

PERCEIVED CAREER GROWTH AND EMPLOYEE RETENTION IN CHRISTIAN FAITH BASED HEALTH INSTITUTIONS IN SELECTED COUNTIES IN KENYA. MODERATING ROLE OF TRANSFORMATIONAL LEADERSHIP

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ABSTRACT

It is approximated that 487 out of 4056 medical doctors and nurses constituting 12% of health workforce leave the CFBHI annually (Health Sector HR Strategy, 2020). These statistics suggest that the Christian health institutions management experience challenge in attaining employee retention even after fostering application of transformation leadership principles. This study therefore sought effect of transformational leadership in relationship between career growth and employee's retentions in CFBHI in Kenya. The study adopts descriptive survey research design. The target population was over 10,000 staff from CHAK organizations. The sample size was 385 determined using the Morgan formula. The study used primary data collected using questionnaire. Secondary data was also used from information from CFBHI data 2020-2024. A pilot test was carried out to assess validity and reliability of data collection instruments. Data analysis was done using descriptive and inferential statistics techniques. Data presentation was done using tables, figures

and charts. Inferential statistics were used to determine the relationships between perceived precursors, employee retention and transformational leadership. The results showed that career growth as a positive and statistically significant precursor of employee retention in Christian Faith based institutions ($B= 0.418$, $PV = .000 < 0.05$, $t=128.54$). The findings revealed that transformational leadership has a statistically significant moderating effect on the relationship between career growth and employee retention in Christian Faith based health institutions in selected counties in Kenya. The study concluded that transformational leadership positively and statistically moderated the relationship between career growth and employee's retention in Christian Faith based health institutions organizations.

Keywords: Employee Retention, Career Growth, Career Planning, Career Development and Transformational Leadership.

INTRODUCTION

The investment in human capital has profound implications for organizations. It is with this in mind that employees are viewed as an asset in any institution. It can be said "no technology can replace skilled communication, problem solving, and customer focus. Organizations' leadership may find it easier to attract people; however, retaining them may be a great challenge as people are motivated by various different factors (Hoch & Dulebohn, 2015). 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 culture within an

organization. Perceived career growth impact 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).

Career growth is a motivational incentive that promotes employees' retention and productivity (Vaiman & Vince 2018). Career development comprises of resolute efforts bound for evaluating an employee's competences identifying possible career advancement for that worker and developing and implementing different types of training programmes and experience to organize that individual for job enlargement and enrichment. In most businesses, its gradually obvious that career development programs are cost justified in the same conditions as initial programs; meaning each endorsement contributes to enhanced deployment of workers overall organizational operation and development (Sutherland & Sutherland, 2018). The significance of career development is as a result to match an employee's career path with opportunities and challenges experienced within the organization. The importance of career development also involves a successful appointment of employees in positions that meet their desires as well as organizational requirements. Most organizations may use career growth programmes to assist their employees to properly plan their careers because it is believed that, generally employees react positively to career development and advancement opportunities.

Many health organizations are faced with the problem of retaining employees and according to Manjoo et al, (2020), it is expensive to change workers who leave. This has heightened the need for career development programs in order to achieve employee retention in most organizations. As a result, it is prudent for institutions to adopt the concept of career growth to enhance employee retention. In support of this assertion, Amah (2017) found that, with its underlying foundations in staff and administrators' state of mind to inspiration classification, vocation advancement openings and proceeding with advancement enhances staff's execution, which thus expands the nature of work life of social protection representatives in Tehran. As transformational leaders instill career growth resources through motivating employees' willingness and capabilities in high task variety, employees have stronger internal motives to proactively deliver better task performance and be good organizational citizens (Amah, 2017).). As a result, higher task variety provides a platform that enhances transformational leaders' efforts to grew employees' career and positive work behaviors. The effectiveness of TFL in enhancing employees' career growth contributes to high employee retention. In turn, employees may lower their intent to leave the firm and focused to deliver better task performance (Hoch & Dulebohn, 2015).

Many organizations as Hoch and Dulebohn, (2015) noted confront the test of holding onto their talented and experienced employees for long periods. At the same time, business leaders across the globe, in trying to stay at the top have come up with strategies and practices to lure talented employees and retain them for longer. It is approximated that 487 out of 4056 medical doctors and nurses constituting 12% of health workforce leave the CFBHI annually (Health Sector HR Strategy, 2020). These statistics suggest that the Christian health institutions management has failed to 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 HRH. 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. This is because many health organizations grapple with challenge of retaining employees.

