

Research Article

Employee Retention and Organizational Performance in Higher Learning Institutions: Case of the University of Rwanda

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Abstract

The study aims to analyze the influence of employee retention on an organization's performance at the University of Rwanda. The study used quantitative design, and a survey questionnaire was administered among a sample of employees. Data were analyzed using frequencies, percentage, analysis of variance and correlation. Independent variables such as attractive remuneration packages (0.882), training and development (0.782), and rewards and recognition (0.811) have strong relationship with the organizational performance. Thus, employee retention remains one of the biggest challenges for the sustenance of organization and the leaders as well. The survey has identified the key factors that lead to the retention of employees in Higher Learning Institutions.

Keywords: Employee Retention. Organizational Performance. University of Rwanda

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1. Introduction

This study examines the impact of employee retention on organizational performance at the University of Rwanda. In knowledge-intensive and highly competitive environments, retaining highly talented employees is crucial for organizations to achieve a competitive advantage. Human resource management (HRM) plays a key role in achieving this goal (Naz et al., 2020). Employees leave organizations with information about the organization, its history, customers, and current developments (Choudhary, 2016). The goal of employee retention is to maintain satisfaction and decrease staff turnover rates.

Various factors cause employees to leave, such as poor payment, lack of recognition, career development, and lack of support from supervisors (Hassan & Govindhasamy, 2020). Retention is achieved through methods implemented by organizations to ensure employees stay with the organization for as long as possible, with voluntary staff departures kept to a minimum. Employees are motivated by competitive salaries, training, career development, rewards, and organizational justice (Ayinde et al., 2021). Organizations must recognize employee dissatisfaction, unfair treatment, competitive rewards, and salary compensation, and set mechanisms to deal with problems. Staff retention is preferable over recruiting new employees and considering the expense of acquiring a new one (Kurdi & Alshurideh, 2020).

Employees are essential tangible assets for organizations, contributing to their growth and success (Terera & Ngirande, 2014). Universities need well-trained and satisfied employees who are committed to their work, resulting in improved university performance. Employees play a critical role in boosting ratings in areas such as research quality, academic program quality, research impact on society, training future leaders, and graduate quality. To improve university performance, colleges around the country must enhance their employee retention strategies. Dissatisfied employees hinder the organization's production and contribute to the overall success of the organization (Amin et al., 2014).

The University of Rwanda (UR) was established in 2013 to improve the quality of higher education and increase operational efficiency among other African universities. However, the university faced challenges such as high labour turnover and financial crises, which affected its performance due to a lack of experienced staff and overloading existing employees. The current situation, based on the Auditor General Report 2019, revealed that UR staff were granted study leave to pursue further studies abroad, but most of them did not return to work for UR as a way of paying back the costs incurred by them by working four years after study leave as agreed in the study leave contract (OAG report, 2019). Also following the fact that many employees have left the University of Rwanda, 26% of employees have left between 2019-2022 while some posts are essential for the performance of the University (URReport, 2022).

Employee retention is a critical issue for organizations, as it affects the quality of public sectors, service delivery performance, accessibility, and public finance management (Allen et al., 2010). Low remuneration packages, such as basic, bonus, and allowances, hinder employee performance and increase dissatisfaction, leading to increased employee turnover (Ikanga *et al.*, 2021). Training and development are essential for organizational success, and rewards and recognition can help promote quality effort and value employees' efforts (Tshwene et al., 2019).

The study provides knowledge and experience about the influence of employee retention on organizational performance, helping the University of Rwanda and its management to find appropriate measures to retain highly skilled employees that influence organizational performance. It also helps Human Resources Managers and decision-makers at the University of Rwanda to take appropriate measures to ensure the sustainability of employees and address the challenges of lack of employee retention measures.

Employee retention is crucial for an organization's success, as it reflects the continuity of employment, and the satisfaction and opportunities employees feel within the organization (Yousuf & Siddiqui, 2018). In today's competitive business world, organizational performance is heavily dependent on the capability of employees to convert available inputs into required outputs (Kurdi & Alshurideh., 2020). Employee retention initiatives aim to boost employee satisfaction through organizational policies and procedures, leading to increased customer satisfaction and a better bottom line (Mandhanya, 2015).

