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Factors influencing employee retention at M.P. Shah hospital in Nairobi, Kenya

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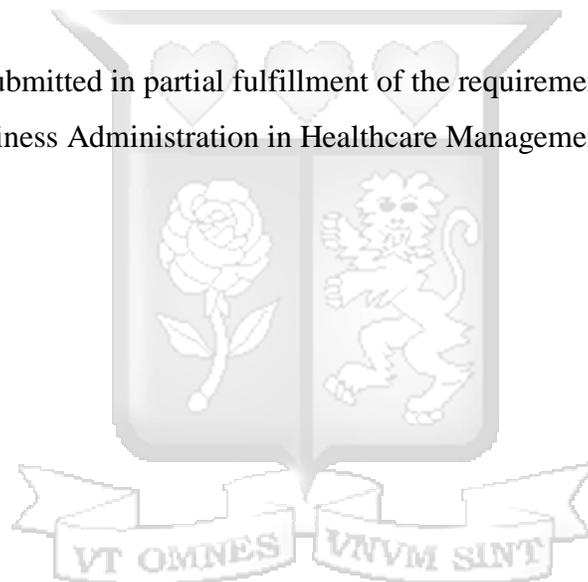
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**FACTORS INFLUENCING EMPLOYEE RETENTION AT M.P. SHAH HOSPITAL IN
NAIROBI, KENYA**

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A research dissertation submitted in partial fulfillment of the requirements for the award of
degree of Masters in Business Administration in Healthcare Management



DECLARATION

I declare that this work has not been previously submitted and approved of a degree by this or any other university. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made in the thesis itself:

Name of Student: Austin Apinde

Signature.....

Date: May 29th2018

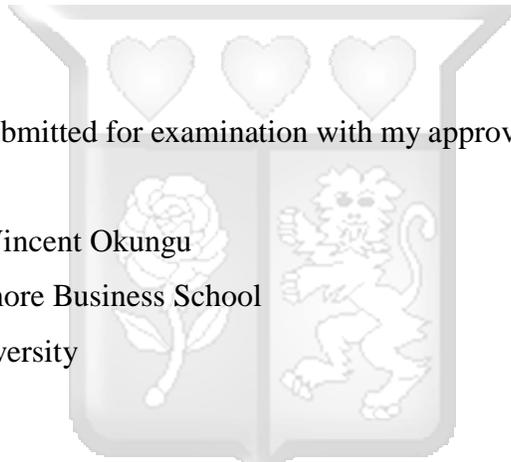
Approval

This dissertation has been submitted for examination with my approval as university supervisor.

Name of Supervisor: Dr. Vincent Okungu

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Institution: Strathmore University



Signature...

Date: May 29th 2018

Protocol Version Date: May 29th2018

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ABSTRACT

A key challenge towards achieving the Sustainable Development Goals (SDGs) in healthcare in Kenya is the low number of a properly trained and motivated health workforce. The ratio of health worker to population served remains disappointingly low, while at the same time there remains a huge challenge of retaining the limited number of health workers at the hospitals. This is a challenge that afflicts both the public and private hospitals in Kenya as many health workers leave their organizations to seek work elsewhere.

Private hospitals are an integral pillar of the Kenyan health system and so the stakeholders need to develop employee retention strategies that will enable them to hold on to their health workers in this dynamic healthcare industry.

This research aimed to extensively examine the factors that influence employee retention at a large private hospital in Kenya, with a case for M.P. Shah Hospital. The study explored the extent to which the known factors of employee motivation, work environment and training and development influenced employee retention at M.P. Shah Hospital.

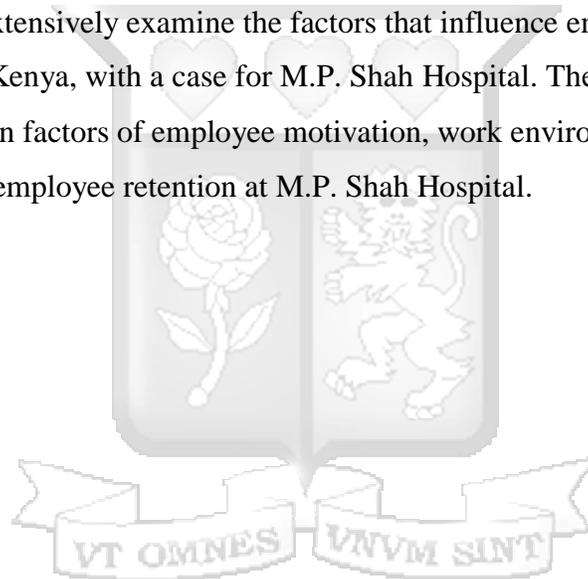
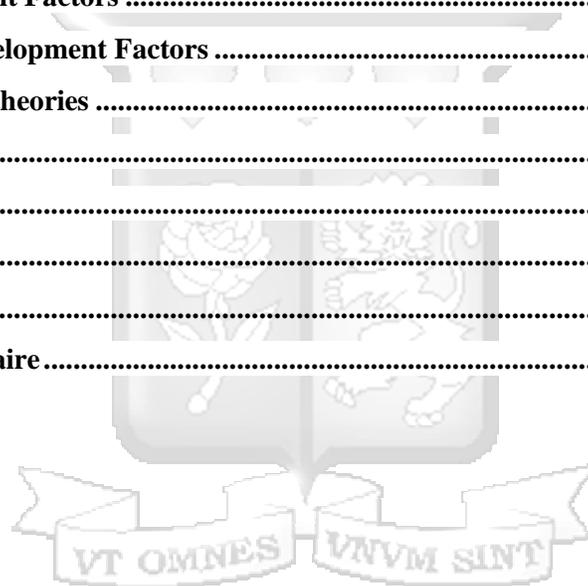