Statement of the Problem

Retaining staff in CFBHI is a dilemma that many health institutions have to grapple with (James, Breugh, & Kathleen, 2018). In response to intense rivalry, career growth creates good work environment and work structures that encourage staffs to stay and ply their trade in one organization for long (Muriithi, 2020). Career growth is proactive initiatives that the individual employees and organization undertake to realize growth and personal development and it is spread out throughout a persons' career life (Manjoo et al., 2023).). Still, whether the performance of the hospitals is influenced, to some extent, by transformational leadership and career growth. CHAK leadership is thought to contribute to longevity of qualified and reliable workforce. CHAK strives to provide quality leadership in the CFBHI. However, the extent to which it creates a setting that draws workers to the health facilities and foster employees stay in the institutions remains contested. The previous studies such as Kuttappa, (2016) and Mboya, Were and Otieno (2019) have also not linked employee retention and transformational leadership practices in CFBHI. This study therefore sought effect of transformational leadership in relationship between career growth and employee's retentions in CFBHI in Kenya.

Theoretical Review

The Relay Succession Planning theory was developed by Ren and Hamann (2015). Santorin suggests in the model that present business leaders of an organization must, over a long period of time; hand out the baton to a successor (Tizazu, K., 2015). In this theory, current top management in an organization should pass the baton to a successor over a long period of time. Santorin came up with the first succession model, which is referred to as Relay Succession Planning. The impact of companies practicing this model is being evaluated in Santorin's research compared with organizations that do not have such plans in place (Tillott, Walsh, & Moxham, 2015). Moreover, Sutherland and Sutherland (2018) contend that succession planning can also be influenced by the selection standards. Such standards rely on organizational rules, capability, behavioral skills etc. In a similar direction, succession planning prevents disruption of organizational policies, goals and objectives. However, Vaiman and Vince (2018) affirms that both human resource planning and succession planning are vital to any organization and that overlooking any of them opens an organization to harsh human resource problems. Relay Succession planning theory support career growth for employees in organizations.

Leaders awaken and delight employees by making sure they can get something bigger with extra effort; Inspirational Motivation, namely transformational leaders always motivate and stimulate their subordinates by preparing meaningful and challenging jobs, shown enthusiasm and optimism. With all of this the impact that arises is that employee performance is expected

Career Growth

Career growth is a motivational incentive that promotes employees' retention and productivity (Muchiti, 2015). Career development comprises of resolute efforts bound for evaluating an employee's competences, identifying possible career advancement for that worker, developing and implementing different types of training programmes. All this, aim at job enlargement and enrichment for individual employees. In most businesses, career development programs contribute to enhanced operation and development for both the employee and the organization (Samuel & Chipunza, 2019).

A report by Integrated Reporting (2015) reveals that organizations are not paying close attention to the development of human capital. This leads to an underutilization of talent in the workforce. This is a concern in a vastly emerging millennial workforce that is characterized by individuals who prefer an environment conducive to growth and personal development. Therefore, it is of interest to explore the relationship and to identify the benefits of employee career path design for the purpose of improving employee retention (Abadi, Barhate, Dirani and Garza, 2020). Most organizations may use career management programmes to assist their employees to properly plan their careers because it is believed that, generally employees react positively to career development and advancement opportunities. Using career development approaches, employers can coach the employee in his individual career planning. Thus, career development is perceived like joint effort between the individual employee and the organization. Tizazu (2015) indicated that career development plan for employees play a vital role in the retention of employees. Providing career development opportunities restrict employees from leaving the organization and increases loyalty.

Transformational Leadership Practices

Transformational leadership practices encompass a range of abilities that enable leaders to inspire and motivate followers to achieve extraordinary results, often involving significant change. Key practices (also referred to as skills) include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These practices are crucial for fostering a positive and engaging work environment, driving innovation, and achieving organizational success (Akgün, Keskin, Byrne, Imamoglu, 2017). Commonly discussed are the four I's introduced by Bass (1985), to describe transformational leadership practices. These are explained as Idealized influence- Leaders act as role models, inspiring trust and respect; Inspirational motivation- Leaders provide a compelling vision and motivate followers to work toward shared goals; Intellectual stimulation. Leaders encourage innovation, critical thinking and problem-solving; Individualized consideration- Leaders provide personalized support and mentorship to each team member. Managers in organizations utilize different leadership practices depending on their orientation. The manager's orientation may be influenced by culture, education system undergone, or the organizational environment (Akgün, Keskin, Byrne, & Imamoglu, 2017).

Employees Retention

Ren and Hamann (2015) define employee retention as an obligation to continue to do business or exchange with a particular organization on an ongoing basis. Retention is "liking,

identification, commitment, trust, and readiness to recommend. The first four being emotional-cognitive retention constructs, and the last two being behavioral intentions. Employee retention is driven by several key factors, which ought to be managed congruently: organizational culture, strategy, pay, benefits philosophy and career development systems (Amah, 2017). If companies cannot retain their employees, the economic results could be devastating for an organization. Retention is a situation in which the employees are encouraged to work with the organization for the maximum period of time or until the completion of a given project. A great belief in Human Resource Management (HRM) is to develop and retain employees so as to achieve competitive advantage. Retention of human resource is paramount in organizations and institutions where financial sustainability and survival in a competitive environment depend on the scarce human and specialist skills. The situation is further worsened if these individuals are rare or when it becomes difficult to obtain and retain such staff (Phillips *et al.*, 2003).