Inadequate human resource management can lead to high costs in hiring and training new candidates, lowering service quality, and losing top workers to competitors (Falola et al., 2018). To combat knowledge loss and challenges, organizations must detect risks that could contribute to knowledge loss and identify elements that could enhance knowledge retention. Retention of employees is essential for a company's strength, growth, and profitability. In today's competitive market, organizations face challenges in managing and retaining these assets, as employee knowledge and skills are key to a company's capacity to compete economically (Priya, 2020). High turnover rates are common in public higher education institutions, where employees with significant institutional knowledge are valuable resources (Brito, 2021).

High-talented and experienced employees are valuable resources for any organization, and HR managers must understand their needs and implement successful retention strategies (Priya, 2020). Organizations should promote this rationale by establishing appropriate HR rules and standards, investing in job content, attractive remuneration, and formal training to appreciate employees. By implementing retention strategies, employers can help their businesses become more competitive and profitable. Organizational management is responsible for identifying valuable staff and motivating them to remain

satisfied with their current position (Choudhary, 2016). Employee retention is crucial as it helps organizations achieve business goals, customer satisfaction, and effective succession planning (Mandhanya, 2015). Finding the right candidate is a difficult task, and organizations invest time and money in training and recognizing the corporate culture. Employees who work longer are more familiar with company policies and guidelines, contributing effectively.

Retention also builds investor confidence, as they are concerned about the organization's ability to function positively. Reasons for employees to leave organizations include dissatisfaction with managers, lack of promotion opportunities, and lack of enthusiasm. Job tasks may not meet expectations, and job-to-person disagreements can lead to dissatisfaction. Lack of growth opportunities, lack of gratification, lack of trust, stress due to overwork and work-life imbalances, and rewards like better payroll packages can also contribute to employee turnover (Choudhary, 2016). Intellectual capital and talent are increasingly important to business success, and companies must encourage the development and management of talent to gain a competitive advantage. Talent retention is a deliberate and intelligent strategy to attract, improve, and retain people with the skills and talent needed to meet an organization's current and future needs (Ibidunni *et al.*, 2016). This includes HR, talent identification, retention, supervision and management, and employee development to improve performance.

Employee turnover is a critical issue for global companies, as it affects their performance and competitive advantage. Unfavorable turnover results in direct and indirect costs, including severance pay, increased unemployment taxes, temporary work coverage, and recruiting replacements. Indirect turnover costs include the loss of production, knowledge base, work redistribution, reduced morale, loss of quality, errors during training, and reduced performance. To improve business development and sustainability, organizations must manage staff turnover and retention sustainability (Lim *et al.*, 2017).

Retaining essential workers is critical to a company's existence and success. A systematic strategy is needed to create an atmosphere that supports employees with different needs, leading to achievement and development (Yousuf & Siddqui, 2018). Managers and strategists need to recognize the value of employee retention and consider factors that contribute to it when planning and aligning them with the company's goals. Incurring costs include hiring costs, onboarding costs, reduced productivity, loss of engagement, customer service and errors, training costs, and cultural impact (Christina, 2020). Most organizations lack a system to record and control these costs, leading to a lack of understanding of employee turnover costs (Nappinnai, 2013).

Turnover is classified as voluntary or involuntary, with employees initiating voluntary turnover and employers initiating forced terminations (Ugoani, 2016). Employers can manage avoidable turnover concerns such as wages, benefits, working hours, and working conditions, while unavoidable concerns like chronic disease, retirement, death, and pregnancy are unavoidable. Recruitment is the process of finding potential candidates for organizational vacancies, with recruitment plans being crucial to attracting good candidates and ensuring the organization remains the employer of choice (Armstrong et al., 2016).

Retention starts with hiring, which should be based on the company's mission or vision. A retention plan considers both on-site (teaching and coaching supervision) and off-the-job (training and education) aspects (Karekezi, 2010). Leaders should choose the aspects that best apply to the organization and risk analysis to compute the severity of the loss of a key employee or the vacancy of a key position.

