

Staff Retention In Public Universities In Rwanda: Diagnostics And Strategies Of Intervention

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Abstract

The increase in turnover in Rwandan Universities remains an inescapable phenomenon that the authorities have now to put up with. After the presentation of some of the factors likely to explain this phenomenon, the study reported in this article proposes a diagnostic and systemic approach allowing to analyze a problematic situation of non-loyalty of the staff in the Universities and Institutions of Higher Learning.

The survey questionnaire has been administered to lecturers and administrative staff. 104 exploitable questionnaire have been analyzed and completed through face to face interviews. The analysis of the results confirm some of the elements from literature; they show that determining factors with an incidence on staff turnover are working conditions and their perception of what their profession is. Age and academic rank play an important role as well in this study in opposition to other individual characteristics which do not explain the reasons for such turnover.

This article thus examines various political options capable of minimizing the negative effects of the departures of the staff. The principal hypothesis consists in saying that the most adequate strategy to face the problem of retention of the staff is that which rests on a rigorous follow-up in order to evaluate the effectiveness of the measures set up particularly by comparing the costs of the strategies of retention with those which are generated by the turnover.

These tracks of intervention allow to note that the public Institutions are far from being stripped vis-a-vis the non-loyalty of their staff, as they hardly try to identify the causes. The conclusion relates to the stakes concerning the retention including that of the improvement of the quality of life of the staff.

Key words: *retention, factors of attraction, staff mobility, psychological contract, turnover.*

1. Introduction

In spite of the many efforts made by the Public Universities to influence the engagement of their academic and administrative staff and to restore a form of loyalty, more qualified and highly competent employees decide to put an end to their relation with their employer and go to continue their career in other organizations. In fact, changes in the universe of work, rupture of the traditional psychological contract and various factors of the new economy have had like effect to support, all along the ten last years, the increase in the turnover in the public services in general and Universities in particular.

The question of the turnover is now alarming not to say disconcerting in University Institutions. Besides, the interest in this problem of management is reflected in the proliferation of works of and seminars which propose sometimes elaborate strategies of retention, sometimes instantaneous tricks to counter this phenomenon which definitively takes the speed of a plague. Whereas certain organizations use aggressive strategies to reduce their rate of non-loyalty, others would rather tend to abdicate vis-a-vis this phenomenon that they would believe inescapable even insoluble (Kaye and Jordan-Evans, 1999).

However, from the point of view of experts (Gager, 1999; Gordon and Lowe, 2002) increase in organizational extra mobility is there for continue. Again, the retention of the employees of value represents a major stake for an increasing number of organizations which seek to preserve a stable core of resources and competences essential to their success. How to explain this alarming increase in the turnover?

After having exposed an outline of the factors likely to explain the voluntary non-loyalty of the staff, we propose a step to allow a diagnosis of this kind of problem within organizations of higher learning in general and of the National University of Rwanda and Kigali Institute of science and technology in particular. We presented then the most popular strategies of retention in the documentation supplied with some principles aiming at improving its effectiveness. As a conclusion, it is a question of the challenges and stakes with which University organizations, anxious to preserve their staff of value, are from now on confronted.

2. Theoretical context of the Study

To manage the retention of the staff is initially to attract this labor available on the market. With this intention, University organizations must position themselves like "employer of choice", which implies that they have already human resource management practices recognized for their potential to

attract but also these practices must be known by the whole of human resources.

In addition, even if the objective of attraction of a qualified staff is achieved, still it is necessary to retain this staff in the organization. It is at this level that the organization must be concerned with needs and of transverse waitings of its human resources. In this spirit, differences and specificities of each one become an added value for the organization which wishes to make the best possible use of these differences to improve its effectiveness and efficiency (Burke and Sarda, 2007).

Let us consider the grounds about the principal factors likely to influence the decision to or not voluntarily leave an organization. Of course, the practices of human resources management play a significant role; we will initially summarize those that were highlighted in the literature. In addition to certain personal characteristics (gender, age, academic title, the nature of the degree, etc.), psychological characteristics such as the implication at work, the implication at employment, career engagement, organizational engagement and job satisfaction also influence the intention to remain or leave an organization.

Many studies were carried out to try to identify the practices of human resources management and the factors which act on perception that individuals have about their work environment and, consequently, their choice to remain or leaver the organization.

The demonstration is not any more to be made but the practices of human resources management have an impact on as well the mobilization of the employees (Saba et al, 2008) as on the retention of these. The managers must then play a role of mobilizing agent and try their best to create pleasant work environment.

