police, prisons, national youth service and teachers. The scheme is unfunded, defined benefit and non-contributory except for the widows and children benefits where a contribution of 2 percent is charged. The benefits provided include; service pension plus commuted pension, service gratuity, marriage gratuity, disability pension, death gratuity, dependants' pension, compassionate gratuity and annual allowances. The retirement age is 60 years with the exception of judges who retire at 74 years. The scheme was the earliest to be established and was the yardstick for the occupational pension schemes (Oyugi, 2009).

However, things have changed radically. Pension payouts have been rising at such alarming level and the government has faced challenges. In 2005, there were 156,926 pensioners with a monthly payroll of Kshs.550 million and 8,000 employees going into retirement annually coupled with 5,000 deaths every year (Wachira, 2006). In the year 2005 alone, there were 7,000 deaths of civil servants. It was estimated that by the end of the year 2013, the pension payout would stand at over Kshs.45 billion and over the next decade, the payout was likely to exceed Kshs.500 billion. This was against an estimated government workforce of 600,000 employees. The problem was so acute that maintaining the payroll and the fast-growing pension payouts could take up, nearly two thirds of all taxes collected and eclipse hopes for adequate funding in education, health and infrastructure. The pension bill has been increasing at rate of 15 percent over the decade, rising from Kshs.2.8 billion in 1995 to Kshs.17.2 billion in 2005. This forced the Kenya government to review the civil servants retirement age from 55 to 60 years in an attempt to control the huge pension bill (Tari, 2014).

Statement of the Problem

Occupational pension schemes are one of the major sources of income for retired people in Kenya. Kenyan universities have put in place numerous forms of employee pension schemes with one of the aims being a measure to attract and retain the most qualified staff. Many Kenyan universities have in the past faced an increased staff turnover rates regardless of the pension schemes delivered to their staff. According to Otieno, 2009, the Technical University of Kenya, employee pension schemes have posed a major threat to the rate of employees' retention. For example, according to Okoth (2016) more than 1,200 employees of the Technical University of Kenya have been facing a bleak future in retirement after it emerged that they have lost nearly all their pension savings worth over Ksh 800 million to the institution. Previous studies related to employees pension schemes include; Chege (2016) study on the effect of employee welfares on retention at Safaricom Limited, Nyangi (2011) study on effects of employee benefits on

employee retention at Kenya Forest Service, which recommended that incentivizing staff was essential for staff retention ; Tari (2014) study on contributing factors of pension scheme design in occupational defined contribution schemes and Ngetich (2012) study on causes of the growth of individual pension schemes. From these studies, it is evident that little has been done on the effect of employees pension schemes on job retention in public universities in Kenya hence leaving a major knowledge gap. This research study sets out to address this gap by establishing the effect of pension plans on job retention in public universities in Kenya.

General Objective

The general objective of the study was to establish the effect of pension schemes on job retention in public universities in Kenya.

Specific Objectives

- i. To evaluate job security's effect on job retention in public universities in Kenya.
- ii. To examine the effect of employees wellbeing on job retention in public universities in Kenya.
- iii. To assess the effect of employees relations on job retention in public universities in Kenya.
- iv. To determine the effect of employees job satisfaction on retention in public universities in Kenya.

LITERATURE REVIEW

The Life Cycle Saving Theory

The life cycle model postulates that an individual live in two periods; in the first, he/she earn a wage from his/her labour and the second he/she retires. It was first developed by Modigliani and Brumberg (1954) and later generalized by Feldstein (1974). The individual therefore is assumed to accumulate wealth during their working life and save throughout their retirement to smoothen his/her consumption. Thus the only motivation for saving in this context is to provide for retirement. The life cycle hypothesis also assumes that through savings, households generates capital stock and changes in household savings translate into changes in aggregate savings (Bailliu and Reisen, 1997). This model has however been challenged. For instance, Deaton (1992) argues that an increase in pension wealth has no impact on the overall savings. This is because households would simply alter their non pension wealth to fully offset the increase in pension wealth. Pisando (1992) on the other hand argues that financing pensions generates increased savings given that pension assets are normally illiquid and therefore other household wealth may not always be reduced when pension assets increase. Additionally, in most cases the pension laws prohibit pensioners from transferring their future pension benefits.

Equity theory

Equity theory presupposes that during a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's

puts forth. Based on Adam (1965) theory, Huseman, Hatfield & Miles (2007) further suggest that if an employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and the output are not equal. Inputs encompass the quality and quantity of the employee's contributions to his or her work. Examples of inputs include: time, effort, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skills (Astrauskaite, 2011).

Productivity theory of pension

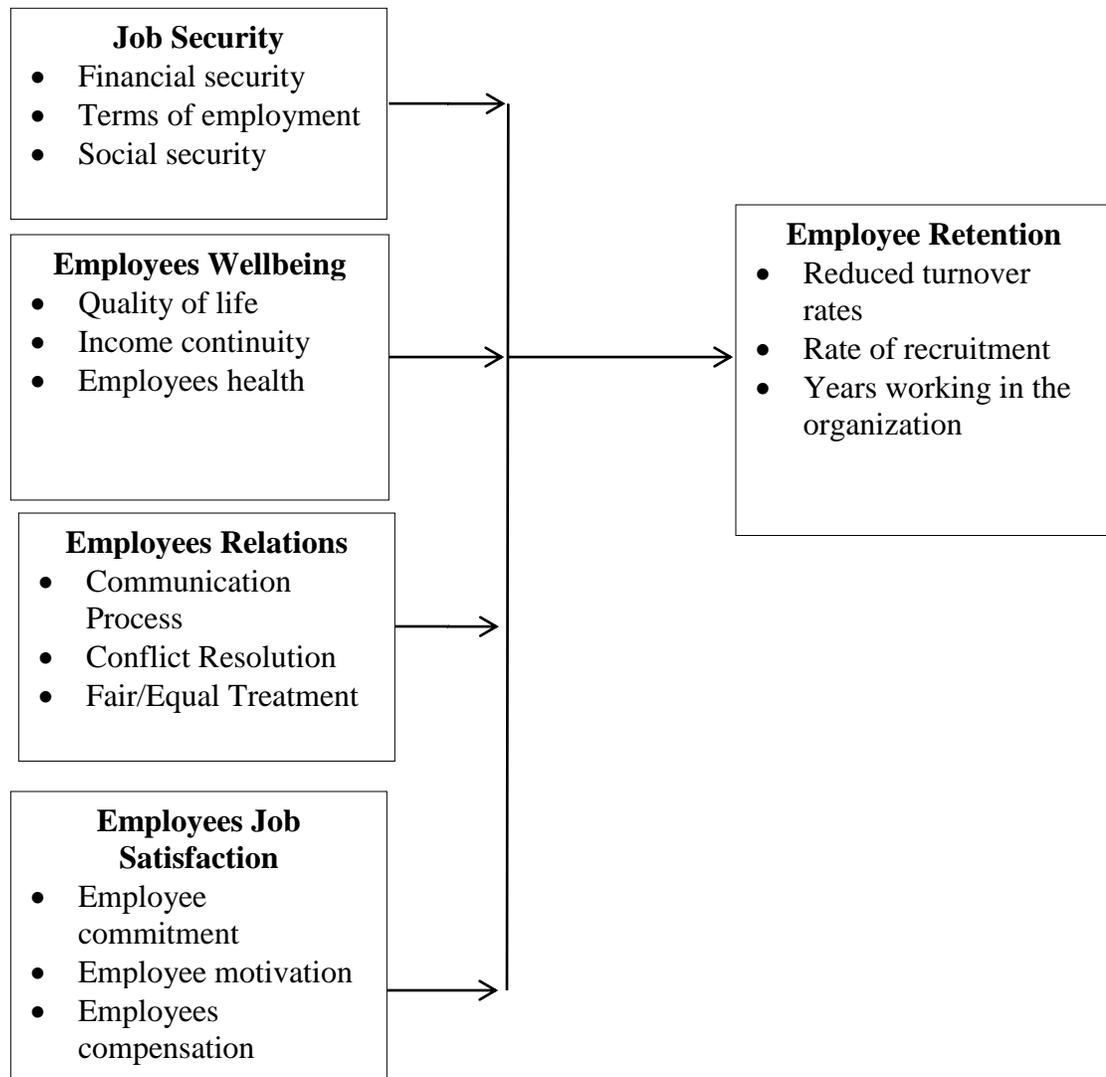
Productivity theories of pension Productivity theories of pension posited by Dorsey (1998) is of two sides, that is the demand and supply. The theory enhances the average wealth of a pensioner, especially when the assets are invested to generate large income for redistribution to participants. This theory and concepts also inform that a good pension scheme motivates the workforce to put in their best in the work place as they look forward to a rewarding retirement period (Ilesami, 2007).

Systems theory view of pension funds

Pension funds like other organisations, can be viewed as open systems since they accumulate contributions from employees (members) and their sponsors (employers who establish the pension fund), invest the contributions and hold the proceeds in stewardship for the benefit of the members upon retirement (Davis 2012). Davis (2012) thus suggests that pension funds have definite inputs that they convert to outputs. Following this systems theory approach (inputs – conversion – outputs), efficiency in the present study is conceptualised as the pension fund's ability to maximize financial outputs (pension fund value and retirement benefits) from the scarce financial resources (contributions, investment funds, other inputs) available to it.