Drivers of retention include organizational and management aspects, such as fair management, employee relationships, job security and work-life balance, rewards and recognition, training and career development initiatives, and organization policies (Mathis et al., 2017). Organizational leaders should focus on providing fair disciplinary procedures, fair job assignments and opportunities, and sensible HR regulations to retain employees. Retention can also be influenced by factors such as job security, job security, rewards and recognition, employee recognition, training and career development initiatives, and organizational policies. By addressing these drivers, organizations can increase their chances of retaining their workforce and ensuring a positive work environment. Additionally, organizations should focus on fostering a culture of continuous learning and growth, fostering a supportive work environment, and ensuring that employees feel valued and supported.

Herzberg's Theories suggest that organizational management should consider both intrinsic and extrinsic factors when designing employee retention plans. Satisfaction factors include factors such as achievement, recognition, work, responsibility, promotion, and advancement, while hygiene factors include organizational rules, compensation, interactions with colleagues, and supervision (Almaaitah et al., 2017). Motivating factors include achievement, recognition, job responsibility assignment, attractive rewards, employee development, and hygiene factors. Achievement is defined as the need for competitive success measured against a personal standard of excellence, while recognition means valuing and caring about employees' contributions (Mansaray, 2019). Job assignment involves assigning duties and tasks to employees, enhancing organizational performance, and reducing absenteeism and labor turnover (Priyono et al., 2022). Attractive rewards are something given or received in return for service or merit, and the

ability of managers to obtain employee satisfaction with attractive rewards is a complex process (Akafo & Boateng, 2015).

Employee development is a process of practice and procedure that helps develop the knowledge, skills, and abilities of people in an organization. Strategies to improve employee retention include understanding training methods, determining the most appropriate training methods, and understanding the knowledge employees need to improve performance and productivity (Elsafty & Oraby, 2022). By addressing both intrinsic and extrinsic factors, organizations can create a more positive and productive work environment for their employees. Hygiene factors, such as working conditions, relationships with colleagues, policies, and supervisor quality, can cause job dissatisfaction if not properly applied by an organization. Retaining talented staff is crucial in today's competitive business world (Almaaitah *et al.*, 2017). Employee benefits techniques, such as monetary compensation and performance incentives, are commonly used to retain employees and outperform competitors. Attractive remuneration packages, such as basic salary, bonuses, allowances, and additional cash and in-kind benefits, are essential for retaining talented employees (Jean *et al.*, 2017).

Training and development are crucial for employee retention and job satisfaction. Businesses should invest in well-structured training programs to strengthen required skills and knowledge, as these factors contribute to employee performance and retention. Employees who receive specific training will work harder and more productively, making training a focused investment in bolstering the workforce (Franklin *et al.*, 2014). Rewards and recognition are essential for motivating employees to improve their performance. Extrinsic incentives, such as promotions, bonuses, and gifts, can be used to motivate employees, while intrinsic motivation leads to better task-relevant focus, less distraction, and enhanced confidence (Hussain *et al.*, 2019).

Organizational performance is influenced by various factors, including sustainability, profitability, group satisfaction, and willingness to address changes in the environment. Efficiency, quality of service, time for service delivery, and cost-saving are key determinants of performance (Hamid *et al.*, 2017). Disengagement from jobs due to workplace dissatisfaction can lead to increased employee turnover, inefficiency, poor service quality, and increased management workload. Effectiveness is the degree of the results of the actions of managers and employees, contributing to the production of quality results. Managers and leaders should focus on moment and savings strategies to achieve tasks efficiently (Amirkulov, 2022). Efficiency and effectiveness are closely related, as efficiency increases productivity and saves time and money.

This study aims to examine the influence of employee retention on organizational performance at the University of Rwanda using attractive remuneration packages, training, and development, as well as reward and recognition as employee retention strategies. To reach the research objectives, the research aims to answer the following questions:

- ✓ Do attractive remuneration packages influence organizational performance at the University of Rwanda?
- ✓ Do training and development have an impact on organizational performance at the University of Rwanda?
- ✓ Do employee rewards and recognition have an effect on organizational performance at the University of Rwanda?

2. Material and methods

This research uses a quantitative approach, which involves numerical facts. The case study design allows for a combination of techniques such as questionnaires and documentary reviews, facilitating data collection and allowing respondents to express their opinions. The study combines descriptive and multivariate research designs to explore the phenomena and analyze the relationship between employee retention and organizational performance.