They will become the role model for their staff and will thus enhance their adherence to the organizational values.

In the English literature, the concept of mobilization is expressed by several terms ; the term "extrarole" behavior is used by Burke and Sarda(2007), and relates to the proactive behaviors of employees carried out apart from their formal obligations which aim at the well-being of the organization or its members ; the scale of measurement of the "extrarole behavior» is composed of ten items each of which being able to be connected to one of the three aspects of the mobilization; it is also a term close to the "prosocial behavior» which applies to the behavior of a member of the organization carried out in the intention to profit the individual, the group or the organisation.

The mobilization thus passes by the implication of the employees in the activities of the organization, results in a symbiosis between the potential of the employees and the culture of the organization supporting the creation of an environment of work in which people evolve healthily, of an atmosphere favorable to the team work and favorable to the blossoming of the quality of life for the employee and the quality of work. Today, however, to create this mobilization in the public organizations, the leaders favored the policy of the communication.

Several practices of human resources management contribute to the creation of the climate necessary to the retention of the staff. For example, a policy of communication directed towards an active listening and bidirectionality, regular meetings of teams or units are gestures which, heavily ensuring a better circulation of ideas and an extensive listening to the employees, will support the mobilization of the latter (Saba et al., 2008).

With the same objective, the manager who seeks to mobilize the staff on a joint project must try to develop two fundamental aspects of his work which are the delegation of the responsibilities and control (Bergeron, 2001).

The development of competences also contributes to the support of the morale of the employees and increase in their desire to remain in the organization. A research carried out by Morissette and Rosa (2003), shows that the introduction of new practices of work reduces the non-loyalty of the staff. This study also states that the organizations which offer good working conditions have much lower rates of turnover.

All these practices must fit within a framework of work supporting the wellbeing of the individuals. The introduction of this feeling passes by the perception of justice, equity and treatment in dignity. For example, the measures of harmonization of the life of the staff and professional life will indicate to the employees that the employer wishes to give them support in the spirit of mutual respect and confidence (Morin, 1997). He also notices that the workers with a high level of schooling assign a great importance to equity in the work environment; the perception of an unjust treatment can lead them to leave the organization.

But the practices of human resources management do not suffice to explain the decisions of the employees to remain or leave an organization. Personal characteristics can also influence their decision. On this subject, Hom, Roberson and Ellis (2008) observe the distinctions according to gender: their study shows that women would have much tendency to leave their employment than men. This result could be explained by the fact that they mostly occupy precarious employment.

Other researchers did not however obtain convincing results with regard to the starting intentions according to gender (Moynihan and Landuit, 2008). Their works emphasize that the rates of turnover for women working in the public office were lower compared to men. This especially results from a greater desire of women to serve the community.

The individual psychological characteristics also represent a significant dimension to explain the attitudes of the employees towards. The behavior of an individual will depend on the agreement between waitings he has vis-a-vis the work and his perception of reality. Several studies indicated besides that waitings of the workers towards an employment relate to various dimensions: the implication in work, the implication in employment, career engagement, organizational engagement and job satisfaction.

In the behaviorist approach, the implication itself is not defined but one records the effects that are measured: the number of absences at work, that is to say absenteeism rate, the rate of "turnover» or speed of passage of employees in the organization.

The assumption is made that the absenteeism just like rotation between firms would be an indication of non-implication towards the organization (Serupia, 2009).

This is an external and restrictive approach: it is a concern of management which does not treat the processes causing the effects, while the measures taken return to other factors than those of personal implication.

The indices reveal as well the characteristics of the Institution as those of the employees; if the working conditions are unfavorable, if the climate of group is tense, if the organization generates much stress, one can think that the members of the organization will more easily seek to leave or, if it is impossible (it is what is called the implication by defect), to avoid as much as possible the very non-bearable situation by an absenteeism and a significant relaxation in their work.

In addition, the psychological, more traditional implication, is defined in term of attachment or emotional tie with his work or organization; the theoretical base returns to the personality ((Pagès, 1984) or with the emotional ties which link the people in a group.

Within this framework, the subject does not calculate initially his interest but sticks to what relates with the structures in which he works; the factors which intervene refer to the model of human relations: the support, direct and personalized relations, the fact of dealing with people, to help them (or

being helped), good relations in the group, mutual confidence and more largely a climate of consensus.