According to Chansarn (2012), a financially effective system ensures distribution of limited funds to the most beneficial uses in the most effective manner. The latter defines efficiency as controlling spending, accomplishing more with lesser financial resources, commissioning long term investments to save financial resources in the long term and using budgets prudently. Concurring with the systems approach, pension fund efficiency in the present study is defined as the ability of a pension fund to maximize its financial outputs (retirement benefits and asset values), operate at minimal costs, pay retirement benefits on time and generally optimize gains to members.

Conceptual Framework



Independent Variables

Dependent Variable

Job Security

Job Security is the belief or self-confidence of an employee that he will not lose his current job he is holding to (Croese, 2011). High level job security indicates that the employees will not lose their jobs in the near future. Job security is more of a perception; it is intangible thing which cannot be looked at but can be felt (Cummings, 2010). Job security usually arises from the terms of the contract of employment, collective bargaining agreement, or labor legislation that prevents

arbitrary termination (Guest, 2007). Good pension schemes helps in improvement of employees' job security in public universities. Factors such as financial security, terms of employment, employees' retrenchment, social security and career development determines the nature of employee job security in an organization (Davis, 2012).

Employees Wellbeing

Employee well-being includes advancement, managerial and physical workplace considerations, as well as people's physical and psychological health (Burton, 2007). Pension scheme has major impact on the employees' wellbeing during the period of work and after retirement. Pension schemes gives employees assurance of good quality life after retirement and this promotes employees psychological health. Employees wellbeing is determined by quality of life, employee's health, income continuity, employees' welfare, work life balance and work benefits (Armstrong, 2009).

Employees' Relations.

Employee relations refers to the total relationship between an employer (and their representatives) and the employee (and their representatives) in regard to the establishment of conditions of employment. Employee relations involves a level of interaction between employers and employees, or their representatives, to achieve a set of working conditions that will meet the needs of employees as well as allowing the organization to achieve its strategic, tactical and operational objectives (Antolin,2008). Employees' pension scheme plays a major role in determining the nature of the employees' relations in an organization. Good employees' relations is achieved when the organizations management offers pension schemes as per the employees' expectations. Effective communication of the employees' pension schemes helps in making employees understand the nature and the benefits of pension schemes and this helps to avoid conflicts between organization management and the employees hence leading to good employees' relations (Spector, 2007).

Employees Job Satisfaction

Employees' job satisfaction is how employees are contented in their respective job task functions. Good employees' pension schemes have positive effect on employees' job satisfaction since employees are more motivated and committed with their work when offered good pension schemes (Burton, 2007). Employee satisfaction is typically measured using an employee satisfaction survey. These surveys address issues such as compensation, working condition, perceptions of management, work life balance, teamwork, organization policies and organization resources (Dery & Wiblen, 2010).

Employee Retention

Retention refers to an organization being in a position to retain its employees. Retention can be

represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). In many organizations retention is determined by; turnover rates; rate of recruitment and years working in the organization (Gupta, 2008). Job retention in many learning institutions is a major problem that is partly contributed by poor administration of employees' pension schemes. Increased rates of employees' turnover are realized in various public universities due to employees' dissatisfaction with the offered pension schemes, lack of good work benefits, remuneration and work environment, these contribute to low retention rates which leads to loss of experienced and most skilled staff hence affecting the overall institution performance (Clarke, 2012).

Empirical Literature

Job Security

Armstrong (2009) found out that employees' job security is major factor that greatly determines the rate of employees' retention in many organizations worldwide. Findings from a study by Edwards (2011) showed that in Canada, Pension schemes especially contributory scheme plays a key role in enhancement of employees job security and this leads to increased rate of employees retention in originations. Findings also showed that employees jobs security was determined by financial security; terms of employment; employees' retrenchment; retirement security and employee rewards. Clarke (2012) conducted a study on pension schemes and employees retention in United Kingdom's public organisations and identified that pension schemes increased employee's job security and this led to increased rate of job retention in organisation. Clarke (2012) also revealed that pension schemes contributed to employees' job security in many UK firms by providing financial security and providing employees with retirement security. Seoum (2014) study on Ethiopia Pension Schemes, found out that in Ethiopia, the social securities are part of the financial sector of the economy and play a significant role in economic building. However, like many other developing countries of the world, a pension system is not adequately developed in Ethiopia and this threatens employees' job security and leads to high rate of employees' turnover and low rate of employees' retention in many organizations.

Employee Wellbeing

Buchholz (2014) study identified that employee well-being in many organizations worldwide is determined by; quality of life; employee's health; income continuity; employees' welfare; work life balance and work benefits. These findings were echoed by Bikker (2009) when he affirmed that good employees well-being was found to be characterized by quality of life; employee's health; income continuity ;employees' welfare; work life balance and work benefits in many firms with good pension schemes.

Evidence from empirical study by Cummings (2010) in UK revealed that employees' pension schemes plays a major role towards improvement of the employees wellbeing both during the

time of work and after retirement. In Denmark, a study by Carton (2014) identified that good employee well-being contributes greatly towards realization of increased rate of employees retention in many organizations with good pension schemes. According to findings by Cummings (2010) pension schemes improve the living standard of the elderly people who have outlived the labour force group and it is also act as social security as well as welfare package for the old or retired people who are in their years of labour inactivity, these helps to improve the employees mental and psychological health which improves employees wellbeing.

Employee Relations

A study by Armstrong (2009) on employees relation in European firms established that, employees relations involves the relationship between an organization and its employees and good employees relations is determined by communication process; conflicts resolution; team work ;employees loyalty and fair/equal treatment. Cross (2011) study revealed that in UK public sector, employees relations is a key factor that influences the level of employees retention in organizations since good employees relations leads to fair and equal employees treatment and good working environment which encourages employees to stay for a long time in the organization.

Antolin (2008) conducted a study on effect of employees' relations on employees' performance in Canadian public universities and found out that good employees pension schemes helped to promote employees' relations and this positively impacted on employees' retention. Chatterton, Smyth and Darby (2010) study on pension schemes in New Zealand learning institutions revealed that the employed contributory pension schemes leads to good employees relations and this increases the rate of employees' retention. These findings were echoed by findings from a study by Antolin, Payet and Yermo (2010) where they identified that contributory pension schemes helped to improve employees' relations in many learning institutions in Australia and had a major positive impact on employees' retention.

Employee Job Satisfaction

A study by Dery and Wiblen, (2010) revealed that job satisfaction is the extent to which employees are happy or content with their jobs and work environment. Satisfaction is typically measured using an employee satisfaction survey. These surveys address issues such as compensation, working condition, perceptions of management, work life balance, teamwork, organization policies and organization resources.

In Poland, findings from a study by Kowalewski (2011) on internal governance mechanisms and pension fund in Poland showed that contributory pension schemes led to increased level of employees' job satisfaction in many organizations and this contributed positively towards reduction of employees' turnover rates and realization of increased level of job retention. A good pension scheme could determine the level of workers commitment as well as influence whether

an employee will remain working organization for a long time. Impavido and Tower (2009) study on pension schemes in Japan noted that good pension schemes led to increased level of employees' job satisfaction and increased commitment. Davis (2012) study in Australian firms posited that, the absence of good pension scheme in the past was largely responsible for the physiological and economic problems among many retirees since the retirees did not receive certain benefits such as gratuity and pension, these affected employees quality of life and overall employees wellbeing.

Employee Job Retention

Retention is the ability of an organization to retain its employees. Retention can be represented by a simple statistic. A retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period. In many organizations retention is determined by; turnover rates; rate of recruitment and years working in the organization (Gupta, 2008). Job retention in many learning institutions is a major problem that is partly contributed by poor administration of employees' pension schemes.

Increased rates of employees turnover are realized in various public universities due to employees dissatisfaction with the offered pension schemes, lack of good work benefits, remuneration and work environment, these contribute to low retention rates which leads to loss of experienced and most skilled staff hence affecting the overall institution performance (Clarke,2012).

RESEARCH METHODOLOGY

Research Design

The study adopted a descriptive research design to establish the effect of employees' pension schemes on retention in public universities in Kenya.

Target Population

The population of the study was a total of 9395 employees working in the two selected public Universities within Nairobi. The study targeted a population of 1200 staff at Technical University of Kenya (TUK) and 8195 staff at the University of Nairobi (UoN). These universities have staff employed on permanent and pensionable terms and are eligible for the institutions employers provided scheme.

Target Population

Universities	Target population
Technical University of Kenya	1200
University of Nairobi	8195
Total	9395

Source: Universities Administration Department (2017).

Sample and Sampling Techniques

Sampling Frame

A sample frame is the list of the total number of respondents targeted by the study from where the sample size is drawn from (Sekeran, 2003). The sample frame for the study was 383 staff working in the Technical University of Kenya and the University of Nairobi.