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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Ingersoll *et al.*, (2002) defines retention as the ability to hold onto those employees you want to keep, for longer than your competitors do. According to Lundberg and Cooper (2010), a number of factors are viewed as essential in employee retention. The determinants that are considered to have an immediate influence are work environment, career opportunities and work-life balance Shim, (2010). He also observed that individuals remain at such organizations where there is a feeling of pride and will work to their fullest potential. The motivations to stay are work environment, rewards, development, advancement, and work-life improvement, Fatima, (2011). Retention gets to be distinctly one of the greatest issues for the general health sector since people are the ones who create profits and considered as the capital or resource of the organization Choi *et al.*, (2014).

In today's competitive and dynamic environment, employees have several demands from employers other than the salaries. Thus, the importance of effective employee retention strategies has increased too many folds. The satisfaction of material, as well as emotional needs of staff, is necessary for retaining employees. It is, therefore, important to adopt recruitment strategies that have the ultimate impact on the retention of employees, Ng'ethe *et al.*, (2012). Critical analysis of workforce trends points to an impending shortage of highly skilled employees who possess the requisite knowledge and ability to perform at high levels, meaning that organizations failing to retain high performers will be left with an understaffed, less qualified workforce that ultimately hinders their ability to remain competitive, Rappaport, Bancroft & Okum, (2003). Henceforth, managers face a difficult challenge of motivating and retaining employees in an environment of increased uncertainties, Lee *et al.*, (2004).

In a study by Anyika (2012) on the psychological effects on the employee turnover, most of the employees did not feel comfortable working within their institutions and felt that it had breached their contract. Some of the respondents cited the gap that existed between the management and the employees in helping to develop at least their working conditions and career. The researcher emphasized the need to carry out further research on the field to get a better understanding of what causes the high employee turnover witnessed in the many

industries. The use of poor performance management techniques that do not foster integrity and fairness within the institution are a trigger for employees leaving most organizations. However, the availability of strong and competitive compensation policy, elaborate working conditions with all the required amenities, are key to high employee retention, Thiriku, (2013).

Irshad & Afridi (2007) explain that the implicit retention factors in behavior and can be divided into three variables; power, achievement and affiliation. Power refers to dominance and social control. Achievement is when personal standards of excellence are to be met or exceeded and affiliation refers to social relationships, which are established and intensified. Implicit and explicit retention factors relate to different aspects of the person, but both are important determinants of behavior. Salahaddin(2016) concluded that remuneration and benefits schemes are the most useful factor that influences a staff's contentment in a job. Other aspects affecting job contentment include an equitable system for promotions within the company, high-grade working conditions, quality leadership and positive relationships with the colleagues. The old unwritten rule is that satisfied workers are delighted in their jobs, and happy employees are the source of high profits for the firm. The fundamental purpose of incentives and recognition programs in a typical organization is to define a method to pay the employees and to communicate that system to the employees, Manzoor, (2012).

Saks & Gruman (2011) argue that every individual expects peaceful and clean working conditions so that they can deliver to their level best. Accordingly, conducive work environment includes; physical cleanliness and clean air, which enables the employees to perform to their level best, feels satisfied hence increase their rate of retention. Employees feel comfortable in case they are involved to give ideas on the environment they should work in Saks & Gruman, (2011). Once their desire is met in line with the organization objective, then their rate of retention is increased. Alhassan *et al.*, (2013) observed that the health workforce, physical facilities and consumables are three major inputs into any health system. A growing body of evidence suggests that the quality of a health system depends greatly on highly motivated health workers who are satisfied with their jobs, and therefore stay in rural areas and work.

The dynamics of the work environment will have to reflect a diverse population comprised of individuals whose motivations, beliefs and value structures differ vastly from the past and from one another. Studies show that staff turnover is very costly. The real total cost of losing an employee includes cost of hiring a new employee, cost of on-boarding a new

employee, lost productivity, lost engagement on other employees and negative impact on customer service, Luthans & Youssef, 2007, Njuguna, (2014).

This study aimed to address the gaps that are there regarding the sub-factors of the known factors that influence employee retention at M.P. Shah Hospital. Previous studies had addressed the factors that affect employee retention at public hospitals, but no study had yet been done at a large private hospital. Various studies in Kenya had also evaluated the factors that influence employee retention at other industries, eg banking, retail industries, but none had been done for the healthcare industry. This study therefore aimed at addressing these gaps.

1.2 Justification/Rationale of the Study

The success or failure of a company in a competitive world environment is dependent upon many factors in which the research study focuses on motivational, workplace environment, training, educational, and development factors in an organization set-up. The key to corporate commercial business success is optimally motivated workers who collectively ideas and necessary skills can be extracted.