Empirical Review

Muma, Nzulwa, Ombui, Odhiambo (2018) sought to establish the influence of career development strategy on retention of employees in universities in Kenya. The study sought to aid university management boards and councils, employee unions, HR professionals, researchers and scholars and government in policy formulation for career development strategies as a reliable means to improve retention of employees in universities in Kenya. The study adopted descriptive design. The target population of the study comprised all employees in 70 accredited universities in the Republic of Kenya with a total population of 50,670 employees. The sample size of the study was 384 respondents chosen by simple stratified sampling technique. Questionnaires were the primary data collection tool. Linear regression models were used to analyze data (descriptive and inferential statistics) using SPSS Version 23 software. The main finding from the study indicated that career development strategy was one of the main factors that influenced retention of employees in universities in Kenya.

An empirical study by Manjoo, Rajlal and Utete (2023) investigated the overlooked impact of career growth on employee retention. The unit of observation was 586 call center staff of the selected organization that was situated in Durban and Port Elizabeth in South Africa. The overarching purpose of this study was to investigate the influence career growth practices on staff retention with specific attention given to a call center organization. The study adopted a quantitative research approach and a correlational research design. A pre-coded closed-ended questionnaire using a 5-point Likert scale was sent to the sample of (234). These were identified from the target population of 586 call center staff of the selected organization situated in Durban and Port Elizabeth in South Africa. Both inferential and descriptive statistics were used to analyze the data that was collected. Linear regression analysis was used to test the hypotheses. The prime finding of this study indicated that career growth practices have a significant impact on employee retention. The findings also indicated that ineffective career growth processes are highly likely to influence an employee's decision to seek alternate work opportunities. The findings revealed that career growth was not fully implemented in a manner that made employees experience job satisfaction.

Dewa and GustiAyu (2020) examined the effect of career development, work environment, and organizational commitment on employee retention. Retaining employees is an important goal of every organization because it is the key to long-term success in a company puts a high premium employee retention. In order for employees to stay in the company, a company needs to pay attention to factors that influence employee retention. The research objective was to determine the effect of career development, work environment, and organizational commitment on employee retention. This research conducted at PT. Bali Ocean Magic with 126 employees as samples. The research method used saturated samples and data collection was done through interviews and the use of questionnaires. The data analysis technique used was multiple linear regression analysis. Hypothesis testing results indicated that career development, work environment, and organizational commitment all had a positive significant effect on employee retention.

Sekhara, Sahyaja and Lakshmi (2018) explored concepts of rewards and recognition, career enhancement, performance appraisal and how this affected employee retention. The study was conducted in the context of factors affecting employee retention with reference to Ramesh Hospitals in Vijayawada. Based on relevant theoretical reviews, 200 employees formed the sample size. They were asked to give their views and opinions pertaining the independent variables under study and how they affected retention of employees. Further the Chi-Square test was used to establish the relationship between various factors and employee retention. The study shows that, rewards and recognition, career enhancement, performance appraisal directly influenced retention of employees. This was confirmed by the results of the hypotheses testing presented in the study. Finally, the study suggested that effective rewarded system, proper career advancement plans were required for the organization to retain the employees. Employees who have the option of working in flexible cultures moving from one area to another, or taking a break within a time span, yield more job satisfaction and a better working relationship with leaders.

RESEARCH METHODOLOGY

This research was based on the positivist philosophy. The philosophy is seen to be more objective and is based on scientific procedures for evaluating relationships in research. The philosophy has a well-defined structure that ensures the study findings are objective and correct (Saunders, Lewis, & Thornhill,2019) Positivism philosophy supports testing of study hypotheses on the existence of significant relationship between study variables. The positivism research design informed the research design adopted in this study. The current study adopted descriptive survey research design. Descriptive survey research design is a research design for conducting research that involves collecting, analyzing and integrating quantitative data through descriptive surveys.

It also allows for collecting qualitative data through such as focus groups and interviews. Descriptive survey research design was used since it promotes collaboration of different data collected and provides a better understanding of the research problem (Glesne, 2016). Accordingly, a descriptive survey research design helped the researcher to combine

elements of qualitative and quantitative research approaches. Hence both qualitative and quantitative data was collected, analyzed and presented, hence allowing for a wider breadth and depth of understanding and corroboration. Descriptive survey research design is a scientifically plausible method that allows a researcher to collect data from relatively large population within a short period to test study hypotheses.