The most relevant concept to deal with this phenomenon of attachment remains that of membership being used as reference (Lemoine, 1994); it makes it possible to seize at the same time the search for protection and identification of the individual and the influence of the group, what highlights the feeling of identity and the processes of dependence which set themselves in the interaction group-individual. (One can thus understand an attachment to a country or a city like barrier to geographical mobility in the search for employment, which goes against the calculation of interest from the economic point of view).

In the same way, the concept of group of reference and membership returns being studied on the processes of integration or professional insertion which are articulated in ways different of research : one relates to the conditions installation by the company to integrate its new staff Gosse, (1998) the other on waitings of the young professionals towards the organization (Guérin, and Carrière, 2000) ; in both cases, integration and mobilization are a function of the implication seen like a psychological attachment, according to an axis autonomy versus dependence.

The repercussions of this implication on the activity are significant and depend on the consequences perceived by the interested party ; they were studied according to the feeling of appropriation which opposes that of a dispossession of psychosocial objects concerning the person concerned (Lemoine, 1994) : if this one perceives a risk for itself, symbolic system or reality, activities of avoidance, withdrawal, protection even of inhibition will develop and, on the other hand, if on the contrary a prospect for appropriation emerges, within the meaning of endorsing aspects concerned, a more constant activity is obtained in which the subject fulfills himself.

The implication in his work is thus dependent on the fact that one can adapt elements which matter and relate to the subject; it is the case when one reaches a control of the various aspects of a situation, that it is in term of perceived purpose, results obtained or of method by which one reaches that point: the appropriation results in the fact of controlling one's activity, to have the control of it, or to choose the means of carrying it out, what is called room for manoeuvre or autonomy.

It is noticed that the process of appropriation differs from the process of attachment; with appropriation, in fact the external objects will be suitable, integrated by the subject (one is close to the concept of assimilation) whereas, with attachment, one is depend on the external object.

Within this framework, we hypothesize that one involves more in the work or any other activity when one finds therein a point of emergence or personal development; it is noted that it is not only about a question the identity of role, as learned in sociology, but a construction which interests the person as such and his way of considering himself as a specific entity. There is thus a positive relation between the implication in employment and the retention of the employees (Mitchelle et al, 2001).

Concerning engagement in the career, an individual expresses if he attaches a great importance to his career advancement. In the affirmative, he will be attracted more by a company which will be able to answer hi professional aspirations. Let us underline here that according to Lemoine (1994), there would be no relation between engagement in the career of women and their intention to leave an organization.

Basing on theoretical data, we formulated the following hypotheses:

- There should be a significant correlation between the intention to remain and the age, sex, academic rank as well as experience.
- The perception that the staff have, working conditions and the style of their hierarchical responsible should be the most determining factors when it comes to measure the degree of turnover in comparison with other variables.

3. Material and Methods

The phenomenon of voluntary or involuntary departures is complex, multidimensional and, although some of the causes can seem impossible to circumvent, public organizations are far from being stripped to face this reality. The effective fight against the rate of dysfunctional non-loyalty requires nevertheless the resort to a total and proactive strategy of retention of which principal objective is to identify the factors originating the problem.

From this point of view, the principal hypothesis consists in saying that the most adequate strategy to face the problem of retention of the staff is that which rests on a rigorous follow-up in order to evaluate the effectiveness of the measures set up particular comparing the costs of the strategies of retention with those that are generated by the voluntary departures.

• Sampling

According to the available recent official data at the moment of the investigation, the total number of academic and administrative staff at the National university of Rwanda (N= 960) and at the Kigali Institute of Sciences and Technology (N= 373) the total rose to 1333; this number being too high, we proceeded to a reasoned sampling of the respondents according

to their presence in their services. The methods by reasoned sampling rest basically on the judgment (Thietart, 2007; Stafford and Bodson, 2006), and are distinguished in that from the probabilistic methods the objective of which precisely consists in eliminating this subjectivity.

Contrary to the probabilistic sampling procedures, construction by reasoned sampling requires neither particular procedure, nor survey bases; this constitutes an advantage because there is hardly a pre-established base of survey concerning the phenomena of groups and retention.

The samples constituted by means reasoned sampling make it possible moreover to choose in a very precise way the elements of the sample and, thus, to more easily guarantee the respect of criteria required by certain designs of research such as homogeneity.

It was conceived in a precise way according to our analysis; this also enabled us to avoid unnecessarily large samples. The principal characteristics of this population are as follows: on the whole 102 they answered the questionnaire. The detailed description of the sample arises in the following way:

- **The instrument of measurement**

The questionnaire was developed following many comments of university colleagues from various academic milieus. The first part of the questionnaire relates to personal characteristics of the respondents ; the second part of the questionnaire contained a whole of questions connected to various dimensions identified in particular organizational engagement and career engagement, implication in employment, job satisfaction, the intention of the respondent to leave the university, etc.

