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**WORK LIFE BALANCES AND EMPLOYEE RETENTION IN  
CHRISTIAN BASED HEALTH INSTITUTIONS IN KENYA:  
MODERATING ROLE OF TRANSFORMATIONAL LEADERSHIP**

<sup>1</sup>\*Nancy Wairimu Mwema, <sup>2</sup>Dr. Susan Were (PhD), <sup>3</sup>Dr. Magdalene Ndeto (PhD)

<sup>1,2,3</sup>Jomo Kenyatta University of Agriculture and Technology

Corresponding author's Email: [mweman@who.int](mailto:mweman@who.int)

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**ABSTRACT**

**Background:** Employee retention is one of the most critical issues facing health institution managers today. In Kenya, Health Sectors have experienced health workers strikes and high employee's turnover. Retaining staff in Christian Faith Based Health institution is a dilemma that many health institutions have to grapple with. This motivates the undertaking of the current study to assess work life balance as an employee retention precursor in Christian Faith Based Health Institutions.

**Methodology:** The study adopted a descriptive survey research design. Target population was 10,124 staff from CHAK Organization. The sample size was 385. The study used primary data collected using a questionnaire. Data analysis was done using descriptive and inferential statistics techniques.

**Results of the Study:** Finding established that work life balance is a significant precursor for employee retention in Christian Faith based health institutions in Kenya ( $B=.8203$ ,  $P=.0012$ ). The study concluded that work life balance is a significant precursor for employee retention in Christian Faith Based health institutions in Nairobi County, Kenya.

**Conclusions:** The study concluded that transformational leadership has a significant moderating effect on the relationship between work life balance and employee retention. The study also recommends that management in Christian Faith based institutions to develop policy framework informed by effective work life balance as a significant precursor for employee retention in Christian Faith Based health institutions in Nairobi County, Kenya.

**Keywords:** *Work Life balance, Employee retention, Transformational leadership*

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## **INTRODUCTION**

Employee retention is one of the most critical issues facing organizational managers because of the shortage of skilled workers, economic growth, and high employee turnover (Ntamon, Osuoha & Sow, 2016). Many organizations rely on the expertise of their employees to gain competitive advantage in global economies (Sareen & Agarwal, 2016). Employee's retention is essentially linked with the infrastructural support, remuneration packages, leadership styles and cultures within an organisation. When employees leave their jobs, it is often a sign of dissatisfaction and a costly issue to the organization. Ldama and Bazza (2015) contends that poor job retention in the United Kingdom among employees lead to many costs associated with employee turnover, which include additional burden on the remaining staff, recruitment and training costs, lost productivity, loss of clients and loss of intellectual capital. Cost of turnover involves the sharing of company's way of doing things, technology and clients with competitors who may have hired the employee (Lathitha, 2015). This goes with little emphasis that undesirable employee turnover is costly and disruptive, drains resources and can cause inefficiency. 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 (Parker, 2016). Furthermore, highly skilled employees are often poached by large-scale international organizations that can provide them with better remunerations and other benefits.

Work life balance is an important concept. Every person wants to maintain equilibrium between their work and family life so that they can lead a balanced life. This is the reason that employees now prefer companies that offer exclusive and attractive work life balance policies. Therefore, many organizations adopted Work-Life Balance practices in order to attract better applicants and reduce work-life conflict among existing employees in order to enhance organizational performance. According to Garg 2018), Work-Life Balance it is not a quandary to be determined once but a constant concern to be managed. According to Megeress, Zadeh and Rahim (2015) observed that Mekane Yesus mission hospital in Ethiopia lost nearly 50% of what it has invested on retained graduate who were sent abroad for further studies and did not return. 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. Management in organization has found difficulties in curbing employee's attrition. 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.

Health Organizations in the 21<sup>st</sup> century in Kenya are facing more challenges than ever before. The health institutions create a more favorable organizational climate for career advancement and job satisfaction and also embrace such practices as job security and quality of work by ensuring availability of work tools, safe and healthy work environments. 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 the public health sector, training of health workers offered had effect on health workers' retention rate. Promotion of health workers, improvement on non-monetary incentives likes recognitions, fair remuneration coupled with ethical leadership contribute to health workers' retention rate. Kenya's Health System faces a variety of human resources problems, lack of equipment in public hospitals, primarily an overall lack of personnel in key areas, which is worsened by high numbers of trained personnel leaving the health sector to work overseas and also to move to United Nations offices and other Non-Governmental Organizations. Furthermore, those personnel who remain are inequitably distributed between urban and rural areas (Kigo & Gachunga, 2016). However, little has been done to authoritatively show the relationship between employee retention and leadership practices in Faith Based Organizations offering health services.