Sampling Techniques

The study applied probability sampling design by using a simple random sampling technique to select the sample size for the study. In addition, simple random sampling technique was used to sample the population that formed the final respondents. This was done by picking the 24th person from the list of staff hence it ensured that all the respondents in the population were given equal chance of being chosen. A sample size represents the number of respondents who are selected from the target population to constitute a sample, the sample size therefore represents the actual number of respondents who were picked from each population and issued with the questionnaires. The formula to calculate the sampling size will be Yamane sample calculation technique (Yamane, 1967) whose main aim is to determine the sample size of the study based on the population size chosen. The Yamane sample size states that:

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

Where,

n - Sample size,

N - Population size

e - Margin of error (MoE),

Therefore

$$n = \frac{9395}{1 + 9395(0.05)^2}$$

$$n = 383$$

Thus the sample size of the population was 383 respondents. To get the sample percentage, the researcher used disproportionate sampling technique where the percentage for each category was the weight of the category in the population.

Sample Population

Universities	Population	Sample Population
Technical University of Kenya	1200	50
University of Nairobi	8195	333
Total	9395	383

Data Collection Instruments

The study used questionnaires containing both open-ended and closed-ended items. The instruments were developed so as to contain all the items that aided in achieving the objectives of the research study. The questions addressed by the questionnaires sought to gather quantitative data on effects of employees' pension schemes on retention in public universities in Kenya.

Data Collection Procedures

The researcher obtained an introductory letter from the Universities and Authorization Letter and Research Permit from National Commission for Science, Technology and Innovation (NACOSTI). These documents enabled the researcher to secure appointments with the respondents to issue questionnaires which were collected at a later date to commence data analysis. The study will collect primary using questionnaires.

Pilot Study

The aim of a pilot study was to test the validity and reliability of the questionnaires. The researcher selected a pilot group of (38) respondents, i.e. (10%) of the sample population to test the validity and reliability of the research instruments.

Data Analysis and Presentation

The Data collected was analysed using descriptive and inferential statistics. Quantitative methods of data analysis were employed with both descriptive and inferential statistics being applied to explain the results of the study. Descriptive statistics was used because it aided the study to meaningfully describe the population of study. Descriptive statistics were also used to compute data frequency, percentage, percentage mean and standard deviation results aided by Statistical Packages for Social Science (SPSS Version 23). Qualitative data was analyzed thematically along the study objectives. Finally Multiple Linear Regression model was employed to establish the significance of the independent variables on the dependent variable. The quantitative findings of the study were presented using tables whereas the qualitative findings were presented thematically in narrative forms.

The multiple regression model is;

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where:

Y= Employee retention

B₀ = constant of regression

X₁ = Job security

X₂ = Employee wellbeing

X₃ = Employee relation

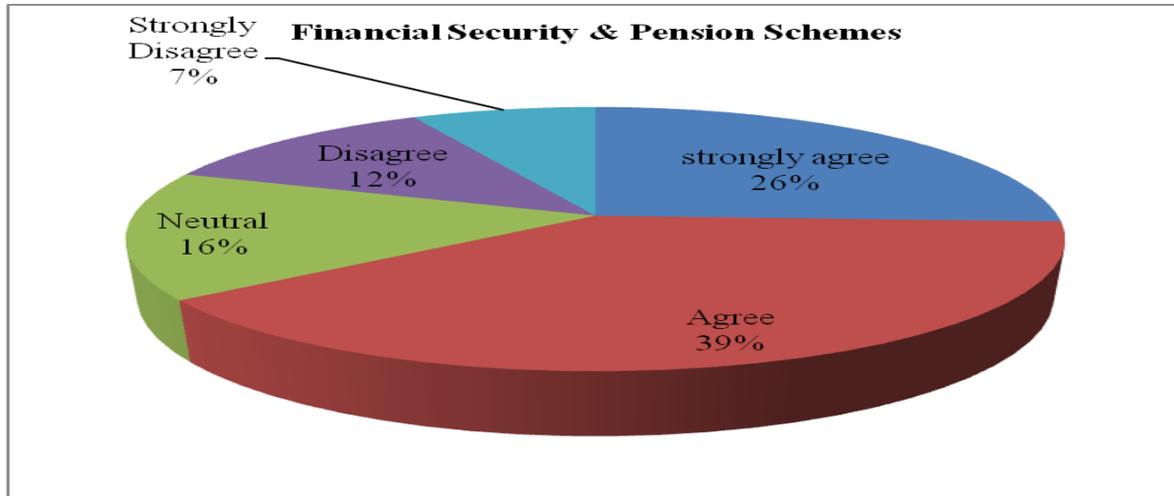
X₄= Employee job satisfaction

é. = error term

RESEARCH FINDINGS AND DISCUSSION

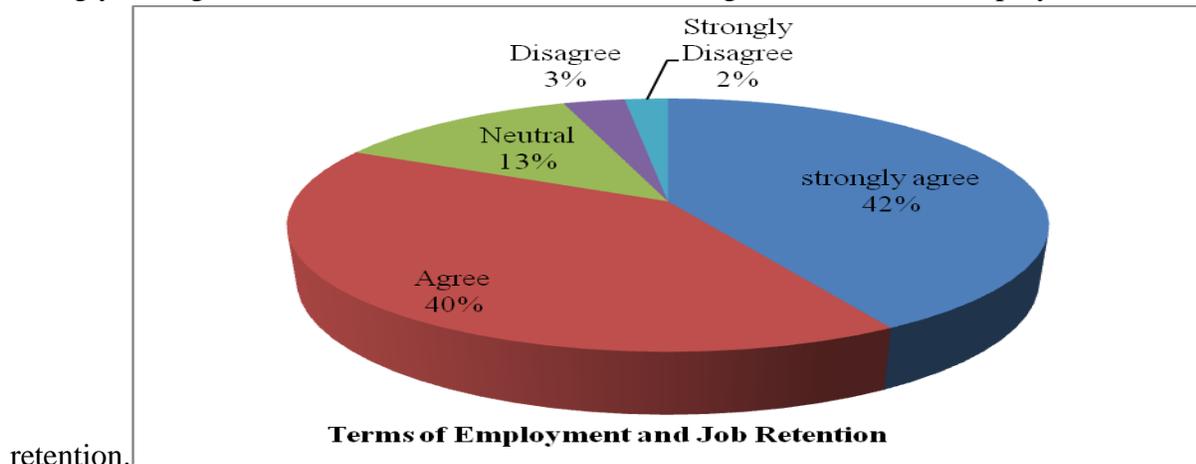
Financial Security with Pension Schemes

This section sought to evaluate financial security's effect on employee retention in public universities in Kenya. Based on the analysis 65% of the respondents either strongly agreed or agreed that they felt financially secure with pension schemes, while 16% were not sure on the relationship between financial security and pension schemes; however 19% of the respondents either disagreed or strongly disagreed with the correlation between financial security and pension schemes.



Terms of Employment and Job Retention

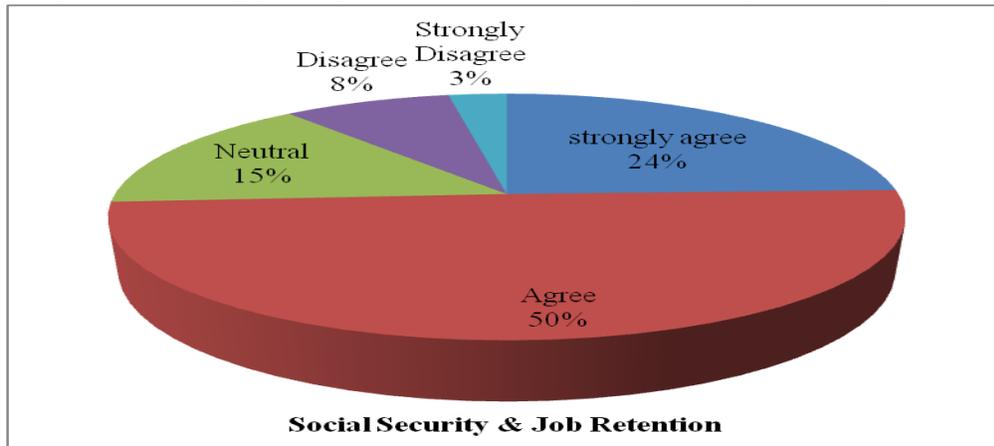
This section sought to evaluate terms of employment effect on job retention in public universities in Kenya. Based on the analysis 82% of the respondents either strongly agreed or agreed that good terms of employment encourages retention in an organization, while 13% were not sure of the effect of employment terms and retention. Equally, 5% of the respondents either disagreed or strongly disagreed with the correlation between good terms of employment and job



retention.