The targeted population is the University of Rwanda's three campuses, Nyarugenge, Gikondo, and Huye, which includes administrative, academic, and support staff. The sample size is 261 from staff in-service using Slovin's formula. To achieve good population validity, the researcher selected accessible data from the target population, which comprised 216 employees at the Nyarugenge campus, 315 at Gikondo, and 220 employees at Huye. A census survey was adopted to select the University of Rwanda operating within the Kigali and Huye regions, eliminating sampling errors and providing data on all individuals in the population.

The study used stratified sampling techniques to select 261 respondents from three campuses of the University of Rwanda. The sample size was calculated using Slovin's formula, resulting in a total of 261 respondents. The study adopted stratified sampling for several reasons, including the simultaneous analysis of multiple variables, the need for a combination of factors affecting user satisfaction, and the continuous and discrete nature of variables.

Data was collected through a self-administered questionnaire (SAQ) and analyzed using SPSS. The questionnaires were designed on the Likert 5 Rating Scale, with responses from all campuses being at 85%.

Data sources included primary and secondary data, with primary data obtained through questionnaires sent to employees and managers, and secondary data from published academic papers, international journals, the internet, and UR reports. The research grouped questions based on base theory and research variables, including attractive remuneration packages, training and development, and rewards and recognition.

Data analysis involved transforming respondents' views into meaningful forms using the statistical package for social sciences (SPSS) and a structured questionnaire with a Likert scale. The results were analyzed using descriptive statistics, ANOVA, and Pearson correlation.

The reliability of a questionnaire is tested using Cronbach's alpha, which measures internal consistency and scale reliability. It is used when multiple items measure the same underlying construct, such as in an employee retention survey. A high level of Alpha indicates highly correlated items. The internal consistency of the questions testing employee retention influences organizational performance by providing attractive remuneration packages such as competitive basic salary, allowances for additional duties, in-house training to reduce costs, and rewards and recognition, including promotions, bonuses, and employee anniversary recognition.

The Cronbach's alpha values for attractive remuneration packages, training and development, rewards and recognition, and organizational performance were found to be good. The reliability of these values was acceptable for permanent employees, such as academic, administrative, and support staff. Validity was established through factor analysis using the Statistical Package for Social Scientists (SPSS) to ensure data quality. Any element that loaded highly above 0.7 was considered valid, while elements that loaded low or highly more than once were rejected.

3. Results and Discussion

3.1. Biodata of respondents

The study surveyed 261 permanent University of Rwanda employees from Huye, Gikondo, and Nyarugenge campuses. The study found that the majority of respondents were male, with 64.3% being male and 35.7% being female. The majority of respondents were between the ages of 36-45 years, with 19.9% aged 46-55, 18.1% aged 26-35, and 12.2% aged above 56 years. The majority of respondents were from Gikondo, 25.3% from Nyarugenge, and 35.3% from Huye, indicating that the respondents were energetic and mature, influencing organizational performance. The study also found that the Gikondo campus was the most interested in the research, followed by Huye at 35.3% and Nyarugenge at 25.3%.

The University of Rwanda's survey revealed that most respondents were degree holders, with 59.7% holding master's degrees and 26.7% holding bachelor's degrees. The majority of respondents were married, with 85.5% being married and 1.8% being divorced. Academic employees were the most interested in the research, while administrative employees were the least. Attractive remuneration packages, such as competitive basic salaries, insurance, pension packages, additional allowances, and research project fixed allowances, were found to improve organizational performance.

3.2. Influence of attractive remuneration packages on organizational performance

A competitive basic salary improved employee morale and engagement, while insurance and pension packages provided job stability. Additional allowances improved employee satisfaction and productivity. A fixed percentage of allowances improved participation in writing research projects. The results indicate that 41.2% of the respondents strongly agreed 33.5% of them agreed and make total of 74.7% accepted that a competitive salary improves employee morale and engagement in the workplace however the remaining 26.3 % of the respondents disagreed with the statement. This implies that employee morale and engagement at the workplace are very important in an organization's performance and achievement of the organization's target goals. The low salary leads to discontent among employees and reduces workplace morale, which results in poor performance in the organization and voluntary turnover of employees.