There is alarming shortage of employees in health sector organizations in Kenya, therefore the research focuses and examines on finding out whether motivational, workplace environment, training, educational, and development factors may result to the shortages and the factors that leads to employees retention. Mayfield, J., & Mayfield, M. (2018) emphasizes that motivation plays an imperative role in most of the organizations because it augments productivity of employees and objectives can be accomplished in a proficient way. Motivation is always goal-oriented behavior of many individuals. MacRae, I., & Furnham, A. (2017) point out that quality of employees' workplace environment has an impact on employee motivation and ultimately forces management to consider and focus on how to improve workplace environs, which are suitable to employees' preferences.

Reinhold, L. (2016) discuss employees consider training, education and development as crucial to their overall career growth and goal attainment and will be motivated to remain and build career path in an organization that offer opportunity. Training increases firm specificity of employee skills, which in turns increases employees' productivity and reduces job dissatisfaction

1.3 Problem Statement

A large body of literature on employee retention exists worldwide. In Kenya, several studies on employee retention have been undertaken, Thiriku (2013); Tonui (2013), Kemboi(2014), and Manyura(2012). Other authors such as Njambi (2014), Yakub (2012) and Nyanjom, (2013) focused on individual institutions. These studies have mainly focused on the known factors of motivation, work environment and training and development and how they influence employee retention. However, the studies did not extensively explore the sub-factors of each of the known factors to examine the extent to which each of them will influence employee retention.

In comparison, the research study aims to establish specific key factors(motivation, work environment, training and development factors) that affect employee retention. Specifically, research examines motivation factors, which includes remuneration and benefits, management support, employee engagement, among others. Training and development includes on-the-job training to help improve skills, academic learning sponsored by the organization, among others. Work environment includes job security, recognition of performance, safe working area, among others.

The private hospitals in Kenya have almost 70% control of all the doctors and approximately 45% of all the nurses available in the market, Kioi, Cowden & Karodia(2015). In their study on the adoption of integrated healthcare information systems in hospitals in Nairobi County, Njeri, Matende, Mokaya & Muema (2015) established that all the major private hospitals in Kenya including M.P. Shah Hospital face a problem of high staff turnover of health workers.

This study will focus on major private hospitals in Kenya, M.P. Shah Hospital included since it is among the 5 largest private hospitals in the country, while the hospital also aims to get Joint Commission International accreditation soon and so requires strategies in employee retention in order to achieve this. The Kenyan Healthcare Sector Report (2016) and Mathew (2014) have both noted that M.P. Shah Hospital is the fastest growing hospital in Kenya since 2011.

The records maintained at the hospital's Human Resource Department indicate that a total of 260 nurses and 73 doctors have left the hospital in the last 4 years which translates to

almost 90 nurses and 20 doctors per year. Although it is a fact that the health workers are leaving the hospital, no research or study has been conducted to establish the reasons for the exit.

According to Njeri, Matende, Mokaya & Muema(2015), there is a problem of health worker retention at private hospitals in Kenya and the factors involved in influencing employee retention have been explored. Currently there is no study, at least locally, that has looked into each of the sub-factors to establish the scope at which each of them influences employee retention in private hospitals. Moreover, most of the local researches on employee retention have focused on other sectors other than the private health sector. This study seeks to fill these gaps by critically examining factors employee retention in large private hospitals in Kenya.



1.4 Study Objective

The main objective of the study was to determine the role of the factors of motivation, work environment and training & development in health worker retention at M.P. Shah Hospital in Kenya.

1.4.1 Specific Objectives

- 1.4.1** To explore the relationships between employee motivation and retention at M.P. Shah Hospital in Kenya.
- 1.4.2** To explore work environment factors that influence employee retention at M.P. Shah Hospital in Kenya.
- 1.4.3** To evaluate training and development factors that influence employee retention at M.P. Shah Hospital in Kenya.

1.5 Research Questions

- 1.5.1** What are the motivation sub-factors and how do these factors influence employee retention at M.P. Shah Hospital?
- 1.5.2** What are the work environment sub-factors and how do these factors influence employee retention at M.P. Shah Hospital?
- 1.5.3** What are the training and development sub-factors and how do these influence employee retention at M.P. Shah Hospital?

1.6 Significance of the Study

The results of this study will assist stakeholders at M.P. Shah Hospital in determining the gaps that exists in retention of employees. Key relevant and context-specific strategies on the sub-factors that influence retention of employees will be exposed and applied to help in growth and development in the hospital.

The study research will also assist major stakeholders including Kenya Association of Private Hospitals, individual private hospitals' management, and policy makers at the Ministry of Health, researchers and scholars who might be seeking to evaluate and fill gaps on factors that influences employee retention.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The focus of this review is on the key factors that influence employee retention (generally). The section will also contain a conceptual framework depicting the relationship between the research variables. Literature search was mainly done via Google Scholar, PubMed and Science Direct. Keywords used in this literature search: motivation, training & development work environment and employee retention. Umamaheswar & Krishnan (2016) have explored the main factors that influence employee retention and divided them into the following categories:

- Motivation factors
- Work environment factors
- Training and development factors

2.2 Theoretical Framework

The research study is guided by two theories:-

- The Expectancy Theory
- Herzberg's Two Factor Theory of Work Motivation.