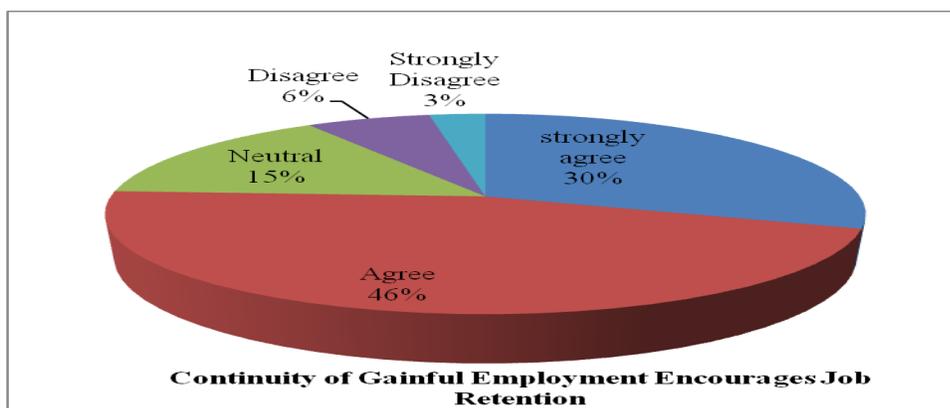
Social Security and Job Retention

This section sought to assess the impact of Social Security on employee retention in public universities in Kenya. From figure 4.7 below, 74% of the respondents either strongly agreed or agreed that social security encouraged retention in an organization, whereas 15% were not sure of the effect of social security on job retention. On the other hand 11% of the respondents either disagreed or strongly disagreed that social security had any effect on job retention.



Continuity of Gainful Employment Encourages Job Retention

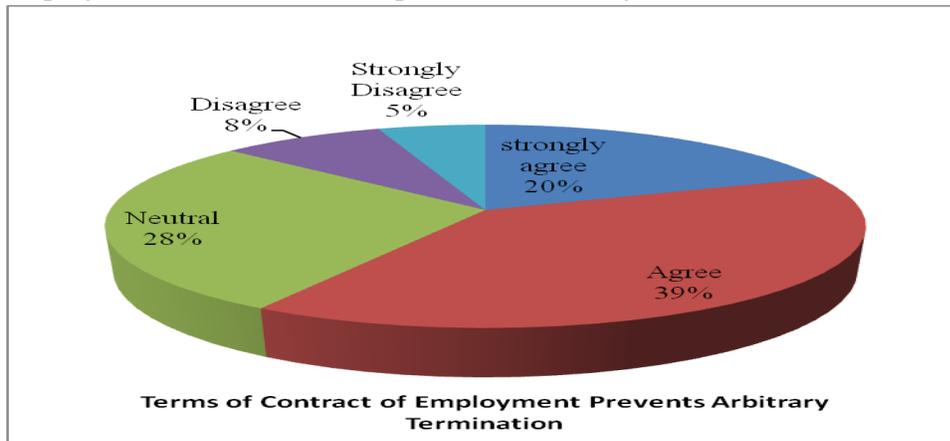
This section sought to analyse whether continuity of gainful employment encourages job retention in public universities in Kenya. The analysis established that 76% of the respondents either strongly agreed or agreed that continuity of gainful employment encouraged retention in an organization, whereas 15% were not sure. On the other hand 9% of the respondents either disagreed or strongly disagreed that continuous gainful employment had any effect on job retention as represented in figure 4.8.



Continuity of Gainful Employment and Job Retention

Terms of Employment Contract Prevents Arbitrary Termination

This section sought to analyse if terms of employment contract prevented arbitrary termination of employment and thus encouraged job retention in public universities in Kenya. It was established that in figure 4.9 below, 59% of the respondents either strongly agreed or agreed that there was a relationship between terms of employment contract and job retention, while 28% were not sure. In addition 13% of the respondents either disagreed or strongly disagreed that employment terms of contract prevented arbitrary termination.



Terms of Contract Employment Prevents Arbitrary Termination

Analysis of Job Security and Job Retention

From the study findings in Table 4.2 below, majority of the respondents were in agreement that they felt financially secure with their retirement money being in pension schemes which gives them a feeling of power by having some control over planning for retirement as shown by a mean score of 3.36, good terms of employment decreases worry about job security as presented by a mean score of 3.84 and pension schemes determine job retention in the organization as shown by a mean score of 3.15, assurance of gainful employment encourages retention as shown by a mean score of 3.06 while terms of employment prevent arbitrary termination as shown by a mean score of 3.40. The standard deviation across all the categories demonstrates that there is a general consensus in the effect of job security on retention in an organization.

Job Security

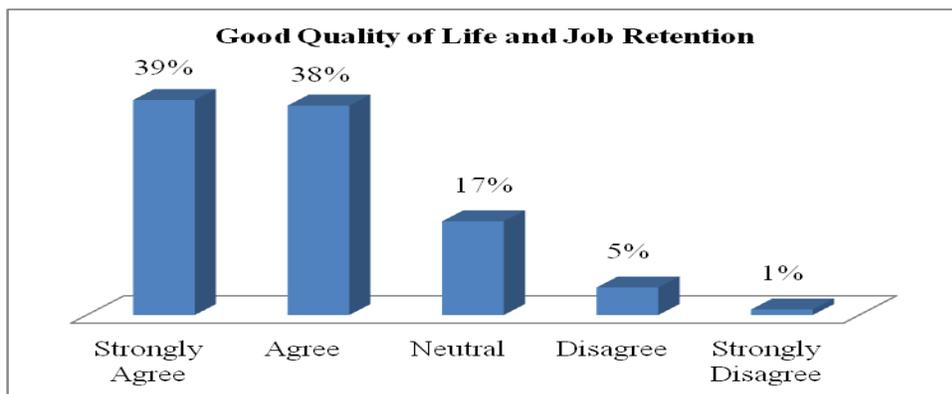
Job Security	Mean	Standard Deviation (Std Dev)
I feel financially secure with pension schemes	3.36	1.20
Good terms of employment encourages retention	3.84	0.92
Social security encourages retention	3.15	0.98
Assurance of gainful employment encourages retention	3.06	0.98
Terms of employment prevent arbitrary termination	3.40	1.06
Average Mean	3.36	

Effect of Employee’s Wellbeing on Job Retention in Public Universities

This section required to examine the effect of employee’s wellbeing on job retention in public universities in Kenya. To achieve this, the respondents were required to address issues of quality of life, mental and psychological health, income continuity, good work environment and good work life balance in relation to job retention

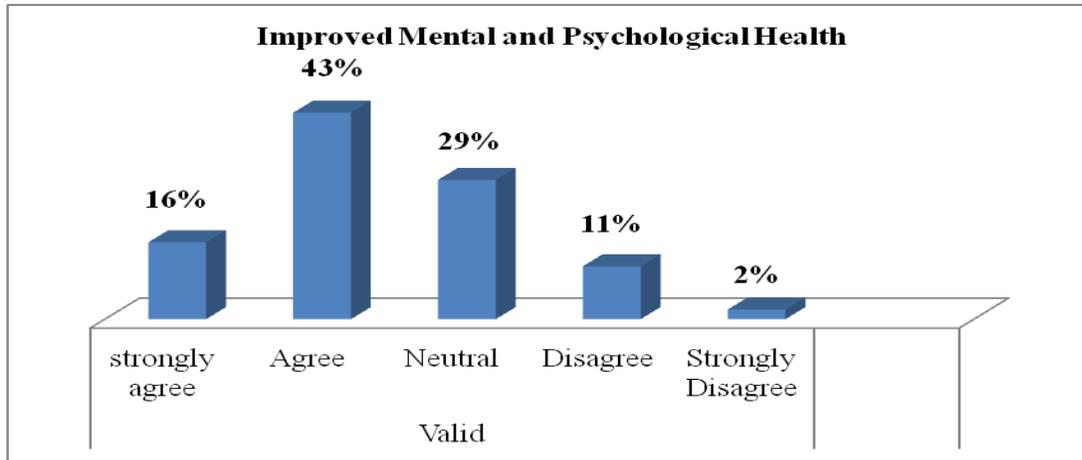
Good Quality of Life and Job Retention

This section sought to assess the impact the quality of life in the work place on employee retention in public universities in Kenya. The data analyzed in figure 4.10 below revealed that 77% of the respondents either strongly agreed or agreed that good quality of life encouraged retention in the organization, whereas 17% were not sure of the effect of good quality of life on job retention. Similarly 6% of the respondents either disagreed or strongly disagreed that good quality of life had any effect on job retention.



Mental and Psychological Health and Job Retention

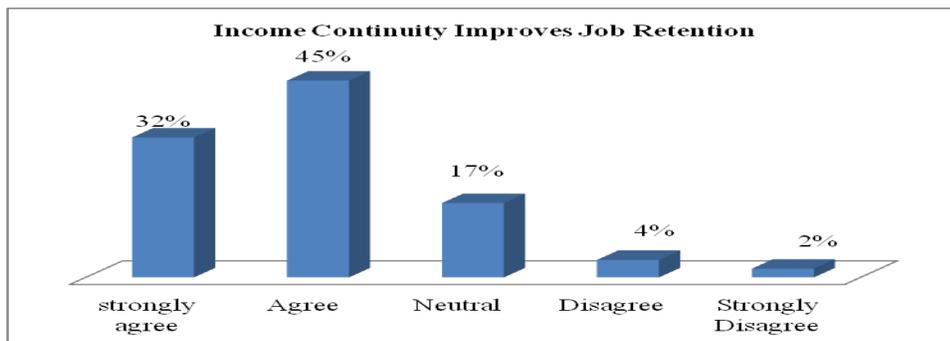
Most of the respondents from the study findings in figure 4.11 below agreed that improved mental and psychological health encouraged job retention at 59%, whereas 29% of the respondents were not sure of the relationship and 13% disagreed and or strongly disagreed that mental and psychological health had any role in job retention.