The data of the questionnaire were analyzed using the software SPSS which allows a clear reading of the existing bonds among various variables. It should be noted here that we retained for the analysis only the entirely answered questionnaires. We also rejected those of which respondents had not answered certain questions essential to the measurement of our various variables.

4. Results

The purpose of this first phase of the diagnosis is to evaluate the extent of the problem within the National University of Rwanda and Kigali Institute of Science and Technology. This implies the collection, all along a sufficiently wide period of time, statistical data concerning the rate of rotation of the staff by sector, by post as well as the average duration on each post and the organization.

This analysis should also make it possible to establish the demographic profile of the employees who voluntarily leave the organization. What is the post they occupied at the time of resignation, the hierarchical level, the degree and the type of schooling, antecedents of career, the level of performance, etc.? It is also relevant to determine, when possible, how these employees were recruited. For example, it would be interesting to compare stability on post of the employees who were recruited via Internet versus that of the people who were referred by employees of the organization.

The average age of the participants in the inquiry is 45 years, and two thirds have worked in the academic services for ten years or less. The average annual income is estimated at approximately 6.798.156 Frw that is 11.330 \$. All the respondents were recruited for open contract. 30, 9% of the respondents are Bachelor's degree holders ; less than half of the respondents (45.5, 5%) are Masters' degree holders; 16,4% hold PhD 7,3% did not indicate their qualification.

After having reviewed the enrolment problems of academic and administrative staff of the NUR and KIST from 2002 until 2011 we arrive at the following observations. There have been 390 departures within the NUR during this period and; the analysis of table 1 shows that the great majority of departures were academic staff: more than 2/3 of the departures that is 256 out of 390.

Several factors can be evoked to explain this unequal distribution between the administrative staff and academic staff; let us quote inter alia the level of their studies is higher and that tends to show that the academic staff has a level of waitings and aspiration higher than those working in the administrative services. The table showing departures at KIST, allows to note that there has been 312 departures from only 2006 to 2011 ; this table depicts that more than half of administrative staff left the KIST that is to say 159 against 153 of the academic staff. The explanatory factor of this situation is due to the geographical situation of the Institute; indeed, the administrative staff would find the same possibilities to get more interesting jobs in Kigali.

Table 1a: Number of academic staff who left NUR since 2002-2011

Faculty	Male	Female	Resigned	Dismissed	Appointed	Retired	Total
Agriculture	15	6	18	-	2	1	21
Arts, Media and Social Sciences	35	14	32	2	5	10	49
Economics and Management	38	11	39	3	3	4	49
Applied sciences	21	7	23	1	3	1	28
Sciences	22	7	21	-	4	4	29
Medicine	28	8	31	1	-	4	36
Law	10	2	12	-	-	-	12
School of public Health	5	1	6	-	-	-	6
Education	18	5	8		10	5	23
Total	156	55	157	7	24	23	264
Administrative staff	87	39	108	4	5	9	126

Table 1b: Number of academic and administrative staff who left KIST since 2006-2011

Year	2006	2007	2008	2009	2010	2011	Total
Academic staff	16	18	31	35	29	24	153
Administrative staff	28	30	24	28	30	19	159
Total	44	48	55	63	59	43	312

As indicated by the results of our inquiry, 47.3% of the respondents think that they can leave the higher education during five next years. This figure can seem to us reasonable since they are only intentions and that several will not pass to the act. On the other hand, we noted that 45,5% of the respondents are in a situation of uncertainty or insecurity vis-à-vis their future at the service in the higher and university education. Thus, 61.8, 8% of the respondents plan to leave their employment if they find another interesting and enthralling job, what represents a very high rate. We can thus believe that the rate of enrolment of young personnel will be significant in the next years. Knowing that the rate of enrolment lower than 5% is generally acceptable for an organization (Nadeau, 1999; Saba et al, 2008), the prospect for the rate of enrolment as remarked can constitute a considerable challenge for the administration of the Institutions of higher education in Rwanda.

After having examined the proportion of the departures between the two institutions which were the object of our inquiry, we noted an average of 39 employees who leave the NUR per annum and 52 employees who leave the KIST each year. The analysis of this score shows that there were more departures at the KIST than with at NUR One reason explains this high rate, 16.6 %) is that KIST is quite simply in a surface of much more attraction for employment than NUR. NUR authorities should motivate more their staff.