The population of the study comprised of 15,909 staff from 77 CFBHI at different levels within the institutions in selected counties Bungoma, Nairobi, Nyeri, Kilifi, Turkana and West Pokot. from the six counties. A sample size of 385 was determining using Krejcie and Morgan approach. The study used both primary and secondary data. The questionnaire was considered appropriate because it is more convenient to administer, cost effective, and can be posted or delivered on a drop and pick up later basis. Secondary data was collected from institution human resource records. In data processing, the data collected was edited for completeness and coded using SPSS version 24 for ease of analysis. Quantitative data analysis involved generation of descriptive statistics using frequencies, percentages, means and standard deviations. Qualitative data analysis was done for the data collected using the interview guide. This data was analyzed using content analysis where data was put in common themes, coded and then analyzed. The data was presented in prose form. Descriptive statistics mean, standard deviation were used to determine the extent to which the perceived precursors influenced employee retention.

The study also used inferential statistical techniques, correlation and regression to determine the relationship between perceived career growth and employee retention, with the moderating variable being transformational leadership practices in Christian Faith Based health institutions in selected Counties. Based on this background, the following linear regression model is used to test the linear relationships between perceived career growth and employee retention and the dependent variable, employee retention of in Faith Based Health Institutions in Kenya. Linear regression analysis to $Y = \beta_0 + \beta_1 X_1 + \varepsilon$. Moderation effect of the transformational leadership was tested using the regression model as $Y = \beta_0 + \beta_1 X_1 + \beta_2 M + \varepsilon$, where by =Employees Retention, X_1 = Career Growth and M = Transformational Leadership, β_0 = Constant, β_1 , β_2 , =Beta coefficients and ε = Error term.

DATA FINDINGS, ANALYSIS AND DISCUSSION

Introduction

The study sought to assess the influence of perceived career growth on employee retention in Christian Faith Based Health Institutions in selected counties in Kenya. A total of 385 questionnaires were administered and a total of 328 questionnaires were filled adequately completed and returned. This constituted 85% return rate appropriate for drawing inferences regarding the objectives of the research.

Demographic Information

This section presents the data findings on the general/background information about the respondents of the study. The study sought to establish the age distribution of the respondents

and found that most, 41% of the respondents had their aged between 31 to 40 years, 28% of the respondents indicated their age was between 20 to 30 years, 23 % indicated 41 to 50 years while 8% indicated their age was 51 years and above. On the highest level of education attained, majority, 40% of the respondents had attained university level of education, 36% postgraduate level of education while 24% of the respondents had attained college level of education. On the length of service for the respondents, 39% of the respondents had worked for more than 15 years, 27% had worked for 11 to 15 years, and 21% had work for 5 to 10 years while 13 of the respondents had work for less than 5 years. The results demonstrated that the respondents had worked in the Faith Based institutions for a long enough period of time and were therefore adequately aware of critical issues that determined employee retention in the institutions.

Career Growth

The findings in Table 1 show that respondents were neutral on their level of responsibility as commensurate with their qualifications as supported by a mean of 3.327. The results revealed that respondents agreed as indicated by a mean of $M=3.716$, $SD=1.794$ that employees performance is measured objectively. The respondents strongly agreed as indicated by a mean of 4.521 and standard deviation of 0.832 that employee's institution made opportunities for growth available to all. Further, the findings show that respondents were on whether career growth is aligned to performance and as evidenced by $M=3.432$, $SD=1.568$). Results revealed that majority of the respondents were neutral, on whether the organizations have career growth strategy in place supported by $M=3.219$, $SD=0.786$. Further respondents disagreed that employees are trained and developed in various capacity development programs supported by $M=2.256$, $SD=0.647$. Also, respondents were neutral on institutions having have programs that clearly define career growth paths as supported by mean of 3.184 and standard deviation of 1.618. From the results, respondent agreed that there were clarity around career growth creates longevity with their institutions as supported by $M=4.459$, $SD=1.750$, were neutral that career/job security enhances our tenure with our institutions as supported by 3.103 with standard deviation of 0.672 and respondents were neutral that employees had clearly defined roles & responsibilities as evidenced by a mean of 3.354 with a standard deviation of 0.965 and neutral that there is top leadership support to career growth dynamics as supported by a mean of There is top leadership support to career growth dynamics with a mean of 3.103 with a standard deviation of 0.638 and that respondents agreed that there is top leadership support to career growth dynamics as supported by a mean of 4.018 with a standard deviation of 1.902 and that respondents agreed that career growth leads to employee retention in their institution.