Improved Mental and Psychological Health

Income Continuity Improves Job Retention

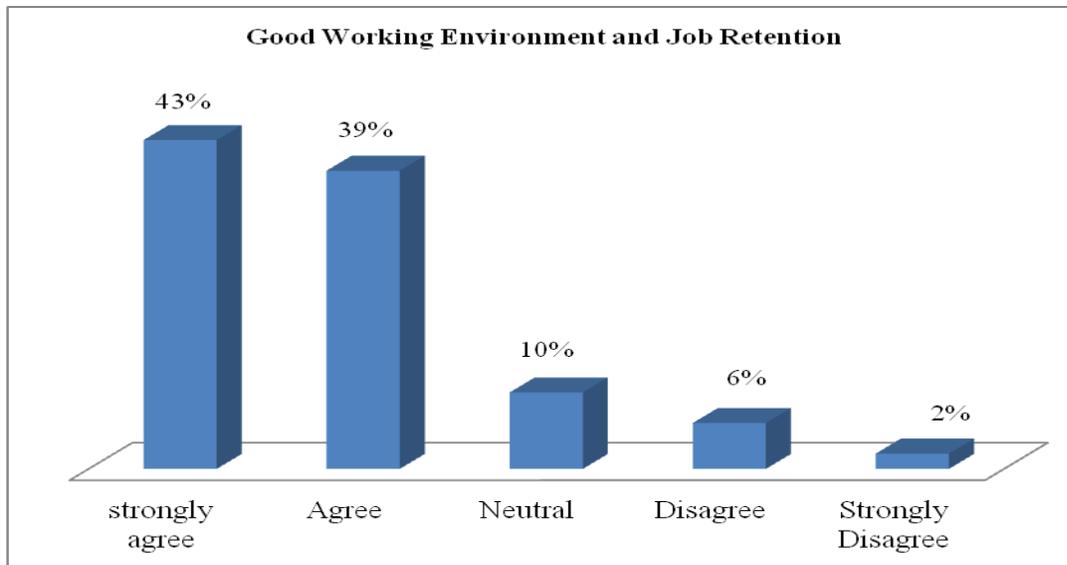
The findings in Figure 4.12 below established that 77% of the respondents perceived that income continuity improved job retention while 17% were not sure as 6% either disagreed or strongly disagreed that there was any relationship between income continuity and job



Income Continuity Improves Job Retention

Good Working Environment Encourages Job Retention

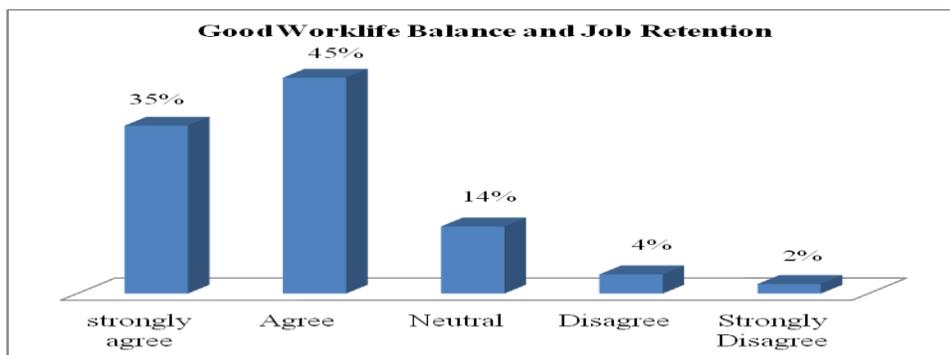
This section sought to analyse if good working environment encouraged job retention in public universities in Kenya. It was established that 82% of the respondents either strongly agreed or agreed that there was a relationship between good working environment and job retention, while 10% were not sure. On the other hand 8% of the respondents either disagreed or strongly disagreed that good working environment encouraged job retention



Good Working Environment and Job Retention

Good Work Life Balance Encourages Job Retention

This section sought to examine if good work life balance encouraged job retention in public universities in Kenya. It was established that 80% of the respondents either strongly agreed or agreed that there was a relationship between good work life balance and job retention, while 14% were not sure. On the other hand 6% of the respondents either disagreed or strongly disagreed that good work life balance encourages job retention.



Good Work life Balance and Job Retention

Analysis of Employee wellbeing and Job Retention

Majority of the respondents were in agreement that if their well being was improved it could encourage them to continue working in the organization. Well-being was evaluated on the basis of good quality of life, mental and psychological health, income continuity, good work environment and good work life balance. The respondents felt that their well being determined

how long they would continue in employment as shown by a mean score of 3.81, good quality of life ensures contentment with one's job and therefore enhances job retention as shown by a mean score of 3.92 and mental and psychological health increases productivity at work and therefore bringing job satisfaction leading to job retention as shown by a mean score of 3.39. Income continuity increases job satisfaction and job retention by ensuring job security as shown by a mean score of 4.00 good working environment improve good working relations as shown by a mean score of 3.84. Good work life balance reduces stress, absenteeism and thus improves on productivity of an employee as shown by a mean score of 3.92. The standard deviation across all the categories shows that there is a general agreement in the effect of employee wellbeing on employee retention in an organization.

Employee Wellbeing

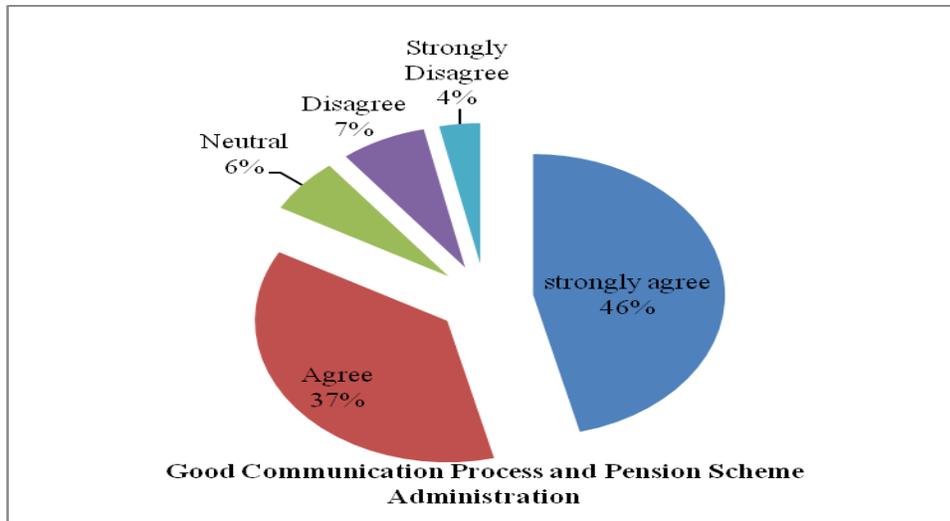
Employee Wellbeing	Mean	Standard Deviation (Std Dev)
Good Quality of Life Encourages Retention	3.92	0.92
Improved Mental and Psychological Well Being	3.39	0.93
Income Guarantee and Retention	4.00	0.92
Good Work Environment and Job Retention	3.84	0.94
Good Work Life Balance and Job Retention	3.92	0.90
Average Mean	3.81	

Effect of Employee's Relations on Job Retention in Public Universities

This section sought to examine the effect of employee's relations on job retention in public universities in Kenya. To achieve this, the respondents were required to address issues of good communication processes in the organization, conflict resolutions, fair and equal treatment in pension administration, employee commitment in place of work and the good working conditions in the place of work.

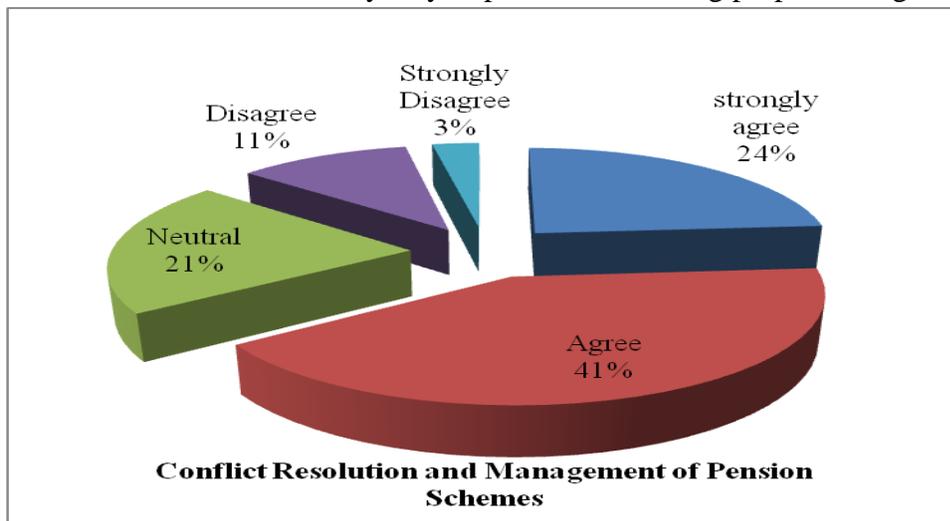
Good Communication Process Leads to Understanding of Pension Schemes

This section examines the role of communication in pension schemes and employees understanding the administration of their scheme and the accruing benefits from a well administered scheme. From the analyzed data in figure 4.15 below, 73% of the respondents strongly agreed or agreed that good communication was of paramount importance in the administration of their pension scheme, however 6% were not sure if communication process played any role in ensuring the success of their pension scheme. In addition, 11% of the respondents were averse to the idea that good communication process was in any way significant in ensuring proper administration of pension scheme.