2.2.1 Expectancy Theory

Expectancy theory was developed on the basis that individuals will seek to be part of an organization due to the personal expectations they have. If all these expectations are met, then the individuals will maintain their relationship with the organization (Lawler, 1973). Building on this theory individuals varies in all the structural (training and development factors), psychological (motivation factors), and work environmental variables within an organization that has an influence on their expectations (Diefendorff & Chandler, 2011).

The study borrow from the theory in determing if the personnel will be concerned with and work environment factors in which they operate within,including the communication channels if available, and capacity at which they are supposed to work. The psychological - motivational factors that influence their ability to be retained by the organization include the extent to which their jobs satisfy them, more so, training & development factors, for example

their commitment levels and the ability of the firm to offer career development opportunities can influence employee retention.

It should be noted that the level of job satisfaction and the commitment to a business are not necessary conditions for attaining loyalty. However, they help to determine retaining employees to some extent (Ng'ethe *et al.*, 2012).

2.2.2 Herzberg's Two-Factor Theory of Work Motivation

Herzberg two-factor theory introduced two factors theory in the book “motivation at work” in 1959 (Herzberg, 1959). The theory provides a framework for management to understand factors that motivate and dissatisfy the employee. Based on an insightful research conducted by in-depth interviews with more than 200 employees about the moments of positive and negative feeling about their jobs, Herzberg came to the conclusion to divide behavior driven elements to two categories: hygiene factors and motivators. Hygiene factors consisted of factors where dissatisfaction can arise from, for instance, company policies, job security, employment relations and working conditions. Though these factors do not motivate people, they can lead to dissatisfaction if not managed effectively. Motivators included achievement, growth opportunities, a sense of recognition, and job responsibility. These factors are the keys to job satisfaction, which can motivate people to improve the performance.

According to Herzberg (1959), the reverse of dissatisfaction is not dissatisfaction, and the opposite of satisfaction is not satisfaction. The employee remains in neutral status in case there is no motivator, as well as they neither would be dissatisfied nor satisfied once the level of hygiene factors is adequate (H Lambrou, Kontodimopoulos & Niakas, 2010).

Empirical studies (e.g. Griffeth & Hom, 2004) have, however revealed that employees cited external elements such as a competitive salary, good interpersonal relationships, friendly/conducive working environment, and job security as key motivational variables that influenced their retention in the organizations. The result of this, therefore, is important to the present study in determining the decisions made by decision makers on whether they rely only on intrinsic variables to guide personnel retention; rather, a mix of both natural and external variables should be considered as an effective retention strategy.

2.3 Employee Retention

The health workforce is a key pillar of any health system (WHO 2000). A growing body of evidence suggests that the quality of a health system depends on highly motivated health workers who are satisfied with their jobs, and therefore stay at their stations and work (Kanfer, 1999. Luoma 2006). Sub-Saharan Africa is faced with the challenge of low health worker to population ratios and poor health indicators (WHO, 2006). Kenya also has this challenge with a doctor and nurse density of 1.28 per 1000 population, which is way below the WHO recommendations (Tandon et al, 2005. World Development Report, 2005. World Health Report, 2006). However, production of health workers without retention strategies will lead to loss of staff and erodes supervision, mentorship and support from management (Kirigia, Gbary, Muthuri, Nyoni & Seddoh, 2006).

According to Mudzengi (2016) while studying fifty-seven countries, most of them in Africa and Asia, the study noted that organizations face a severe health workforce crisis. WHO estimates that at least 2.36 million health service providers and 1.89 million management support workers are needed to fill the gap. Without prompt action, the shortage will worsen (Goetsch & Davis, 2014). There is a lack of adequate staff in rural areas as compared to cities and countries in sub Saharan Africa face the greatest challenge in maintaining adequate numbers within the health work force. Sub Saharan Africa has 11 percent of the world's population, bears 24 percent of the global burden of disease yet has only 3 percent of the world's health workers.

The shortage of health workers is a major problem facing many Sub-Saharan African countries (Manafa, McAuliffe, Maseko, Bowie 2008). Retention gets to be distinctly one of the greatest issues for the general health sector since people are the ones who create profits and considered as the capital or resource of the organization (Choi et al, 2014). Private hospitals also play an integral part in any health system and therefore they need to develop effective retention strategies for the health workers (Connor et al, 2005). This is due to the heavy burden caused by the high staff turnover at private hospitals in Kenya (Kirigia, Gbary, Muthuri, Nyoni & Seddoh, 2006). High turnover rates at the hospitals results from the following:-

- Training and education of the health workers like Doctors and Nurses is a very expensive venture
- Scarcity of available highly skilled health workforce.

- Additional costs in recruitment and on boarding of the health workers to replace the ones that have already left.

Therefore, it is important for private hospitals to develop appropriate retention strategies for their health workers, which will encompass every aspect that the employee deems relevant and not just financial incentives (Buykx, Humphreys, Wakerman & Pashen 2010).