Majority of the respondents at 59% suggested that there should be transparency, accountability and ethical parameters that govern career growth as opposed to what may appear like politicization of career growth. There is need for fairness, equity and equality- especially in terms of growth opportunities. An interesting suggestion was that the career growth strategy and policy should be cast in stone, so that any deviations would be considered illegal. Respondents suggested that job security and a clear career growth path will lead to employee retention. The findings concur with those by Wane and Muindi (2016) found that career development programs impact positively on employee retention in international nongovernmental organizations in Kenya. The finding also agreed with Tizazu (2015) who

indicated that career development plan for employees play a vital role in the retention of employees. Providing career development opportunities restrict employees from leaving the organization and increases loyalty. Dewa and GustiAyu (2020) revealed that career development, work environment, and organizational commitment have a positive and significant effect on employee retention

Table 1: Career Growth and Employee retention

Statement on Career Growth	Mean	Std Dev
My level of responsibility is commensurate with my qualifications	3.327	0.739
Performance is measured objectively	3.716	1.794
My institution makes opportunities for growth available to all of us.	4.521	0.832
Career growth is aligned to performance	3.432	1.568
The organization has career growth strategy in place	3.219	0.786
Employees are trained and developed in various capacity development programs.	2.256	0.647
We have programs that clearly define career growth paths.	3.184	1.618
The clarity around career growth creates longevity with our institutions.	4.459	1.750
The career/job security enhances our tenure with our institutions.	3.103	0.672
We have clearly defined roles & responsibilities.	3.354	0.965
There is top leadership support to career growth dynamics.	3.103	0.638
Career growth leads to employee retention in our institution.	4.018	1.902

Transformational Leadership Practices

The respondents were asked to indicate their level of agreement with the statements on transformational leadership practices as a moderating variable between perceived precursors and employee retention. The findings in Table 2 , respondents were neutral that their leaders lead the way inspiring them as indicated by M=3.143, SD=1.739, agreed that leadership in the institution inspires trust and respect through a system of values as supported by a mean of 3.557, SD=0.872 and agreed that leaders set high standards for employees as supported by a mean of M=4.296, SD=0.917

Also, results revealed that respondents agreed that leaders have articulated a clear vision as supported by a mean of M=3.927, SD=0.734, agreed that leaders inspire enthusiasm, M=4.325, SD=1.587 and respondents were neutral that employees were motivated to achieve extraordinary outcomes M=2.905, SD=1.803. Findings also showed that respondents were neutral on experiencing challenged to think critically, innovate and be creative as supported by a mean of M=2.743, SD=0.961).

Further, respondents agreed that employees were being encouraged to face, handle and resolve problems, issues and complications as indicated by a M=4.173, SD=1.687, were neutral that individual unique needs were recognized and personalized support offered as supported by a mean of M=3.091, SD=1.879, agreed individual potential is identified, and personalized mentorship given as evidenced by a M=4.217, SD=0.519. Furthermore, respondents were neutral that leaders were focused on developing employees skills and capabilities to optimize performance bas supported by M=2.901, SD=1.763, respondents were neutral that employee

embrace change and are adaptable. that team synergy and collaboration is practiced as supported by a $M=3.009$, $SD= 1.901$ but agreed that transformational leadership practices support employee retention, $M=4.102$, $SD= 1.005$. The qualitative data was guided by the statement- In the assessment indicate how the transformational leadership practices can be used to strengthen employee retention in your institutions. The respondents at 41%, suggested that there was need for the leaders to be empowered on transformational leadership practices. They also suggested that the employees needed to be made aware about which leadership style are in use and the benefits of the given leadership practices. There is need for more capacity building on change dynamics, creativity and innovation as well as critical thinking and problem-solving approaches. The respondents mentioned that employees do not leave organizations but leave leaders. Hence proper leadership practices hen put in place would lead to employee retention. This view is supported by Akgün, Keskin, Byrne, Imamoglu (2017) that respective leadership practice adopted by a particular manager has a way it by which it influences staff motivation, performance and organizational commitment; which in turn may affect employees’ decision either to leave or stay with the Organisation. Also, Alhmoud and Rjoub (2019) observed that leadership styles have a moderate significance on employee retention and that the transactional leadership style best encourages employee retention.

Table 2: Transformational Leadership Practices

Transformational Leadership Practices	Mean	Std Dev
Our leaders model the way	3.143	1.739
Leadership in my institution inspires trust & respect through a system of values	3.557	0.872
Our leaders set high standards for us	4.296	0.917
Our leaders have articulated a clear vision	3.927	0.734
Leaders inspire enthusiasm	4.325	1.587
We are motivated to achieve extra ordinary outcomes	2.905	1.803
We are challenged to think critically, innovate & be creative	2.743	0.961
We are encouraged to face, handle & resolve problems, issues and complications	4.173	1.687
Individual unique needs are recognized & personalized support offered.	3.091	1.879
Individual potential is identified, and personalized mentorship given	4.217	0.519
Our leaders focus on developing our skills & capabilities to optimize performance.	2.901	1.763
We embrace change & are adaptable.	3.031	0.719
Teamwork synergy & collaboration is practiced.	3.009	1.901
Transformational leadership practices support employee retention.	4.102	1.005