Attractive remuneration packages, such as competitive basic salaries, insurance, pension packages, and top-up allowances, were found to have a positive impact on organizational performance and productivity. These packages can reduce employee turnover, provide high satisfaction, and reduce recruitment costs. Additionally, a fixed percentage of motivation allowance could improve participation in writing research projects, potentially attracting more writers and improving internal revenue.

3.3 Training and development opportunities for organizational performance

Training and development are crucial aspects of human resources management, as they equip employees with new skills to remain competitive in the modern world. In-house training is the best method for cost savings and reducing staff turnover, while fee waivers for academic and administrative staff and half-fee waivers for dependents improve staff retention. The results show that 89.6% of respondents agree that training and development enhance job performance and decision-making skills, while 11.4% disagree. This positive impact on organizational performance is due to the mature staff providing better service quality and decision-making. Additionally, training and development of local employees resolve issues of

outsourcing expatriates at high costs by using digital transformations and software properly. In-house training has a positive impact on organizational performance by reducing the number of outsourced expatriates and their salary costs, reducing voluntary turnover, and giving value to employees. Tuition fee waivers also improve staff retention, as they retain employees due to the benefits they enjoy in the organization.

3.4 Employee Rewards and Recognition for Organizational Performance

Rewards and recognition are essential strategies for motivating and retaining employees in an organization. By recognizing the achievements of the best performer, bonuses, and promotions can improve satisfaction, productivity, and loyalty to the organization. The results show that only 48.7% of the respondents strongly agreed and 31.7% agreed, making 79.7% accept that reward bonuses improve staff satisfaction and stay longer while 21.3% disagreed with the statement, this implies that providing bonuses has an impact on organizational performance, the existence of bonuses improves satisfaction and make employees stay longer in the organization.

3.5. Organizational Performance

The University of Rwanda (UR) has implemented various strategies to enhance employee retention and performance. Effectively, top managers empower employees and supervisors to make positive choices toward favorable outcomes, reducing recruitment costs and improving organizational performance. Efficiently, supervisors praise employees for completing tasks on time, provide job schedules, and use online service delivery for cost savings and transparency.

The University of Rwanda's e-recruitment program has been adopted for cost and time savings, improving transparency, and recruiting talented staff. However, the number of academic staff with PhDs has increased from 18% to 22.7%. The university's staff decreased from 2,367 in 2013 to 1,883 in 2021 due to various reasons for both academic and administrative structures. The distribution of staff reveals that 64% are academics, 36% are administrative and support staff, and 24% are females and 76% males. The number of academic staff with PhDs increased from 18% to 22.7%. Areas of improvement include improving academic programs and addressing the lack of students enrolling in sensitive fields of education.

Since its establishment, the University of Rwanda has graduated 58,385, with 51% and 49% in STEM areas. Over the last eight years, 45% of students were registered in non-STEM and 55% in STEM areas. Undergraduate programs dominate, with 95% and 83% of the total enrolment financially supported by the

government of Rwanda. The university also published 2,348 publications in 2014, with 73% from pure STEM colleges. In our first objective, we have set to find out the relationship between the attractive remuneration packages. It is important to check the relationship between them and find out its influence on organizational performance (Muchai et al 2018).

Attractive remuneration packages were studied in terms of competitive basic pay, insurance and pension packages, additional allowances to the basic salary, and a Fixed percentage of allowances for research participants. The results were as below.

Table 1: Descriptive statistics of attractive remuneration packages improve organizational performance.

Descriptive statistics	Mean	Std.dev	N
Attractive remuneration packages improve organizational performance			
A competitive basic salary improves employee morale and engagement	38.4	85.0135	221
Insurance and pension packages provide employees Job stability	37.8	85.647	221
Additional allowance to the basic salary improves employee’s satisfaction and productivity	38.4	85.768	221
Fixed % of Allowances improve participation in writing research project	38.1	87.609	221

Source: Primary data, June 2022.

To establish the level of the relationship between attractive remuneration packages and organizational performance a correlation analysis test was done at a preliminary level. The findings are shown in the table below.