2.4 Motivation in Employee Retention

According to Chakraborty, B. (2010) defines employee retention as an organization's ability to retain its employees. He adds that motivation works as a catalyst for the success of any individual. It is always responsibility of management, who should constantly motivate their employees for extracting the best out of them. This can be achieved by conducting performance audit and track employees' performance. Employee who has performed exceptionally well, must be rewarded and be in the limelight. Employee retention benefits both the employee and employer.

Mayfield, J., & Mayfield, M. (2018) affirms that simple words like good, well done and keep it up, are essential to use by management or leaders to motivate employees. It is essential for making workers loyal towards the organization for delivering their best work or assignment.

MacRae, I., & Furnham, A. (2017) stipulate employee retention involves a simple process that always encourage and uplifts employees within organization to remain engaged with the organization for a long period. Reinhold, L. (2016) contend motivation is a critical part that will lead to performance, but will not be sufficient without have the opportunity and ability to perform. He assert that ability is important because I is the extent to which an employee's skillset is sufficient to complete his or her tasks.

Various authors have done studies that have identified the motivational factors and motivation principles that are key in employee retention. Willis-Shattuck, Bidwell & Thomas (2008) in their systematic review of motivation and retention of health workers in developing countries, and Vnouckova & Klupakova (2003) in their examination of motivation principles in resource management identified the following as key factors of motivation in retention of employees;

- a) Competitive pay / compensation (including benefits)
- b) Career development and advancement

- c) Performance measuring and evaluation
- d) Promotion of employees from within the organization
- e) Recognition and appreciation / acknowledgement of employee contribution and value to the organization
- f) Open communication with hospital management (including timely feedback)

Contrary to popular belief, monetary compensation is among the least motivator for employee retention. According to Kaye and Evans (2000), money and financial rewards matter, but employees are interested in challenging and meaningful work, good bosses and colleagues who offer support at work, and opportunities for learning and development.

Mayfield, J., & Mayfield, M. (2018) emphasize that motivation plays an imperative part in any organization because it augments the productivity of employees and the objectives can be accomplished in a proficient way.

2.5 Work environment and Employee Retention

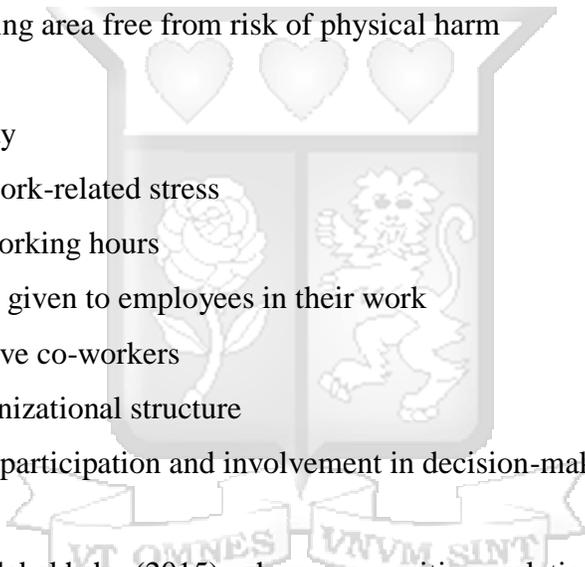
According to Mayfield, J., & Mayfield, M. (2018), work environment refers to settings, situations, conditions and circumstances under which people work. He adds that it's also the sum of the relationship that exists among employees and the employers and the environment in which employees work. Working environment encompasses of technical environment, human environment, and the organizational environment.

Reinhold, L. (2016) defines technical environment as the tools, equipment, technological infrastructure and any other physical element of the workplace. Human environment includes work peers, work groups, staff relations, and work interaction issues. In addition, human environment can be interpreted as network of formal and informal interactions among employees. Organizational environment refers to immediate tasks where institutions and organizations draw its inputs, processes it and returns the outputs in form of products or services, which are disseminate for public consumption.

MacRae, I., & Furnham, A. (2017) point out quality of employees' workplace environment has an impact on employee motivation and ultimately affects performance. Research has shown a positive link between work environment and job satisfaction which ultimately leads to employee retention. The work environment directly influences the employee's

job satisfaction and a dissatisfied employee will not perform up to the required standards due to low morale (Clark 2002).

A lot of research has been done to establish the issues which employees hold dear vis-à-vis work environment. In their studies Clark (2002) and Spector (1997) evaluated work environment factors influencing employee turnover. Lane, Esser, Holte & Anne (2010) also evaluated factors within the working environment, which may affect job satisfaction and consequently retention. While Markey, Ravenswood & Webber (2012) in their study evaluating the impact of the quality of work environment on employees' intention to quit identified the following as being the key work environment factors in retention and what they considered a good work environment;

- 
- a) Safe working area free from risk of physical harm
 - b) Workload
 - c) Job security
 - d) Level of work-related stress
 - e) Flexible working hours
 - f) Autonomy given to employees in their work
 - g) Co-operative co-workers
 - h) Clear organizational structure
 - i) Employee participation and involvement in decision-making at the organization

Raziq and Maulabakhsh (2015) show a positive relationship between working environment and employee job satisfaction. The study concluded with some brief prospects that businesses need to realize the importance of good working environment for maximizing the level of job satisfaction.