Employee Retention

The respondents were asked to indicate their level of agreement with the statements on employee retentions as achieved in the Christian Health based institutions in Kenya. Findings in Table 4.10 respondents were neutral on the institutions experiencing low attrition rate as indicated by a mean of 3.231, $SD=0.602$, neutral that employee retention rate is high as indicated by $M=3.089$, $SD=1.838$ and neutral that employees prefer a longevity of tenure at their institution, as supported by a mean of 2.925, $SD=0.871$. Also, respondents disagree that employees seem to make a choice to stay as opposed to leave as supported by $M=2.463$, $SD=1.587$, The respondents that there was adequate resources contribute to employee

retention, $M=3.529$, $SD=0.794$ but disagreed that they have no intention of leaving my institution soon, $M=2.463$, $SD=1.927$ clearly indicating that they have intent to leave the institutions. The respondents were neutral on There being high levels of job satisfaction at place of work as indicated by a mean of 2.549 and standard deviation of 1.713. Further, respondents disagreed as indicated by a mean of 2.091 and standard deviation of 1.546 that employees have an enabling culture- hence choice to stay with their institution while majority of the respondents strongly agreed that employee retention leads to enhanced productivity as evidenced by a mean of 4.518 with a standard deviation of 0.874. Respondents at 56% suggested that strict and unrealistic deadlines and targets acted as strong demotivators. The respondents suggested that the work environment was not quite conducive to have family or to raise a family. Therefore, for employee retention then there was need for adjustments and flexibility. Findings agree with those by Chivandire (2019) who recommended that remuneration significantly influenced staff retention and that there is need for institutions to adopt effective reward structures which motivate employees to stay and improve on their individual productivity.

Table 3: Employee Retention in Christian Faith Based Health Institution

Statements on Employee Retention	Mean	Std Dev
The attrition rate in my institution is low (less than 20%).	4.231	0.602
Our employee retention rate is high (more than 75%)	3.089	1.838
Employees prefer a longevity of tenure at my institution	2.925	0.871
Employees seem to make a choice to stay as opposed to leave.	2.463	1.587
Adequate resources contribute to employee retention.	3.529	0.794
I have no intention of leaving my institution soon.	2.463	1.927
There are high levels of job satisfaction at my place of work.	2.549	1.713
We have an enabling culture- hence my choice to stay with my institution	2.091	1.546
Employee retention leads to enhanced productivity.	4.518	0.874
Average	3.094	1.305

Correlation Analysis

The study used correlation analysis to detect the strength and the direction of the relationship between the various variables. Findings indicates that, there exists a strong positive correlation between career growth and employee retention in Christian Faith based health institutions in Kenya as indicated by correlation factor, ($r=0.766$, $P=0.000<0.05$). Since the p-value (0.000) was less than the selected level of significance (0.05), the relationship between the two variables was significant. Therefore, it can be said that career growth influences employee retention. The relationship was positive suggesting a direct relationship. This implies increasing one variable will result to the increase in the other. Strengthening career growth enhances employee retention. Findings agree with those by Muma, Nzulwa, Ombui, Odhiambo (2018) sought to establish the influence of career development strategy on retention of employees in universities in Kenya. The main finding from the study indicated that career

development strategy was one of the main factors that influenced retention of employees in universities in Kenya.

Table 4: Correlation Matrix

Variable		Employee retention
Career Growth	Pearson Correlation	.766**
	Sig. (2-tailed)	.000
	N	328

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

Regression The study hypothesis was there is no significant influence of career growth on employee retention in Christian Faith Based Health Institutions in selected counties in Kenya. To test this hypothesis, the study regressed career growth with employee retention. The findings in Table 5 indicate that the value of adjusted R² was 0.412 which implies that 41.2% of variations in employee retention in Christian Faith Based Health Institutions in selected counties in Kenya can be attributed to changes in career growth. These findings concur with those by Muma, Nzulwa, Ombui, Odhiambo (2018) who sought to establish the influence of career growth on retention of employees in universities in Kenya and revealed that career development strategy was one of the main factors that influenced retention of employees in universities in Kenya.

Analysis on Career Growth and Employee Retention

Table 5: Career Growth and Employee Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653 ^a	.426	.412	.18207

- a. Predictors: (Constant), Employee Training
- b. Dependent Variable :(Constant), Employee Retention

Analysis of Variance (ANOVA)

This was done using the F- statistics. F-values are used to determine the significance of group of variables. From the ANOVA findings, the p-value obtained was 0.00 < 0.05, an indication that the model was significant. The findings also show that the f-statistic value (181.52) is greater than the F-critical value (F_{1,326}=3.8701). This shows that the model demonstrates goodness of fit and can be used to predict employee retention in Christian Faith based health institutions in selected counties in Kenya.