Conflict Resolution and Management of Pension Schemes

This section examines the role of conflict resolution in management of pension schemes and accruing benefits from a well administered scheme. From the analyzed data 65% of the respondents strongly agreed or agreed that conflict resolution was of vital in the administration of their pension scheme, however 21% were not sure if it played any role in ensuring the success of their pension scheme. In addition 14% of the respondents were disinclined to the idea that conflict resolution was in any way important in ensuring proper management of pension scheme

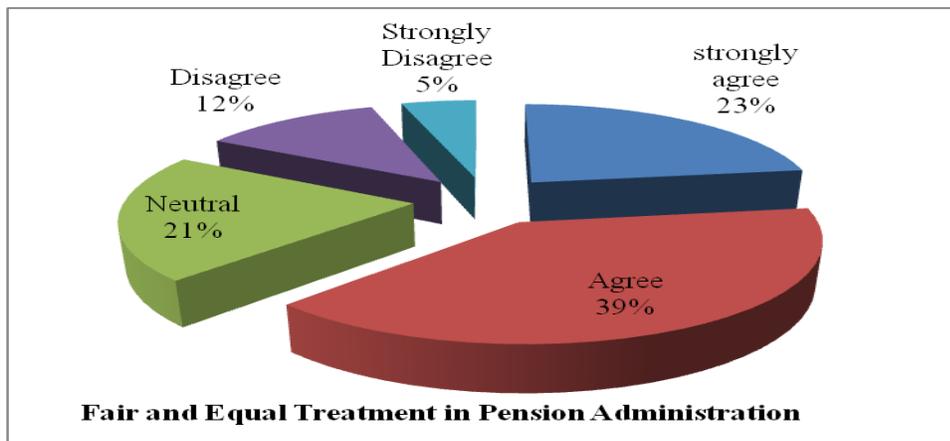


Conflict Resolution and Management of Pension Schemes

Fair and Equal Treatment in Pension Administration

This section examines the role of fairness and equitable treatment of members in the administration of their pension schemes. The analyzed data in figure 4.17 revealed that 62% of the respondents were of the opinion that members need to be treated fairly and equitably in the administration of their schemes and therefore strongly agreed or agreed, however 21% were not sure if the concept of fairness and equity played any role in ensuring the success of their pension

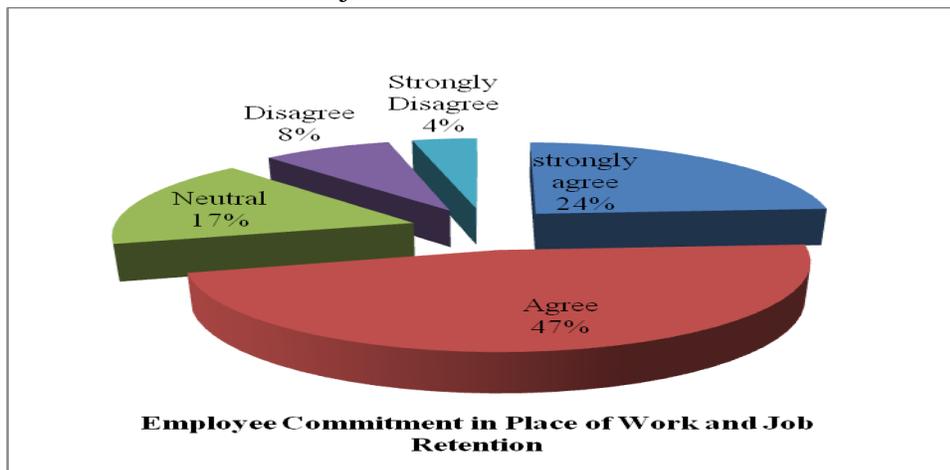
scheme. In all the respondents only 14% were opposed to the idea that fairness and equity played any role in ensuring the success of the scheme.



Fair and Equal Treatment in Pension Administration

Employee Commitment in Place of Work and Job Retention

From the analyzed data, employee’s commitment in the place of work and how it relates to job retention. The findings in figure 4.18 established that 71% of the respondents attested to the fact that commitment of employees to their places of work increased their prospects of being retained in their employment, on the other hand 17% were none committal on whether employee’s commitment in the work place had any significant role in ensuring job retention. That notwithstanding, 12% of the respondents believed that employees commitment at their place of work had no relation with job retention.

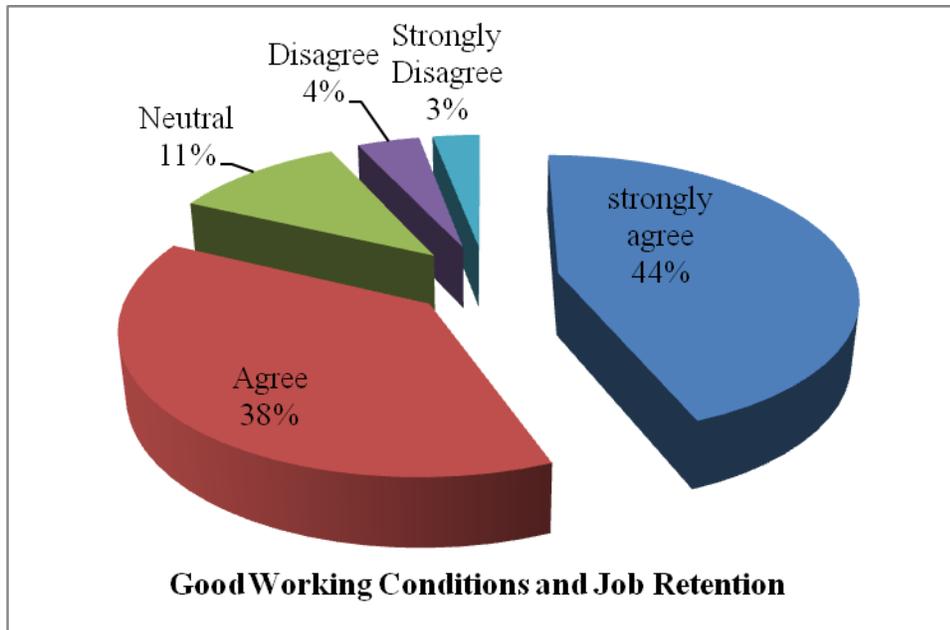


Employee Commitment in Place of Work and Job Retention

Good Working Conditions and Job Retention

This section examines employee’s working conditions and its influence on job retention. The findings in figure 4.19 established that 82% of the respondents confirmed that good working

conditions at their place of work encouraged job retention, the study showed that 11% of the respondents were not sure of the relationship while 7% either disagreed or strongly disagreed that there was any relationship between good working conditions and job retention.



Good Working Conditions and Job Retention

Analysis of Employee Relations and Job Retention

From the study, most of the respondents were in conformity with the fact that employee relations improved job retention in public universities. Employee relations was assessed on the basis of good communication process, conflict resolution, fair and equal treatment on administration of pension schemes, employee's commitment to their work and good employee working conditions. The respondents felt that good communication process in understanding of pension schemes improved employee relations and thus encouraged job retention in the organization as shown by a mean score of 2.95, conflict resolution contributed to mutual working relationships among members of the pension schemes and hence promoted job retention as shown by a mean score of 3.27. Fair and equitable treatment in the administration of pension schemes inspired confidence in the schemes and therefore members would remain in the organization as they were satisfied that their voice is heard, this was shown by a mean score of 3.36, Employee commitment to their work as an aspect of employee relations contributed to job retention as evidenced by cordial working relations between the employee and the employer as shown by a mean score of 3.22, good employee working conditions encourages the employee to remain in the organization as shown by a mean score of 2.933. The standard deviation across all the categories shows that there is a general agreement in the effect of employee relations on employee retention in an organization. The findings of this study are in tandem with the findings of Armstrong, 2009 who reported that an organization with a good employee relations program provides fair and

consistent treatment to all employees so they will be committed to their jobs and loyal to the company.