Joyce *et al.* (2010) argued that if the expected conditions were missing, there would be dissatisfaction leading to an employee quitting the organizations to another one that can provide the best working conditions.

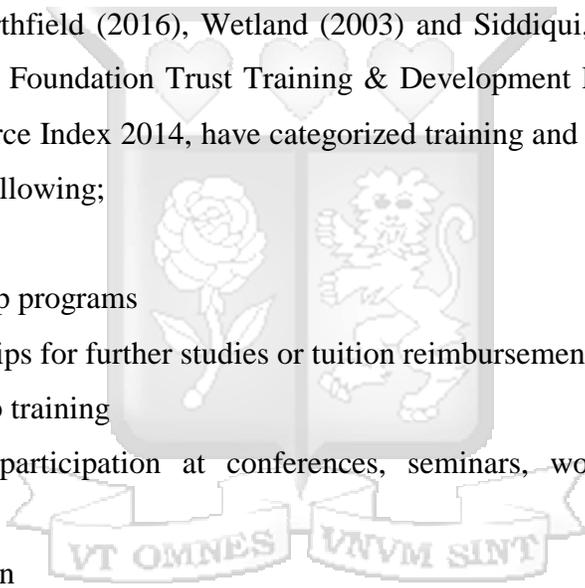
MacRae, I., & Furnham, A. (2017) comments that work environments have many properties, components or factors that may affect both physical and psychological well-being of workers. In addition, how well employees engage with factors in their working environments influences largely their error rate, level of innovation and collaboration with other employees.

2.6 Training and Development and employee retention

Reinhold, L. (2016) discuss employees consider training, education and development as crucial to their overall career growth and goal attainment and will be motivated to remain and build career path in an organization that offer opportunity. Training increases firm specificity of employee skills, which in turns increases employees' productivity and reduces job dissatisfaction.

Extensive research has been done to identify the various types of training and development programs, which employers can adopt to improve employee productivity and retention.

Authors e.g. Hearshfield (2016), Wetland (2003) and Siddiqui, Nizar & Verteji (2003), and reports e.g. the NHS Foundation Trust Training & Development Policy Report (2015) and the Kelly Global Workforce Index 2014, have categorized training and learning opportunities for health workers into the following;

- 
- a) Coaching
 - b) Mentorship programs
 - c) Sponsorships for further studies or tuition reimbursement or study leave
 - d) On-the-job training
 - e) Paid for participation at conferences, seminars, workshops of professional associations
 - f) Job rotation
 - g) Journal Clubs
 - h) Formal teaching / didactic lectures
 - i) Field trips to other organizations for bench-marking

Research has shown that employees consider training and development/learning at their workplaces as being vital in their own career progression (Spector 1998). Training and development of employees has been found to be much better if it is applied as part of the broader motivational strategy for the employees' career development, which will subsequently improve retention (Arnetz 1999).

The right employee training, development and education, at the right time will provide big payoffs for the employer in increased productivity, knowledge, loyalty and contribution from the employees (Hearthfield 2016). Ahmad (2013) sought to examine the impact of training practice on employees' intention to remain or leave an organization. The study identified how great the effect of training practice on employee retention was. The results of the study showed that there was a positive relationship between training and employees' retention and employees' decision to stay for a longer period can be influenced by training practice.

2.7 Conceptual Framework

From the literature review above, I have established that employee retention is a function of three key factors;

1. Motivation
2. Work environment
3. Training and development

With regard to motivation there are a number of factors in the literature review that are worth measuring (as the independent variables) and include;

- a) financial compensation,
- b) career development,
- c) performance evaluation,
- d) promotion of employees from within,
- e) recognition and appreciation and
- f) Open communication with management.

With regard to work environment, the literature review mentions the following factors, which are the independent variables that will be measured:

- a) Safe working area free from harm
- b) Workload
- c) Job security
- d) Work-related stress
- e) Flexible working hours
- f) Autonomy given to employees
- g) Co-operative co-workers

- h) Organizational structure
- i) Employee participation & involvement in decision-making

With training and development, the following variables will be measured;