## **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), upon 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. In Kenya Health Sectors have experienced health workers strikes by the professionals and trade unions representing workers. According to KNBS (2017), the country recorded migration of qualified health workers including doctors and nurses from both public and private health institutions. A survey by KIPPRA (2016) indicated that 75% of doctors

do leave the private health employment three years after absorption into health workforce (Jindal, Agarwal, Garg, & Rastogi, 2016). 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. These statistics suggest that the Christian health institutions management has failed to motivate and keep the existing health care staff in the health facilities. While explanations for measures undertaken to address the problem of HRH retention have for a long time relied on the established existing policies and private initiatives as a supply side to ameliorate the situation, little is known from the demand side of the health sector, that is, the human resources for health (HRH) (Jain, 2016). This raises the question as to what are the precursors of employee retentions in Christian Faith Based health institutions in Kenya.

Retaining staff in Faith Based Health institution is a dilemma that many health institutions have to grapple with (James, Breugh, & Kathleen, 2018). CHAK leadership is thought to contribute to stay of qualified and reliable workforce. This is as management in CHAK strive to provision of Quality leadership in the faith-based health institutions, the extent to which it creates a setting that draws workers to the health facilities and foster employees stay in the institutions remain contested. The study sought to assess the link of leadership roles in precursors of employees' retention (CHAK, 2019). The previous studies such as Kuttappa, (2016) and Mboya, Were and Otieno (2019) have also not linked Christian employee retention and leadership practices to the extent in which leadership management practice impacts on employee retention in Faith based Heath Institutions. This study was therefore sought to fill the existing knowledge gap by determining the relationship between work life balances and employee retention in Christian based health institutions in Kenya.

## **LITERATURE REVIEW**

Work-Family Border Theory was developed by Clark in the year 2000. It mainly focuses on issues related to work and family (Lourel, Ford, Gamassou, Guéguen, & Hartmann, 2008). That focus of this theory is an argument that 'work' and 'family' are two sides of the same coin where one directly impact on another. Based on their different functions, work and home arrangements are equated to two states that are different in terms of language and use of words, variations in satisfactory and

unsatisfactory behavior, as well as variations on task procedures (Hughes & Bozionelos, 2017). The main concern of the theory is to ensure proper compromise between job related issues and family related activities with minimal conflict. This is only attainable when there is satisfaction at both work and home environments (Caesens, Stinglhamber & Ohana, 2016). The theory provides an elaborate description on how individuals strike a balance between their jobs and families. The work family border theory postulates that there are cases where there could be evidence of work family integration or separation. In the case of integration, the work and family roles are closely intertwined to an extent that it becomes difficult to distinguish between work and family roles (James, Breugh, & Kathleen, 2008). Research provides evidence that shows no significant or clear-cut boundaries between work and family.

Empirical study by Osiogi (2017) assessed influence of leadership strategies on employee turnover that bank leaders in southwestern Nigeria use to reduce voluntary employee turnover. This was informed by the fact that for every standard deviation of increase in employee turnover, organizations could suffer a roughly 27% decline in financial performance. Current voluntary employee turnover rates hover between 15% - 40% and the associated unquantifiable indirect costs affecting customer loyalty and creating reputational risks for business leaders. Furthermore, when employees leave an organization for another, a minimum of 95% leave with trade secrets, strategic skills, and acquired knowledge. As a result, turnover has evolved into a significant concern for organizational leaders. Sareen and Agarwal (2016) investigated impact of grandness of the leadership and provides a brief explanation on how leadership styles of direct leaders affect employee retention in IT organisation. This was informed by high attrition rates in IT industry; employee retention has become a burning issue in the industry. To ameliorate growth, business organisation need to adopt methods for attracting efficient people and should take necessary steps to retain them. Various tactics could be used to retain employees, but all of them are imitable if not now then in future. Leaders and their leadership patterns and styles are inimitable. With organisations now understanding that people leave managers and not companies, more focus is made on understanding the level of leadership prevailing in the company. This research tries to explore the relationship between leadership styles and employee retention as it would help companies tackle attrition and provide them a sustainable competitive advantage.