Employee Relations

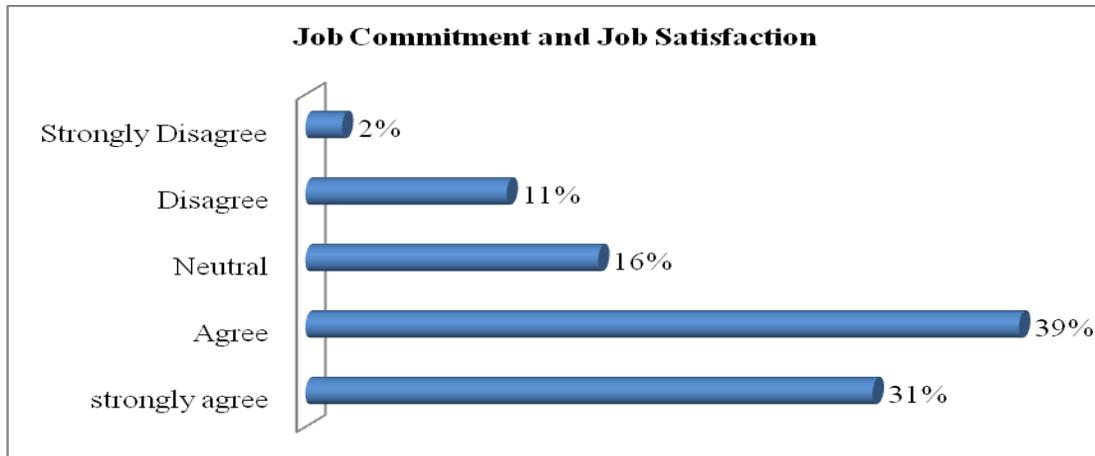
Employee Relations	Mean	Standard Deviation (Std Dev)
Good communication helps understand the benefits of pension schemes	2.95	1.05
Employed pension schemes are good reduces case of employees conflicts with management	3.27	1.03
Fair/Equal treatment on pension administration encourages me to remain working in the organization	3.36	1.10
Pension schemes makes employees to be more committed in their work hence higher retention	3.22	1.02
Good employee working conditions encourages employees to remain in the organization.	2.93	0.97
Average Mean	3.15	

Effect of Employee's Job Satisfaction on Job Retention in Public Universities

This section sought to examine the effect of job satisfaction on job retention in public universities in Kenya. To achieve this, the respondents were required to address issues of commitment, motivation, compensation, benefits and management perception.

Job Commitment Improves Job Satisfaction

This section examines the role of job commitment in enhancing job satisfaction in the place of work. The data in figure 4.20 showed that 70% of the respondents strongly agreed or agreed that commitment to one's job led to job satisfaction; however 16% were not sure if commitment to one's job led to satisfaction. In addition 13% of the respondents either strongly disagreed or disagreed that job commitment led to job satisfaction.



Job Commitment and Job Satisfaction

Job Motivation leads to Job Satisfaction

This section examines the employee motivation on job satisfaction. From the analyzed data 65% of the respondents strongly agreed or agreed that motivation was fundamental in ensuring job satisfaction, however 20% were not sure if it played any role in attaining job satisfaction. In addition 16% of the respondents were opposed to the idea that job motivation had any influence on job satisfaction

Job Motivation and Job Satisfaction

Employee Compensation and Job Satisfaction

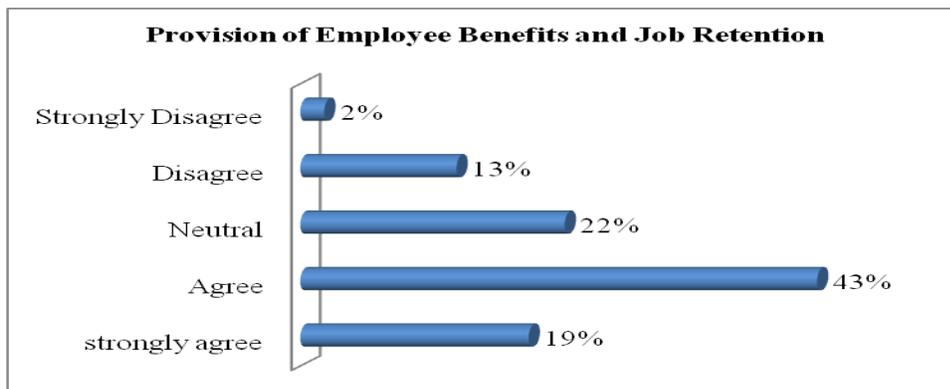
This section examines the role of employee compensation and its influence on job satisfaction. The analyzed data in figure 4.22 revealed that 54% of the respondents were of the opinion that employees need to be well compensated in order for them to feel satisfied in the place of work, 21% were not sure if employee compensation played any role in enhancing job satisfaction. In all the respondents 25% were opposed to the idea that employee compensation enhanced job satisfaction in the work place.



Employee Compensation and Job Satisfaction

Provision of Employee Benefits and Job Retention

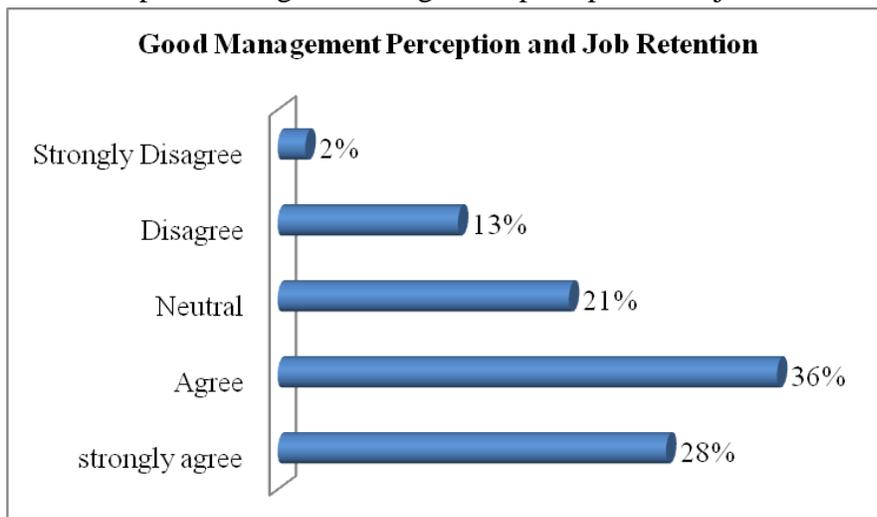
This section examines the effect of provided employee benefits on job retention. The findings established that 62% of the respondents indicated that provision of employee benefits led to job satisfaction and hence ensured job retention, on the other hand 22% were none committal on whether provision of employee benefits in the work place had any significant role in ensuring job retention. That notwithstanding, 15% of the respondents believed that provision of employees benefits at their place of work had no relation with job retention.



Provision of Employee Benefits and Job Retention

Good Management Perception and Job Retention

This section sought to assess the role of good management perception on job retention.. The findings established that 64% of the respondents confirmed that good management perception at their place of work encouraged job retention, the study showed that 21% of the respondents were not sure of the relationship while 15% either disagreed or strongly disagreed that there was any relationship between good management perception and job retention.



Good Management Perception and Job Retention

Analysis of Employee Job Satisfaction and Job Retention

From the study findings in Table 4.5 below above, most of the respondents were in agreement with the fact that employee jobs satisfaction enhanced job retention in public universities. Job Satisfaction was assessed on the basis of commitment, motivation, good compensation, employee's benefits and good management perception. The respondents felt that commitment to work results in to loyalty to an organization and consequently leads to job satisfaction as shown by a mean score of 3.13. Motivation on the other hand increased employee's morale and therefore the respondents felt satisfied by their work as shown by a mean score of 3.31. Compensation for work done cultivates a sense of belonging and acceptance thus leading to job satisfaction shown by a mean score of 3.55. The benefits provided by the employer enhanced their devotion to the organization leading to job satisfaction as shown by a mean score of 3.35, good management perception builds trust within the organization between the management and the employee and therefore reinforced job satisfaction as shown by a mean score of 3.24. The standard deviation across all the categories shows that there is a general agreement in the effect of employee job satisfaction on employee retention in an organization. The study concurs with Brewster et al. (2010) that effective management of people can produce greater performance and improved job satisfaction levels, as a result of improved intrinsic rewards.

Job Satisfaction

Job Satisfaction	Mean	Standard Deviation (Std Dev)
Committed in my job because I feel more satisfied	3.13	1.04
Motivated in my job because I feel more satisfied	3.31	1.08
Well compensated hence I feel more satisfied	3.55	1.19
Provided employee benefits makes me remain in the organization.	3.35	1.00
Good management perception encourages me to remain in the organization.	3.24	1.06
Average Mean	3.32	

Job Retention in Public Universities

This section sought to examine the role of job retention in public universities in Kenya. To achieve this, the respondents were required to address issues of turnover rates, recruitment rates, and experience in terms of working years.

Analysis of Employee Job Retention

Employee Job Retention

Job Retention	Mean	Std. Deviation
There is reduced turnover rates in the organization	3.60	1.345
Rate of recruitment is low in the organization	3.44	1.484
Most employees have worked in the organization for many years	3.02	1.559
TOTAL	3.35	

The study findings indicate that majority of the employees would remain in the organization if the other factors of job satisfaction, wellbeing, relations and satisfaction were favourable to them. They perceived that job retention could be evaluated based on the indicators reduced turnovers, low recruitment rates and the length of stay in the organization as shown in table 4.6 above with a mean score of 3.35.