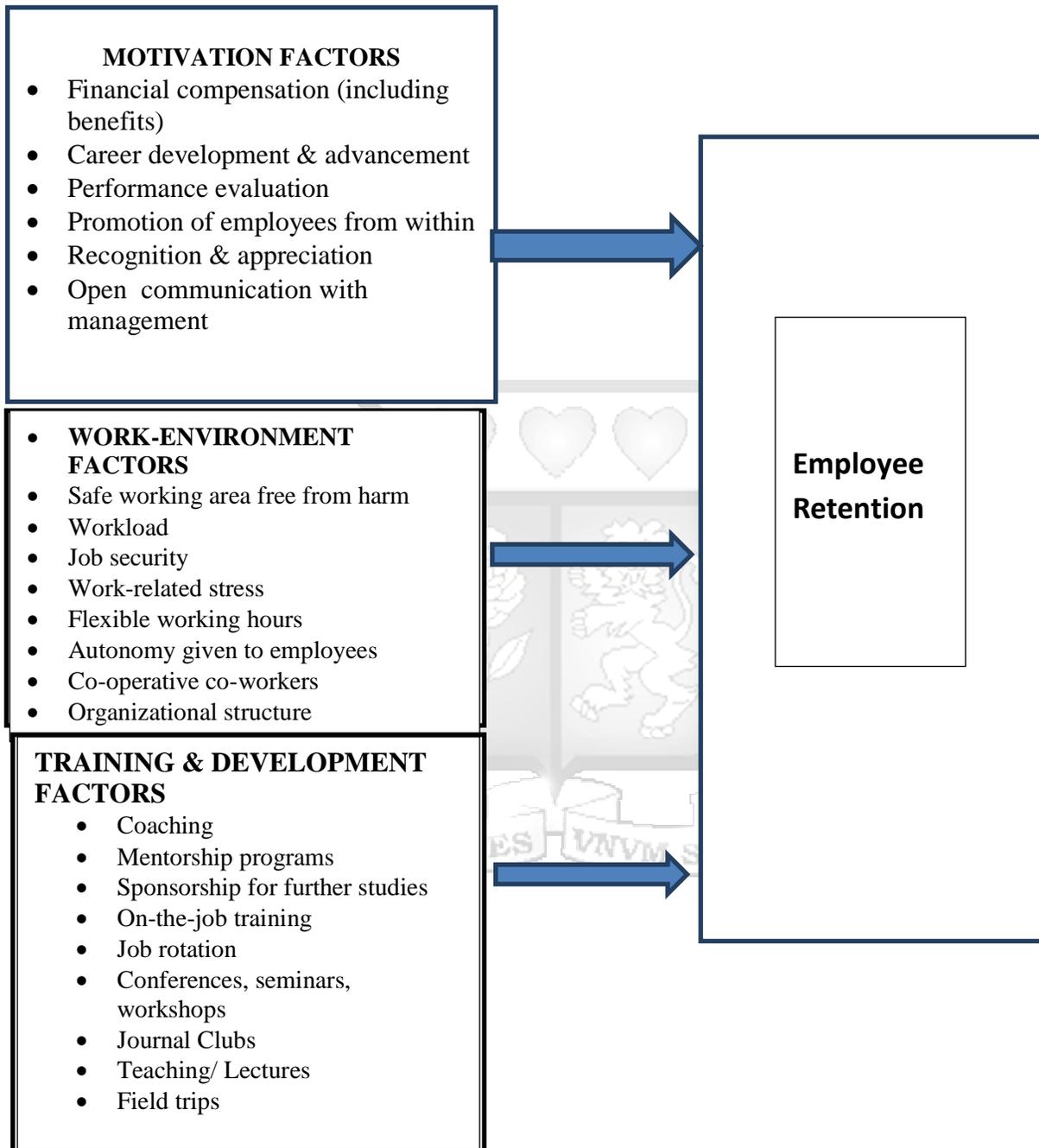
- a) Coaching
- b) Mentorship
- c) Sponsorships for higher learning
- d) On-the-job training
- e) Job rotation
- f) Conferences & seminars
- g) Journal clubs
- h) Lectures
- i) Field trips

The arrows denote the relationship of the three key factors that influence employee retention i.e. motivation, work environment and training & development.

However, some of the factors of motivation, work environment and training & development are inter-dependent with some overlaps between them e.g.;

- Promotion of employees from within the organization may be looked at as being both a motivational factor and a training & development factor.
- Flexible work schedules can also be analyzed in terms of how they are interlinked as both work environment and training & development factors.

Figure 1: Conceptual framework



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The study design used in the research was cross-sectional. This design was the most appropriate because the study sought to gain an in-depth understanding of how various factors identified in the literature influence retention of employees at one point in time. Besides, it also required a relatively shorter time commitment and fewer resources to conduct (Carlson and Morrison 2008).

3.2 Sampling

3.2.1 Study Setting and Population

The target population for this study was mainly from one large private hospital in Nairobi. M.P. Shah Hospital was the studied facility and was chosen because it is among the five largest private hospitals in the country. More so, it has one of highest health worker turnover rates among the other major private hospitals and is working towards getting Joint Commission International (JCI) Accreditation as a world class hospital, hence the need to develop relevant retention strategies for its employees. The study population was all cadres of health workers at the selected hospital. These included nurses, Medical Officers, pharmacists, dentists and laboratory technicians.

3.3 Sample size and Sampling Technique

The sample size was determined based on the following *Yamane's* formula.

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

Where by:

N is the population size, n is the sample size, and e is the level of precision.

At 95% confidence level at $p = 0.05$ and $N = 84$.

Sample size $n = 84 / 1 + 84 (0.05)^2$

Sample size $n = 69$.

3.4 Data Collection Tool

The study used a standard closed end questionnaire to collect data. Some of the advantages of the questionnaire as a research tool include the following:

- a) The responses are gathered in a standardized way which makes the questionnaires very objective (Carter, MP and Williamson 1996)
- b) It is a relatively quick method to collect data (Kirakowski 1997)
- c) Potential data can be collected from a large sample size (Moser and Kalton 1979)

Before administration of questionnaires, respondents received template news with information about confidentiality of questionnaire; more so, the template indicated that research was conducted for research purposes only. Strathmore Business School issued an introductory letter in order to get authorization to collect data from the hospitals. Delivering of the questionnaires to the respondents was achieved by enumerators and data collectors. Callbacks were checked in cases where questionnaires were not completed.