Mboya, Were and Otieno (2019) investigated influence of leadership styles on quality assurance in the institutions of higher learning in Kenya. The main focus was all chartered public and private universities. Using stratified sampling, 249 leaders were selected to represent the total population. Sampling was done given the population size. The considerations of the relationships between independent variables and dependent variable were sought. Descriptive research design was utilized where respondents were Student representatives, lecturers, HOD's and Deans formed the sampling frame. A questionnaire was used to gather relevant information from the respondents. The data collected was analyzed using both descriptive and inferential statistics. Linear regression curves were developed and these revealed positive correlations between all the independent variables and the dependent variable. The study established that there was a positive influence on quality assurance in the institutions of higher learning attributed to units of change for all the independent (Leadership style) variables. Sekhara, Sahyaja and Lakshmi (2018) explored concepts of rewards and recognition, career enhancement, performance appraisal and it empirically demonstrated the factors affecting employee retention. The study is conducted in the context of factors affecting employee retention with reference to Ramesh Hospitals in Vijayawada. Based on theoretical aspects, 200 employees were surveyed and took their opinion pertaining to retention of employees. Further Chi-Square test is used to establish the relationship between various factors and employee retention. The study shows that, rewards and recognition, career enhancement, performance appraisal is directly influence retention of employees which is proved by the results of the hypotheses testing presented in the study. Finally, the study suggested that, effective rewarded system, proper career advancement plan required for the organisation to retain the employees.

Strong employee-supervisor relationships affect the employee's performance as well as their performance appraisal (Muhangi, 2016). Employees who receive encouragement and motivation from their leaders had a significant increase in job performance as well as financial performance. Leaders who use psychological methods such as being optimistic and giving hope to their employees reverse low levels of performance and the quality of services to high levels (Garg & Yajurvedi, 2016). A study by Omb Osiologu (2017) in Tanzania shows that in work organization, human resource succession planning is not much practiced. This on one hand has affected manpower planning of different work organizations including public and private one. For instance, despite the effort done by the ministry of health and social welfare in staffing the health facilities

at all levels, there is still more work to be done. There is a general shortage of qualified staff at all levels, but the shortage is more evident at the lower levels and in the hardship working environment areas.

Chepkwony (2015) explored the antecedents of employee engagement and turnover intention in the banking sector in Nairobi City County in Kenya. The study was anchored on organizational support theory, theory of justice, conservation of resource theory, job characteristic theory, leader manager exchange theory and social identity theory and an empirical review of literature relevant to the study. A cross sectional survey design was used on a population comprising top-level and middle-level management which totals to 1,760 where a sample of 326 respondents, the data was collected using questionnaires and analyzed using SPSS version 22 where an analysis of descriptive statistics, correlation and logistic regression analyses was done. Perceived Organisation Justice and Turnover Intention were negatively and significant related. Value Congruence and Turnover Intention were negatively and significant related. This implies that an additional unit of Value Congruence decreases the probability of turnover intention by 0.968 points holding other factors constant. Job Characteristics decreases the probability of turnover intention holding other factors constant. Perceived Supervisor Support and Turnover Intention were negatively and significant related. The study found out that there was an increase in the value of R<sup>2</sup>, implying that Employee Commitment boosts the level of explanation of independent variables on the variation of dependent variable. Employee commitment moderates the relationship between the employee engagement antecedents and turnover intention in the banking sector in Nairobi City County in Kenya.