Table 6: ANOVA: Unmoderated-1 & Moderated-2

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	146.291	1	146.291	181.52	.000 ^b
1 Residual	80.734	326	0.2476		
Total	227.025	327			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Career Growth

Beta Coefficients

From the model below, when career growth is held at a constant zero, employee retention in the Christian Faith based health institutions in selected counties in Kenya will be at a constant value of 3.162. The findings also show a β -coefficient of 0.418. This implies that a unit improvement in career growth will lead to a 0.418 improvement in employee retention without moderation. The findings also show that the t-statistic (12.854) has a p-value=0.00 < 0.05. Therefore, reject the null hypothesis (**H₀₁**) there exist no statistically significant relationship between career growth and employee retention in Christian Faith based health institutions in selected counties in Kenya, and accept the alternative hypothesis (**H_{A1}**) there exist statistically significant relationship between career growth and employee retention in Christian Faith based health institutions in selected counties in Kenya. Findings agree with those by Sitati, Were and Waititu, (2017) who assessed the effect of career development practices on employee retention in hotels in Kenya. Correlation analysis indicated that there was a positive correlation between career development and employee retention in the hotel industry in Kenya.

Table 7: Beta Coefficients for Career Growth and Employee Retention

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.162	0.246		12.854	.000
Career Growth	0.418	0.0518	0.383	11.712	.001 ^b

a. Dependent Variable: Employee Retention

b. Predictors: (Constant). Career Growth (CG)

Upon introduction of moderator variable transformational leadership in Table 8, adjusted R² ₁ was 0.426 changed to adjusted R² was 0.447. This demonstrated that transformational leadership has a statistically significant moderating effect on the relationship between career growth and employee retention in Christian Faith based health institutions in selected counties in Kenya. These findings concur with those by Muma, Nzulwa, Ombui, Odhiambo (2018) who sought to establish the influence of career growth on retention of employees in universities in Kenya and revealed that career development strategy was one of the main factors that influenced retention of employees in universities in Kenya.

Table 8: Career Growth and Employee Retention

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.653	.426	.412		.18207
2	.669	.447	.436		.11071

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Career Growth

c. Predictors :(Constant), Career Growth*Transformational Leadership

Analysis of Variance (ANOVA)

This was done using the F- statistics. F-values are used to determine the significance of group of variables. From the ANOVA findings in Table 9, the p-value obtained was 0.00 (for both unmoderated & the moderated models) which is less than 0.05, an indication that the model was significant. The findings also show that the unmoderated f-statistic value (181.52) is greater than the F-critical value ($F_{1,327}=3.8701$). Further, the moderated f-statistic value (98.239) is greater than the F-critical value ($F_{1,327}=3.618$ indicated that model demonstrates goodness of fit between moderated relationship between career growth and Career Growth*Transformational Leadership and can be used to predict employee retention in Christian Faith based health institutions in selected counties in Kenya.

Table 9: ANOVA: Moderated Career Growth and Career Growth*Transformational Leadership And Can Be Used To Predict Employee Retention

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	146.291	1	146.291	181.52	.000 ^b
1 Residual	80.734	326	0.2476		
Total	227.025	327			
Regression	75.802	2	37.901	98.293	.000 ^c
2 Residual	131.694	325	.405		
Total	207.496	327			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Career Growth

c. Predictors: (Constant), Career Growth, * Transformational Leadership Practices

Beta Coefficients

From the model results in Table 10, when career growth is held at a constant zero, employee retention in the Christian Faith based health institutions in selected counties in Kenya is constant value of 14.735. This association is further strengthened by the moderating variable where findings show that with the moderator in place a unit increase in career growth lead to a 0.448 improvement in employee retention in Christian Faith based health institutions in selected counties in Kenya.

Therefore, reject the null hypothesis (H_{02}) that transformational leadership has no statistically significant moderating variable in the relationship between career growth and employee retention in Christian Faith based health institutions in selected counties in Kenya , and accept the alternative hypothesis (H_{A2}) that transformational leadership has no statistically significant moderating variable in the relationship between career growth and employee retention in Christian Faith based health institutions in selected counties in Kenya.

Table 8 : Beta Coefficients for Career Growth and Employee Retention (Unmoderated & Moderated)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.735	0.246		128.54	.000
1 Career Growth	0.418	0.0518	0.383	11.712	.001 ^b
2 CG *TLP	0.448	0.019	0.233	22.401	.000 ^c

a. Dependent Variable: Employee Retention

b. Predictors: (Constant). Career Growth (CG)

c. Predictors: Career Growth*Transformational Leadership Practices (TLP)