Inferential Analysis

The study conducted inferential analysis using Multi Linear Regression model. The regression analysis results were presented using regression model summary table, Analysis of Variance (ANOVA) table and beta coefficients table. The model used for the regression analysis was expressed in the general form as given below:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

In interpreting the results of multiple regression analysis, the three major elements considered were: the coefficient of multiple determinations, the standard error of estimate and the regression coefficients. R^2 (squared) was used to check how well the model fitted the data. R squared is the proportion of variation in the dependent variable explained by the regression model. Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable.

These elements and the results of multiple regression analysis were presented and interpreted accordingly in table 4.7, table 4.8 and table 4.9. From the findings in table 4.7, the regression model coefficient of determination (R^2) is .542 and R is 0.736 at 0.05 significance level. This is an indication that the four independent variables notably; (X_1) Job Security; (X_2) Employee Wellbeing; (X_3) Employee Relations and (X_4) Job Satisfaction are significant in determining the dependent variables $Y = \text{Job Retention}$.

Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 ^a	.542	.525	.314

a. Predictors: (Constant), Job Security, Employee wellbeing, Employee Relations and Job Satisfaction

b. Dependent Variable: Job Retention

The study further used one way Analysis of Variance (ANOVA) in order to test the significance of the overall regression model. From the results in Table 4.8, a 0.05 level of significance the ANOVA test indicated that in this model the independent variables namely; (X₁) Job Security; (X₂) Employee Wellbeing; (X₃) Employee Relations and (X₄) Job Satisfaction are important in predicting job retention in public universities as indicated by significance value=0.000 which is less than 0.05 level of significance ($p=0.000 < 0.05$). Therefore, there is significant relationship between independent variables and dependent variable. Table 4.8 also indicates that the high value of F (39.510) with significant level of p-value 0.00 which is less than 5% level of significance is enough to conclude that all the independent variables significantly affect employee engagement in public universities. This implies goodness of fit of the model and thus the variables can be carried on for further analysis to determine the significance the level of influence of each variable.

Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	28.84	4	7.211	39.510	.000 ^a
Residual	57.34	314	.1826		
Total	86.18	318			

a. Predictors: (Constant), Job Security, Employee wellbeing, Employee Relations and Job Satisfaction

b. Dependent Variable: Job Retention

The results of the test of beta coefficients which shows the extent to which each independent variable affected job retention in public universities. Where, Y is the dependent variable (job retention), Job Security (X₁), Well-being (X₂) Relations (X₃) Satisfaction (X₄). As per the SPSS generated regression Table 4.9 the regression equation was;

$$(Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon):$$

$$(Y = 0.971+0.240X_1 +0.360X_2+0.179X_3+0.049X_4)$$

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.971	.350		2.778	.000
Job Security	.240	.051	.498	4.440	.004
Wellbeing	.360	.045	.646	8.083	.000
Relations	.179	.060	.405	3.950	.000
Satisfaction	.049	.051	.062	3.972	.002

a. Dependent Variable: Y

Table 4.9 above shows that at 5% level of significance, Job security was a significant predictor of employees job retention where (P=0.004); employee wellbeing was also a significant predictor of employees job retention in public universities where (P=0.000). Employee relations was a significant predictor of job retention where (P=0.000<0.05). Similarly, job satisfaction was a significant predictor of job retention where (P=0.002<0.05). A unit increase of Employee relations would lead to a 0.179 increase in employee job retention while a unit increase of job satisfaction would lead to a 0.240 increase in job retention.

SUMMARY

Job Security and Job Retention

The first objective sought to establish in which ways job security affected retention in public universities in Kenya. It was established that pension schemes for public servants in general and public universities in particular are traditionally justified on the grounds that they guarantee the security, integrity and independence of public sector employees, as well as the attractiveness of a career in the sector. The pension scheme is seen as an imperative component of remuneration. It is maintained that it is the government's duty to ensure that these employees enjoy a certain standard of living in retirement in exchange for the responsibilities placed upon them in terms of service and loyalty. The objective of the study was to establish the effect of employee's pension scheme on job retention in public universities in Kenya. The study found out that majority of the respondents were middle aged and this could be attributed to the fact that the government is advocating for the employment of young people in all the sectors of the government. Public universities in Kenya have more male employees than female employees but the gap is being bridged. This is in line with the government policy advocating for equal employment opportunities between the gender and from this study it can be established that many young women are taking up jobs in institutions of higher learning. Most of the employees had

tertiary/college/university education given that tertiary education/training is a requirement on recruitment. The study found that there was an existing pension scheme in both institutions and that employees did not leave the organization because of dissatisfaction with employee benefits. It was also clear that pension scheme gave a feeling of power by having some control over planning for retirement, reduces worry about one's family security and determines employees remaining in the organization.

Employees Wellbeing and Job Retention

The study aimed to examine the effect of employees' well-being on job retention in public universities in Kenya. The study showed that factors like competitive salary, friendly working environment, and healthy interpersonal relationships were often mentioned by employees as key motivational variables that influenced their retention in the organizations. An employee's state of mind influences his or her capacity to perform tasks, produce quality work and achieve desired outcomes. Retaining talented people and boosting productivity is a key focus for many employers. Employees spend the most of their time in the workplace, it's important to work in an environment with a good business culture. The study findings established that good relationships are more likely to boost engagement and influence whether someone stays in the institution or not.

Employees Relations and Job Retention

The study sought to find out how employees relations affected job retention in public universities in Kenya. One of the aim of this study was to evaluate employee's perception about the nature of the relationship they have with their employers. The intent was so that the researcher could determine whether these relationships contribute to the success of their institutions through job retention. The response to the majority of the questions was positive, a pointer to that a large majority of them strongly believe that good job relations are important and that it is important that they build and strengthen them in order to obtain sustainable success of engagement in their institutions. Their responses also showed that they believed that relationships possess the potential for growth and are a vital success factor. This study highlighted the critical role played by positive employer-employee relationships towards institutional success and retention. Therefore public universities needs to build strong bonds and inter personal relationships among its workforce so that they would work with their full potential

Job Satisfaction and Job Retention

The study was carried out to determine the effect of employees' job satisfaction on job retention in public universities in Kenya. Results suggested that employees are satisfied by a good compensation, job content, opportunity for promotion, good working relationships with colleagues and supervisor. According to the results there is positive relationship between job satisfaction and employee retention. The findings of the study illustrate that job satisfaction improves employee retention. Job satisfaction is a reliable and relevant predictor of employee retention. When employers engage in practices that support good working relationships and

benefits, job satisfaction improves because workers tend to believe that the institution is using their skills and appreciating their service and commitment. In turn, higher job satisfaction generally results in higher levels of employee retention

Conclusion

Based on the study findings, the study drew conclusion that the key determinants of employee retention in public universities in Kenya include; job security, employee wellbeing, job satisfaction and employee relations. The study concluded that employees' wellbeing was the major factor that determined how long an employee would remain in an organization followed by employees' relations, job satisfaction and job security. These findings concur that employee retention in public universities be attributed to job satisfaction and employee wellbeing, employee retention and job security which were the main variables of the study.

Recommendations

This section presents study recommendations based on the major research findings. This included recommendations on the employees' well-being in public universities, improvement on employee's relations and job satisfaction in matters pension schemes.

Job Security in Management of Pension Schemes

The management of pension schemes for public servants in general and public universities in particular should endeavour to provide a guaranteed security, integrity and independence of access to pension schemes.

Employees Well-being in Management of Pension Schemes

The management of public universities should improve on ensuring employees well-being by developing fairness and equity in institutions of higher learning.

Employees Relations in Management of Pension Schemes

Communication should be improved in both the institutions and the administration of pension schemes. Since most employees spend most of their time in the organization, their wellbeing should be improved by improving their work environment and ensuring there is a fair work life balance.

Job Satisfaction in Management of Pension Schemes

Job satisfaction should be enhanced by better compensation of benefits in the work place. Generally, every organization that considers employees as a valued asset should learn from this study on areas of focus in managing pension schemes to enhance employee retention. The additional knowledge of this study will help in improving strategy and policy formulation on issues of pension schemes to encourage employee retention.

Recommendations for Further Studies

The researcher recommends the use of the findings of this study by academias, scholars and researchers as a point of reference. The findings contribute to research interest on the

relationship between pension schemes and employee retention and add to the body of knowledge. Job security leads to employees' motivation and increases the chances of the employee staying in the company. The study has investigated the perceived effects of job retention in public university and its impact of pension schemes, employee wellbeing, employee relations and job satisfaction. The study therefore recommends that further research should be done in private universities since private and public sectors have different strategic approach and thus allowing for comparison and generalization. The study recommends that further studies should be carried out on the challenges of aging staff that remain in organizations after attaining their retirement ages through contractual obligations. This is relevant because of the skills they possess and the need to create more opportunities for the growing population.

Public Universities in Kenya will need to understand the areas they need to emphasize on in order to improve on their pension schemes management in order to enhance employee retention. There is need to improve on policies governing pension schemes in order for employees to benefit by combining more than one schemes to provide a variety for employees. Further they need to greatly improve on acknowledging employees pension contribution towards the existing scheme. This will help in encouraging employees to remain in the employment for a long time. Further studies should be carried out on relationship between pension schemes management practices and employees retention in other private universities in Kenya. There is also a requirement to undertake research to examine the challenges faced in employment of pension schemes in relation to employee retention in public universities in Kenya.

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