Allen and Martin (2017) opined that employee retention as an important process for organisation performance to remain competitive. Thus for Organizations to remain competitive, they need to have in place employee who are focused, equipped with effective skills and committed to their work. It means therefore, that crafting and implementing retention practice is a core function of Human resource management. It follows therefore that before implementing retention practice, companies have to understand employee's expectation in the workplace. Failure to understand employee's expectations results to erroneous practice and spoils retention intentions (Ntamon, Osuoha & Sow, 2016). Employee retention practice is a plan or policies that are practiced by an organization to retain its employees throughout their work life. In other words, employees'



retention means the long-term relationship between employee and the organization. Effective implementation of Employee retention practices increases employee loyalty, commitment and minimize employee turnover cost. By having a better handle of why the employees are leaving or want to leave the organization, effective retention practices can be adopted and reduce turnover (Wakabi, 2016). Thus the awareness of the importance of employees staying with an organization is evident. Sohail, Muneer, Tanveer and Tariq (2016) 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 (Sareen & Agarwal, 2016).

## **METHODOLOGY**

The current study adopted descriptive research design. The target population was 10,124 staff from CHAK Organization. The sample size was 385. The study used primary data which was collected using a questionnaire. The method of data collection that was used for this study is drop and pick later technique. Data analysis was done using descriptive and inferential statistics techniques.

## **RESULTS AND DISCUSSION**

The results are presented in terms of descriptive and inferential statistics.



*Descriptive Statistics on Work life balance*

**Table 1: Work Life Balance and Employees Retention**

| <b>Statement</b>  | <b>SA</b> | <b>A</b> | <b>N</b> | <b>D</b> | <b>SD</b> | <b>Mean</b> | <b>Std Dev</b> |
|---|-----------|----------|----------|----------|-----------|-------------|----------------|
| There is flexible Work Arrangements   | 72%       | 25%      | 2%       | 1%       | 0%        | 4.231       | 0.602          |
| The organization allow employee to start work at varying times  | 61%       | 24%      | 11%      | 5%       | 1%        | 3.789       | 0.838          |
| Employee are offer time off to attend to critical personal matters  | 89%       | 10%      | 1%       | 0%       | 0%        | 4.525       | 0.871          |
| Organization provides flexible career planning to its employees which encourages me to stay               | 75%       | 21%      | 3%       | 1%       | 0%        | 4.164       | 0.587          |
| Staff are allowed time off for exercise or gym training paid by the organization                          | 47%       | 33%      | 12%      | 7%       | 1%        | 3.576       | 0.712          |
| The organization often organizes regular employee counselling programs                                    | 77%       | 19%      | 4%       | 0%       | 0%        | 4.363       | 0.627          |
| Employee are allowed time to attend to family matters   | 89%       | 11%      | 0%       | 0%       | 0%        | 4.549       | 0.715          |
| Organization provides employee assistance programs like financial for critical family matters             | 79%       | 17%      | 1%       | 3%       | 0%        | 4.091       | 0.546          |
| Employees always get paid leave or off to attend to family and critical personal matters.                 | 73%       | 25%      | 2%       | 0%       | 0%        | 4.077       | 0.525          |
| Too much work at home makes me always strain at work  | 71%       | 24%      | 3%       | 2%       | 0%        | 4.104       | 0.703          |
| Minimal complaints have been received because employees have time off to attend to critical family issues | 62%       | 17%      | 18%      | 3%       | 0%        | 3.691       | 0.619          |
| Due to flexible work arrangement, employees are satisfied to work for the organization                    | 53%       | 28%      | 14%      | 5%       | 0%        | 3.517       | 0.547          |

Flexible work arrangement indicator is the first item in work life balance. The respondents were asked to indicate level of agreement on whether there was a flexible work arrangement in Faith Based Health institutions. The results indicated that 72% agreed, 25% agreed, 2 % were neutral where 1% disagreed. Muindi, Nzulwa and Muinde (2015) noted that flexible working schedules, employee benefits, Employee assistance programs, work life balance practices relating to place that contribute to high level of employee retention. Further, Munsamy and Bosch-Venter (2009) observed that the focus of work–life balance is on the notion of a flexible and stress-free work

environment by making provision for childcare facilities and access to families. Variation working time was indicator for the second item in work life balance. The respondents were asked to rate in agreement terms whether the organization allow employee to start work at varying times. From the findings in Table 4, 61% strongly agreed, 24% agreed, 11 % were neutral, 5% disagreed while 1% strongly disagreed. The results agreed with Msengeti and Obwogi (2015) posited that increasing flexibility around work has therefore become more important to dual-income families. As a result, organizations may be perceived as concerned employers, which positively influence employees and a positive attitude towards the organization.