SUMMARY OF THE FINDINGS

The study found out that career growth had a positive significant relationship with employee retention with $r = 0.766$. The study further found that the influence was significant since $p = 0.001$ which was less than the conventional 0.005 level of significance for this study, and that the variable could significantly predict employee retention ($R^2 = 41.2\%$). From the regression findings, the study established that a unit increase in career growth resulted to a 0.418 increase in employee retention. Also, when the variable was moderated with transformational leadership practices, the model was still found to be significant and it explained more variation in employee retention, suggesting that it was positively moderated. The study showed that the employees' level of responsibility was commensurate with their qualifications and that the performance was measured objectively. These attributes contribute to employee retention. Further, the findings show that the institution creates opportunities for growth available to all the employees. Career growth is also aligned to performance. Career growth is governed by a strategy. Findings also established that employees are trained and developed in various capacity development programs. Findings show that there are programs that define career paths, however these might not be very clear. Further, the findings show that the clarity around career growth creates longevity with the institutions that were covered in this study under the umbrella of Christian Faith based Health Institutions in selected counties in Kenya. Also, the career/job security enhances employees' tenure with the selected institutions. The study findings show that the roles and responsibilities are clearly defined and there is top leadership support to career growth dynamics.

The study found out that transformational leadership had a positive significant relationship with employee retention with $r = 0.764$. The study further found that the influence was significant since $p = 0.000$ which was less than the conventional 0.005 level of significance for this study. The variable moderated and enhanced the relationship between the independent variables (employee training, reward management, career growth, work-life balance) and the dependent variable -employee retention. The study revealed that transformational leadership

has a statistically significant moderating effect on the relationship between career growth and employee retention in Christian Faith based health institutions in selected counties in Kenya. The results show that the leaders model the way in the selected institutions that were studied in this research. Leadership inspires trust & respect through a system of values in the institutions that were studied. Findings also show that leaders set high standards for the employees as well as they have articulated a clear vision. Findings also show that leaders inspire enthusiasm; hence the employees are motivated to achieve extra ordinary outcomes. Further, the results show that the employees are encouraged to face, handle & resolve problems, issues and complications without shying away. Also, the findings indicate that individual unique needs are recognized & personalized support offered as well as individual potential is identified, and personalized mentorship given. These all contribute to employee job satisfaction which leads to employee retention. On the contrary, findings show that the leaders did not quite focus on developing employees' skills & capabilities to optimize performance. However, the results show that the employees embrace change and are adaptable. Team synergy and collaboration are practiced but at a minimum level.

Conclusions

The study, concludes that career growth is a statistically significant precursor for employee retention in Christian faith-based health institutions in selected counties in Kenya. The study concludes that if the instruments of career growth are properly instituted then employee retention will be assured. Further, the study concludes that every employee level of responsibility needs to be commensurate with their qualifications then their desire to stay with given organizations is enhanced. Performance needs to be measured objectively and not subjectively, as well career growth needs to be aligned to performance, if employee retention has to be enhanced.

This study provided evidence that transformational leadership practices positively moderate the relationship between the independent variables (employee training, reward management, career growth and work life balance) and the dependent variable employee retention. The study, therefore, concludes that transformational leadership practices are a statistically significant moderator in the given relationship in Christian faith-based health institutions in selected counties in Kenya. The study concludes that if transformational leadership practices are properly instituted then employee retention will be enhanced. The study further concludes that leaders need to model the way if employee retention has to be achieved. The study also concludes that leadership needs to inspire trust & respect through a system of values, set high standards for the employees, articulate a clear vision and inspire enthusiasm among the employees if employee retention has to be enhanced and sustained. Further, the study concludes that the leaders need to motivate employees to achieve extra ordinary outcomes, challenge employees to think critically, innovate & be creative and encourage employees to face, handle & resolve problems, issues and complications, recognize and offer personalized support to individual unique needs with grit and grace so that employee retention can be enhanced. Further, the study also concludes that leaders need to identify individual potential and offer personalized mentorship, as well as focus on developing employee's skills & capabilities to optimize performance so that employee retention can be achieved. Leaders need to embrace

change and become adaptable, team synergy and collaboration need to be practiced if employee retention is to be achieved and sustained. Finally, transformational leadership practices support employee retention.

Recommendations

The study recommends that there must be clarity and openness around the career growth matters to ensure longevity of tenure within the organizations under study. Much as career and job security can be very elusive this study recommends that there is need to ensure employees feel to have job security if employee retention has to be realised. The study further recommends that there is need for crystal clear roles and responsibilities in clearly defined job descriptions for each employee. The study recommends that leadership in Christian Faith based health institutions should adopt and apply transformational leadership to foster enhance employee's retention. The study recommends that leadership needs to model the way in very practical terms, leadership needs to inspire trust and respect through a system of values, set high standards for the employees, inspire enthusiasm and articulate a clear and compelling vision. The employees' level of responsibility was commensurate with their qualifications and that the performance, that the institution creates opportunities for growth available to all the employees. Career growth is also aligned to performance. Career growth is governed by a strategy, programs that define career paths, however these might not be very clear. Further, the clarity around career growth creates longevity with the institutions that were covered in this study under the umbrella of Christian Faith based Health Institutions in selected counties in Kenya. Also, the career/job security enhances employees' tenure with the selected institutions.

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