Table 2: Regression correlation of attractive remuneration packages and organization performance

Attractive remuneration packages	Standard coefficients			significance (P)	standard (P-value)	
	(β)					0.05
A competitive basic salary	0.054			0.0354		
Insurance and pension packages	0.279			0.2299		
Additional allowance to the basic salary	0.289			0.0239		
Fixed % of Allowances improve participation	0.2456			0.0278		

in writing research project						
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$R^2 = 0.882038$: R-Squared: correlation coefficient

Source: Primary data, June 2022.

The results in Table 2 show that attractive remuneration packages namely competitive basic pay, Insurance and pension packages, Additional allowance to the basic salary, and Fixed % of Allowances improve participation in writing research projects, this means that 99.11% (100-0.882) of the variation on organization performance was accounted for by above factors considered under this model. However, the remuneration packages namely a competitive basic salary aspect shows that ($\beta = 0.054$, $p = 0.0354 < 0.05$) which means that It had a positive but significant influence on organization performance, Additional allowance to the basic salary aspect ($\beta = 0.289$, $p = 0.0239 < 0.05$), It was also had a positive and considerable influence on organization performance too and also Fixed % of allowances improve participation in writing research project aspect ($\beta = 0.2456$ $p = 0.0278 < 0.05$) had also a positive and significant influence on organization performance, Another hand Insurance, and pension packages ($\beta = 0.279$, $p = 0.2299 > 0.05$): this had a positive but insignificant influence on organization performance and Multiple R valued at 0.882, This indicates that there is a strong linear relationship between attractive remuneration packages and organization performance as per researcher, The p-value for the F statistic is the last value in the table. You can compare the p-value to a significance level, a popular choice being ($p < 0.05$). If the p-value is less than the significance level. This result is advantageous since it shows that the predictor variables in the model enhance model fit (Lakens, 2021).

Descriptive statistics of training and development influence organizational performance.

The second objective of training and development was studied in terms of enhancing the skills in job performance and decision-making, r resolving the issues of outsourcing expatriates at high costs, house training is the best in terms of cost saving and reducing staff turnover, and Fee waiver for academic and administrative staff and half fee waiver for dependents improves staff retention. The results were presented in the below table 3:

Table 3: Descriptive statistics of training and development on organizational performance

Descriptive statistics	Mean	Std.dev	N
Training and development of employee’s aspects			
Enhance the skills in job performance and decision-making	44.2	50.375	221
Training local staff to resolve the issues of outsourcing expatriates at high costs	43.8	45.793	221
In-house training is the best in terms of cost saving and reduce staff turnover	41.8	43.387	221
Fee waiver for academic and administrative staff and half-fee waivers for dependents improves staff retention	44.2	49.271	221

Source: Primary data, 2022.

To establish the level of the relationship between the training and development of employees and organizational performance a correlation analysis test was done at a preliminary level. The findings are shown in table 4:

Table 4: Correlation of training and development and organization performance

Training and development of employee’s aspects	Standard coefficients (β)	significance (P)	standard value<0.05)
Enhance the skills in job performance and decision-making	0.150	0.0334	
Training local staff to resolve the issues of outsourcing expatriates at high costs	0.391	0.0299	
In-house training is the best in terms of cost saving and reducing staff turnover	0.231	0.0289	
Fee waiver for academic and administrative staff and half-fee waivers for dependents improves staff retention	0.281	0.2678	

R-Squared: correlation coefficient

R² =0.782038

Source Primary data, June 2022.

The results in Table 4 show the training and development aspects namely enhancing the skills on job performance and decision making, Training local staff to resolve the issues of outsourcing expatriates at high costs, In-house training is the best in terms of cost-saving and reducing staff turnover, Fee waiver for

academic and administrative staff and also half fee waiver for dependents improves staff retention, this means that 99.21% (100-0.78) of the variation on organization performance was accounted for by above factors considered under this model.