Offering employee time off was the third item in work life balance as a precursor for employee retention. Respondent were asked to indicate level of agreement on employee being offered time off to attend to critical personal matters. 89% of the respondents strongly agreed, 10% agreed while 1% were indifference. Subramaniam and Selvaratnam (2010) indicated that demonstrated that offering employee time off for personal engagement was key to retention of employees while increased burden of extra work by health care workers in their primary jobs, with no time off, many are too tired and too stressed to continue working during their off days and when coupled with less income increase employee intent to leave the organizations Flexible Career planning is the fifth items. Respondents were asked whether Faith Based Health institutions provide flexible career planning to its employees who encourages them to stay. The results indicated 75% strongly agreed, 21% agreed while 1% were neutral. Fayyazi and Aslani (2015) hold the views that Work-life imbalance in respect to flexibility on career planning influence employees' attitudes and behaviors and consequently influences organizations' performance and effectiveness and turnover intention.

In regards to staff being allowed time off for exercise or gym training paid by the organization, 47% strongly agreed, 33% agreed, 12% were indifference, 7% disagreed while 1% strongly disagreed. This demonstrated that allowing employee time off for exercise or gym training paid by the organization determines employee retention in the firm. Shekhar, (2016) noted that employee time off in an organization's is most valuable assets and contribute to employee retention. Counseling programs is an item in work life balance. Respondents were asked to indicate the extent they agree Faith based health institutions often organizes regular employee counselling programs. Majority 77% strongly agreed, 19% agreed while 4% were indifferent. Existing regular counseling programs is an item in work life balance that determine employee retention in

organizations. Munsamy and Bosch-Venter (2009) state that the focus of work–life balance is on the notion of a flexible and stress-free work environment by making provision for childcare facilities and access to families. The respondents were requested to indicate level of agreement that employee were allowed time to attend to family matters. Majority 89% strongly agreed while 11% agreed. This implied that employees in Faith based health institutions were allowed time off to attend family issues.

Financial assistance programmes for critical family matters was yet an item in work life balance. The respondents were asked to indicate level of agreement on whether employee are allowed time to attend to family matters. Majority 79% strongly agreed, 17% agreed, 1% were neutral while 3% disagreed. The mean of 4.091 and standard deviation support that employee in Faith based health institutions are allowed time to attend to family matters. Muindi, Nzulwa and Muinde (2015) found that Work-life Balance Practices that have been adopted by various organizations across the globe. They include flexible working schedules, employee benefits, Employee assistance programs, work life balance practices relating to place. Respondents were asked whether employees always get paid leave or off to attend to family and critical personal matters. Majority 73% strongly agreed, 25% agreed while 2% were neutral. In regards to whether too much work at home makes employees always strain at work, 71% strongly agreed, 24% agreed, 3% were neutral while 2% disagreed. This implies a work life balance would be appropriate to manage employee stress at work due to family life responsibilities.

Attending family issues causing minimal complains in the organizations is an indicators of effective work life balance. Respondents were asked whether minimal complaints have been received because employees have time off to attend to critical family issues. Most 62% of the respondents strongly agreed, 17% agreed, 18% were neutral while 3% disagreed. Employee satisfaction with flexible work arrangement denotes employee commitment and intent to remain in the institution. Respondents were asked whether due to flexible work arrangement, employees are satisfied to work for the organization. 53% of the respondents agreed, 28% agreed, 14% were neutral while 5% disagreed. Increasing flexibility around work has therefore become more important to dual-income families. Msengeti and Obwogi (2015) revealed that organizations may be perceived as concerned employers, which positively influence employees and a positive attitude towards the organization.