Now, what is noticed with regards to enrolment rate when one examines the results in terms of the difference among the staff? Are there any differences between men and women as regards enrolment?

The analysis of the results according to the sex indicates a difference between men and women. Indeed, for the NUR whereas the departures of men from 2002 until 2011 is 67.7%, and 71,4 in KIST; the departures of women are, for these two institutions, 32.3%, and 28,6% respectively. These results join the conclusion of the work by Moynihan and Landuit (2008) according to which women would show lower departure rates than men in the public function. The need for security, in particular maternity leaves and the feeling of attachment and implication in the organization, can explain these results among female workers of the public function (Rugema, 2008, Serupia, 2009, Niyomugabo, 2011).

If we examine the degree of involvement between women and men, it should be noted that contrary to certain researchers who stress that women are always involved than men (Burke and Sarda, 2007), we notice, from the respondents, a perception of a greater involvement in the work of the women (a statistically significant correlation according to the χ^2 test with the coefficient 0,01)¹. With regards to involvement in employment, the correlation is quite significant given that 28,5% of men do not feel involved in employment whereas women are not involved at 5,5%.

For organisational engagement, the results indicate that the differences are on the sides moral and emotional attachments. We notice a strong emotional and moral engagement, in particular for women who, at 36,2% say that they like their work too much, men are estimated at 32,0%. For the emotional attachment, the correlation is thus statistically significant with the coefficient of 0,01. With regard to career engagement, no significant difference was noticed between men and women.

The last factor, job satisfaction, reveals us that concerning the qualification level of the employees, it is noticed that the respondents having a high level

¹ All the statistical tests of this article are χ^2 tests

of qualification seem less satisfied (85,6%) against 14,4%, that tends to show that the employees having more years of schooling have a level of waitings and aspiration higher than those with an average or lower school level; more respondents who work in academic services showed a low degree of dissatisfaction than those working in the administrative service.

The NUR being structured in Faculties, Faculties of Economics and Management, that of Arts, Media and Social Sciences hold the great majority (37%) of departures on the whole of faculties. The instability of the teaching staff in these faculties would be explained by more opportunities on the labour market. The interviews carried out were delicate insofar as the employees have often little motivation to reveal the real reasons of their decision; for most cases, they said that they leave the institution for personal reasons (Garger, 1999).

To sum up, it seems, according to our inquiry, that in a general way, satisfaction does not differ in any way from that of the workers of other public services with regard to the consideration, the relationship with the colleagues, material resources and the nature of work, training. However, they show more satisfaction with these questions; but little satisfaction with the remuneration (61%). The staff of the NUR finally appreciates at a larger degree the communication and leadership of the authority of the institution within the organization (75, 5%) than their counterparts of KIST (40, 1).

The results of different analyses of our research allow us to conclude that: the Hypothesis 1 regarding personal characteristics age, sex, academic rank and experience within the institution and at a given position has been confirmed. Those variables condition the staff turnover. The age, experience, academic rank parameters have had a positive effect even though the correlation with internal working conditions have been fragile ; which implies that the more a professor is advanced in age the more he/she needs to retain his/her job within the institution.

Therefore, among the people who responded that their degree of implication and commitment was high include more females than males. Finally, the last hypothesis regarding the perception by the staff on the work done, their working conditions and the style of leadership as indicators of motivation have been confirmed by the results obtained.

5. Policy related Measures

The principal strategy as regards retention consists in specifically reducing the rate of voluntary departures in the academic and administrative staff of the NUR and of KIST that these institutions wish to preserve. In any way, employed measures must also seek to stop the departure causes that the

diagnosis will have allowed to identify. This being the case, the solutions to which the Institutions of higher learning and Universities can resort seem, primarily, numerous and diversified. A significant number of articles published during the last years, as well in the business press as in the scientific reviews, suggest the measures intended to counter the departures of the staff. Here is thus a synthesis of the practices that we suggest:

- It is more and more recognized that the recruiting and the retention of the staff represent two similar facets (Gordon and Lowe, 2002). Indeed, the logic makes us to believe that if one succeeds in associating the good resources from the beginning, their retention will be somehow facilitated.
- Even ensuring, during the selection, alignment between the values of the employee and those of the employer, socialization makes it possible to consolidate the step of equipment by sensitizing the new recruits of the culture of the organization. The idea is to show to the employees, by formal and informal activities of integration, to what extent they share the values of the employer and how, from this fact, they can contribute to the achievement of the objectives and the mission of the organization (Kaye and Jorda-Evans, 1999).
- Being the promotion, one can say that nobody likes to remain without moving; the staff of these two institutions expressed their interest for career development with, as the key, a pecuniary increase. Promotion, of course, motivates and enhances the staff's loyalty; because the ranks and the titles can be used to create sufficient levels so that the employees can progress continuously; that can thus contribute to the retention of a good staff, i.e. to preserve the staff specialized in its field of knowledge and prevent from believing that motivation cannot be possible in the public sector.
- The development of competences and employability from the point of view of retention comprises two facets: the update of knowledge and skills in order to improve the output in the current employment; the development of new competences known as transverse, in order to prepare the employee to occupy other functions in the institution (Richer, 2004). The individuals who thus manage to bring up to date and to enrich their wallet by competences would be less inclined to change the employer to acquire new experiences. As paradoxical as that can appear, the fact of supporting the employability of one's best resources, prove at the same time to be an extremely effective strategy to preserve them (Carré et al, 2001).

The challenge is to offer development appropriateness which serves at the same time the interests of the employer and the employees. Accordingly, it proves to be judicious to stress the training schemes which aim at the development of intellectual competences. In the economy of the knowledge, the principal competing advantage, both for companies individuals, resides in the accumulation of the knowledge and a distinctive know-how which allow each of the two parts to dissociate the competition.

- Following the rupture of the traditional psychological contract, several organizations wrongly declined their responsibility as regards career management, in such a way that the individuals were more and more made to manage their professional future themselves. However, a greater implication and especially an implication a well targeted in career would represent for an organization an effective means to boost engagement and therefore, to install the bases of a renewed loyalty. To support the retention, organizations must however adhere to a renewed career management conception which takes into account the increasing values, changes in the psychological contract.

This new philosophy supposes that the employer give up the traditional paternalist vision in the favor of a mechanism which gives responsibility to the employee and engages him in the evolution of his professional life (Brockner and Lee, 1995).

In this respect, the expression of "career development, is more suitable than that of "career management» to give an account of this shared responsibility. Accordingly, the role of the organization is to provide the employee with necessary resources and support to enable him to deal with his professional future. This also supposes that the employer considers the career as a process of continuous training of which the acquisition and renewal of competences (from the point of view of employability) as corner-stones.

- The strategies of retention related to the systems of rewards generally gather in two categories: monetary and non-monetary practices. With regards to the monetary practices, it goes without saying that a competitive remuneration includes total remuneration, the long-term profit-sharing by the sharing of actions, premiums for rare competences and of the profits of retention can represent a greater strategy, even a precondition impossible to circumvent when it is a question of encouraging the loyalty of the best employees. One however should not over-estimate the effectiveness of these measures that the employees often have tendency to take for guaranteed and

which lose their moisture-holding capacity then (Garger, 1999, Kayer and Jordan-Evans, 1999).

Besides, a number of authors, with support of empirical studies, support that intangible or non-monetary incentives outweigh the monetary components in the decision to remain at one's employer.

In addition to these, the recognition of the efforts and the output proves to be a source of universal and timeless valorization which functions whatever the hierarchical level or the occupied position. The fact of underlining the good blows of the powerful employees by marks of personalized recognition, sincerely expressed and at good times, represents a form of free incentive which is deserves recognition (Kaye and Jordan-Evans, 1999; Garge, 1999).

All things considered, the challenge in the development of a system of rewards able to increase retention consists in establishing a judicious proportioning between extrinsic gratifications and intrinsic gratifications. To that is added the importance to regularly renew the programs of incentives and to show originality so as to outwit the competing companies.

6. Conclusion

The increase in the voluntary departures is from now on consistent as an inescapable phenomenon and consequently, the organizations must learn how to deal with an increasingly mobile and volatile labor force. This be, the efforts must be not invested with a view to stop an inevitable problem but with an aim of reducing it to an acceptable level and financially manageable for the company, the management of retention also requires a rigorous follow-up in order to evaluate the effectiveness of established measures by in particular comparing costs of retention strategies with those that are generated by the voluntary departures.

Moreover, the concept of retention comprises in itself an insidious trap in such a way that where the efforts should not be made in order to retain or keep at all costs the employees but in the spirit to inculcate in them the taste to remain. In other words, it is a question of stressing the increase in the level of engagement and job satisfaction rather than on the reduction of the rate of turnover. For this reason, the stake is to make the employees remain for the good reasons and not because of the risks that they are likely to undergo by leaving employment.

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