However, enhancing skills on job performance and decision-making aspect shows that $\beta= 0.150$, $p=0.0334 <0.05$ which means that It had a positive and significant influence on organization performance, Training local staff to resolve the issues of outsourcing expatriates at high costs aspect ($\beta= 0.391$, $p=0.0299<0.05$). It also had a positive and significant influence on organization performance and In house training is the best in terms of cost saving and reducing staff turnover aspect ($\beta= 0.231$ $p=0.0289<0.05$) had also a positive and significant influence on organization performance, Another hand Fee waiver for academic and administrative staff and half fee waiver for dependents improves staff retention aspect ($\beta= 0.281$, $p=0.2678>0.05$): this had a positive but insignificant influence on organization performance, and Multiple R valued at 0.782. This indicates that there is a strong linear relationship between the training & development of employees and organization performance, as per the researcher, The p-value for the F statistic is the last value in the table. One can compare the p-value to a significance level, a popular choice is $p<0.05$. If the p-value is less than the significance level. This result is advantageous since it shows that the predictor variables in the model enhance model fit (Lakens, 2021).

Descriptive statistics of rewards & recognition influence organizational performance.

The third objective of rewards & recognition was studied in terms of bonuses improving staff satisfaction, Employee anniversary recognition improving employees' happiness, and productivity, and Promotion increasing staff satisfaction and staying longer.

Table 5: Descriptive statistics of rewards & recognition influence organizational performance.

Descriptive statistics	Mean	Std.dev	N
Rewards & recognition aspects			
Bonuses improve staff satisfaction	20.0	19.439	221
Employee anniversary recognition improves employees' happiness and productivity	19.8	20.71	221
Promotion increases staff satisfaction and stay longer	25.08	32.78	221

Source: Primary data, 2022.

To establish the level of the relationship between reward & recognition of employees and organizational performance a correlation analysis test was done at a preliminary level. The findings are shown in the table 6:

Table 6: Correlation of reward & recognition and organization performance

Effect of rewards and recognition of employees on organizational performance	Standard coefficients (β)	significance (P)	standard (P-value) 0.05
To provide bonuses improves staff satisfaction	0.145	4	0.043
Employee anniversary recognition improves employees' happiness, productivity	0.379	9	0.029
Promotion increases staff satisfaction and stay longer	0.257	1	0.029
R-Squared: correlation coefficient R ² =0.811			

Source: Primary data,2022

The results in Table 6 show rewards and recognition of employee aspects, namely, providing bonuses improves staff satisfaction, Employee anniversary recognition improves employees' happiness and productivity, and Promotion increases staff satisfaction and stay longer, this means that 0.81% (100-0.811) of the variation on organization performance was accounted for by other factors not considered under this model. However, Providing bonuses improves staff satisfaction aspects shows that ($\beta= 0.145$, $p=0.0434 < 0.05$) which means that It had a positive and significant influence on organization performance, Employee anniversary recognition improves employees' happiness and productivity aspect ($\beta= 0.379$, $p=0.0299 < 0.05$), It was also had a positive and significant influence on organization performance too and Promotion increases staff satisfaction and stay longer aspect ($\beta= 0.257$, $p=0.0291 < 0.05$) had also a positive and considerable influence on organization performance and Multiple R valued at 0.811, This indicates that there is a strong linear relationship between rewards and recognition aspects and organization performance as per researcher, The p-value for the F statistic is the last value in the table. You can compare the p-value to a significance level, a popular choice being ($p < 0.05$). If the p-value is less than the significance level. This result is advantageous since it shows that the predictor variables in the model enhance model fit (Lakens, 2021).

4. Conclusion and Recommendations

The major objective of this research was to examine the influence of employee retention on organizational performance at the University of Rwanda. Based on a survey of 221 employees for both academic, administrative, and support staff from three campuses such as Nyarugenge, Huye, and Gikondo. It is therefore concluded that there is a strong linear relationship between the employee's retention factors as independent variables and the organization's performance as a dependent variable characterized by significant values, this means that the employees' retention factors have a positive influence on the organization's performance.

The purpose of an organization is to achieve the highest possible productivity by allowing employees to function effectively and efficiently within the organizational system. The idea is that employees with attractive compensation packages, rewards, recognition, and well-education, and competence are the most important factors in achieving the company's goals. Human Resources Management (HRM) and top managers are responsible for reviewing employee behavior and performance and working with them to maintain them over the long term. Most of the results of this survey will help us understand the key factors that drive employee retention at the University of Rwanda. In conclusion, the University of Rwanda's strategies for employee retention, efficiency, and transparency have contributed to its success in achieving sustainable development goals.

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