*Employee Retention*

**Table 2: Employee Retention in Christian Faith Based Health Institution**

| Statement   | SA  | A   | N   | D   | SD  | Mean  | Std Dev |
|---|-----|-----|-----|-----|-----|-------|---------|
| The rate or employee leaving organization is low  | 31% | 39% | 21% | 9%  | 7%  | 4.231 | 0.602   |
| The organization experience low level of attrition  | 28% | 33% | 16% | 12% | 11% | 3.789 | 0.838   |
| Have no intention of leaving the organization   | 41% | 32% | 13% | 9%  | 5%  | 4.525 | 0.871   |
| The employee leaving organization is minimal compared with acquisition of new staff         | 30% | 17% | 12% | 21% | 20% | 3.463 | 0.587   |
| I see future with the current organization  | 31% | 19% | 17% | 12% | 21% | 3.529 | 0.794   |
| Given a chance, I will continue working in the institution                                  | 25% | 17% | 10% | 26% | 22% | 3.463 | 0.627   |
| Employee love working for this company  | 76% | 21% | 2%  | 0%  | 1%  | 4.549 | 0.715   |
| If it were up to me, I will definitely be working for this company for the next five years. | 36% | 58% | 3%  | 2%  | 1%  | 4.091 | 0.546   |
| Employees are satisfied within the organization   | 41% | 21% | 24% | 13% | 1%  | 4.518 | 0.874   |
| Have no intention of leaving the organization   | 29% | 16% | 13% | 11% | 22% | 3.158 | 0.823   |

Rate of employees leaving the institution measure employee retention. Respondents were asked to rate whether the rate of employee leaving the organization is low. 31% strongly agreed, 39% agreed, 21% were neutral 9% disagreed while 7% strongly agreed. The mean of 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, 28% strongly agreed, 33% agreed, 16% were neutral, 12% disagreed while 11% strongly agreed. 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, 41% of the respondent strongly agreed, 32% agreed, 13% were neutral, 9% disagreed while 5% strongly agreed. 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. 30% strongly agreed, 21% disagreed, 20% strongly disagreed, 17% agreed while 12% were neutral. The respondent were indifference on whether the employees leaving organization is minimal compared with acquisition of new staff. The respondents were asked whether employee viewed future with the current organization. From the findings, 31% strongly agreed, 19% agreed, 17% were neutral 12% disagreed while 21% strongly disagree. This demonstrate that in the near future, faith based health institutions would experience low rate of employees leaving the institutions. In regards to whether respondent given a chance would continue working in the institution, 26% disagreed, 25% strongly agreed, 22% strongly disagreed 17% agreed while 10% were neutral. 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 were asked to agree on the statement, if it were up to them, they will definitely be working for this company for the next five years. From the results, 36% strongly agreed, 58% agreed, 3% were neutral, 2% disagreed while 1% strongly disagreed. This demonstrated that employee had no intention to leave the institution in the next five years. Respondent were asked to rate level of agreement on employees were satisfied within the organization. From the results, 41% of the respondents strongly agreed, 21% agreed, 24% were neutral 13% disagreed and 1% strongly disagreed. 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, 29% strongly agreed, 16% agreed, 13% were neutral, 11% disagreed while 22% strongly agreed. This implied that rate of employees leaving Christian faith-based health institution could be at least low.

***Work life balance on Employee retentions***

From regression analysis, there exists 79.72% variation between work life balance and employee retention. This revealed that work life balance is a significant precursor of employee retention in Christian Faith based health institutions in Kenya.

**Table 3: Model Summary**

| Model             | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------|-------|----------|-------------------|----------------------------|
| 1                 | .7972 | .6352    | .6107             | 3.456                      |
| Work life balance |       |          |                   |                            |

The study sought whether there existed a relationship between work life balances on employee's retention in Christian Faith based health institutions in Kenya. The findings revealed that  $B=0.8203$ ,  $P=0.012$ ,  $t= 14.728$  as presented in Table 4. Subramaniam and Selvaratnam (2010) indicated that demonstrated that offering employee time off for personal engagement was key to retention of employees while increased burden of extra work by health care workers in their primary jobs, with no time off, many are too tired and too stressed to continue working during their off days and when coupled with less income increase employee intent to leave the organizations. Therefore, the study rejected the null hypothesis and accepted the alternative hypothesis which stated that work life balance is a significance precursors of employee retention in Christian faith-based health institutions in Kenya.

**Table 4: Regression Coefficients**

| Model |                   | Unstandardized Coefficients |            | Standardized Coefficients | t-Statistics | Sig.  |
|-------|-------------------|-----------------------------|------------|---------------------------|--------------|-------|
|       |                   | B                           | Std. Error | Beta                      |              |       |
| 1     | Work Life Balance | .8203                       | .0557      | 0.725                     | 14.728       | .0012 |

**Moderating Effect**

**Table 5: ANOVA**

| Model |            | Sum of Squares | df  | Mean Square | F       | Sig.               |
|-------|------------|----------------|-----|-------------|---------|--------------------|
| 1     | Regression | 21.941         | 1   | 21.941      | 37.9735 | .0001 <sup>b</sup> |
|       | Residual   | 187.207        | 327 | 0.5778      |         |                    |
|       | Total      | 209.148        | 328 |             |         |                    |
| 2     | Regression | 20.563         | 1   | 20.563      | 58.4048 | .0001 <sup>c</sup> |
|       | Residual   | 113.918        | 327 | 0.3516      |         |                    |
|       | Total      | 134.481        | 328 |             |         |                    |

a. Dependent Variable: retention

b. Predictors: (Constant), Work Life Balance.

c. Predictors :( Constant), Work Life, Balance, 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 5. 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). Therefore, the model attained goodness of fit for the data and hence it was appropriate in

predicting the moderating effect of transformational leadership practices on the relationship between precursors of employee retention on employee retention in Christian Faith based health institutions.

**Table 6: Regression Coefficients**

| Coefficients a |                   | Unstandardized Coefficients |            | Standardized Coefficients | t       | Sig.  |
|----------------|-------------------|-----------------------------|------------|---------------------------|---------|-------|
| Model          |                   | B                           | Std. Error | Beta                      |         |       |
| 1              | (Constant)        | 3.577                       | .311       |                           | 11.503  | .0000 |
|                | Work Life Balance | 0.651                       | .073       | .398                      | 8.915   | .0001 |
| 2              | (Constant)        | 7.492                       | .6104      |                           | 12.8050 | .0000 |
|                | Work Life Balance | 0.7830                      | .0731      | .398                      | 10.712  | .0011 |

a. Employee retention

The Beta coefficient ( $\beta$ ) for the relationship between precursor work life balance and employee retention in Faith based institutions increases from 0.651 to 0.7830, reporting a significant positive increase of 0.132 employee retention. This demonstrated that managers who adopt transformational leadership style in the utilization of work life balance significantly foster employee retention in Christian based health institutions in Nairobi City and Kiambu County.

## CONCLUSION

The study concluded that work life balance is a significant precursor for employee retention in Christian Faith Based health institutions in Nairobi County, Kenya. This was confirmed by the regressions results that established that work life balance is a significant precursor for employee retention in Christian Faith based health institutions in Kenya. Existence of flexible working schedules, offering employee work life benefits, employee assistance programs, work life balance practices such as variation working time relating to place that contribute to high level of employee retention. Work–life balance programme in health faith-based health institutions characterized by a flexible and stress-free work environment by making provision for childcare facilities and access to families. Offering employee time off, provision of flexible career planning, allowance time to attend to family matters, offering paid leave or off to attend to family and critical personal matters as well as allowance for employees to attending family issues at no minimal complains contributed to employee retention in Christian faith-based institutions in Kenya. The study concluded that



transformational leadership has a significant moderating effect on the relationship between work life balance and employee retention.

### **RECOMMENDATIONS**

The study recommends that management in Christian Faith based institutions to develop policy framework informed by effective work life balance as a significant precursor for employee retention in Christian Faith Based health institutions in Nairobi County, Kenya. This was confirmed by the regressions results that established that work life balance is a significant precursor for employee retention in Christian Faith based health institutions in Kenya. The implementation of work life balance practices fosters employee retentions in Christian Faith Based health institutions. Christian Faith Based health institutions were established to instituting flexible work arrangement. Existence of flexible working schedules, offering employee work life benefits, employee assistance programs, work life balance practices such as variation working time relating to place that contribute to high level of employee retention. Work–life balance programme in health faith-based health institutions characterized by a flexible and stress-free work environment by making provision for childcare facilities and access to families. Offering employee time off, provision of flexible career planning, allowance time to attend to family matters, offering paid leave or off to attend to family and critical personal matters as well as allowance for employees to attending family issues at no minimal complains contributed to employee retention in Christian faith-based institutions in Kenya. The study recommends that management in Christian Faith based health institutions should adopt and practices transformational leadership to foster precursors of employee retention in Faith based health institutions organizations.

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