3.5 Validity and Reliability

To ensure validity and reliability of information of research study, the following were undertaken:

- Representative sample was done through random sampling (employees to be interviewed will be stratified according to cadres before random selection).
- A peer review of the questionnaire with colleagues.
- Piloting of the questionnaire to ensure reliability of the tool was done.

3.6 Data Analysis and Presentation

Series of statistical tests and visualization techniques were conducted to confirm the mentioned hypotheses. All the analyses were conducted using Microsoft Excel 2016 and SPSS Version 20. The tests were computed to test relationship among factors that influence employee

retention. Factor variables of interest in the research study include - role of motivation factors, work environment factors, and work environment factors in employee retention.



CHAPTER FOUR: ANALYSIS AND RESULTS

This chapter presents the findings of the study. The information is categorized based on the study objectives. Retention of health workers by private hospitals has always and will continue to pose a huge challenge to hospitals management. This calls for an analysis of the factors that influence employee retention at large private hospitals in the country.

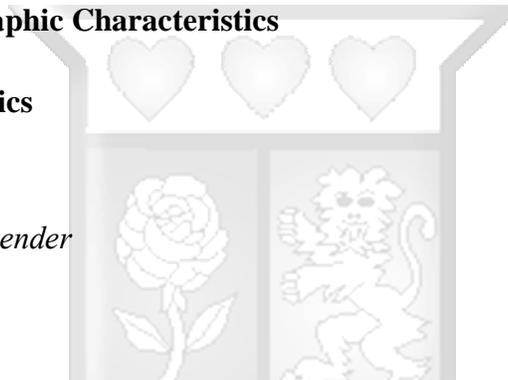
The key issues in the findings include an assessment of the sub-factors of employee retention and their relationship with whether they will be working at the hospital in the next 5 years and whether they feel the hospital has done enough to retain them. The study had a sample of $n = 69$ participants. There was no failed response.

4.1 Assessment of Demographic Characteristics

Demographic Characteristics

Table 1

Frequency of respondents' gender



Gender of the respondents?

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	28	40.6	40.6	40.6
Valid Female	41	59.4	59.4	100.0
Total	69	100.0	100.0	

The frequency and percentage of the participants' gender were calculated and female $n = 41$ (59.4%) reported higher engagement in the research as opposed to male counterpart $n = 28$ (40.6%). This clearly shows existence of gender imbalance in the research study.

Table 2

Frequency of respondents' age

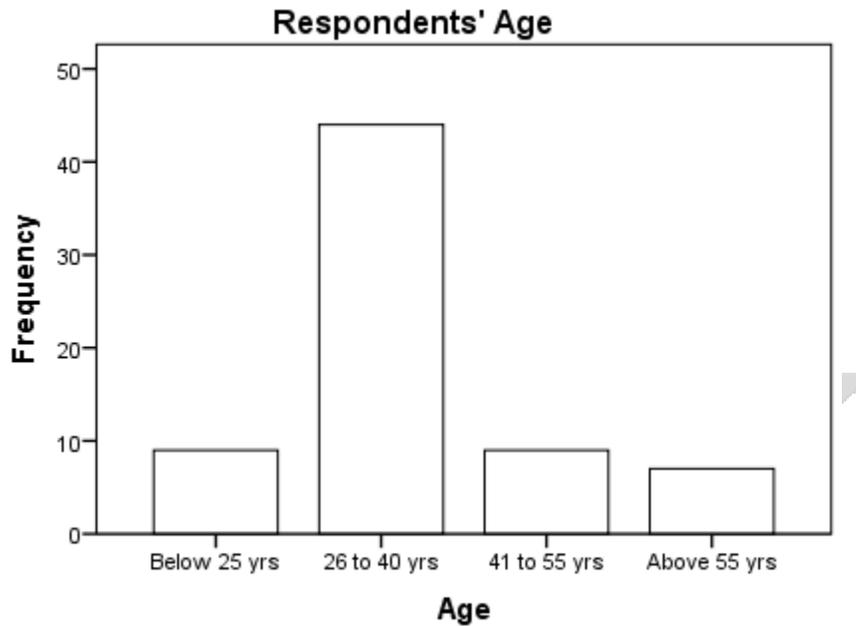
Age Recorded

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 25 years	9	13.0	13.0	13.0
26 to 40 years	44	63.8	63.8	76.8
Valid 41 to 55 years	9	13.0	13.0	89.9
Above 55 years	7	10.1	10.1	100.0
Total	69	100.0	100.0	



Graph 1

Bar plot of respondents' age



It is clear that the study research focused mostly on young age group aged between (63.8%) 26 to 40 years. Youth respondents age below 25 years were only 13% ($n = 9$), elderly respondents age between 41 to 55 years and age above 55 years were 13% ($n = 9$), 10.1% ($n = 9$) respectively. This is also explained by the fact that these cadres of health workers also spend a long time during academic training and internship, making it unlikely to find below 25 year olds in these cadres.

Table 3

Frequency distribution of respondents' level of education

What is your level of education?

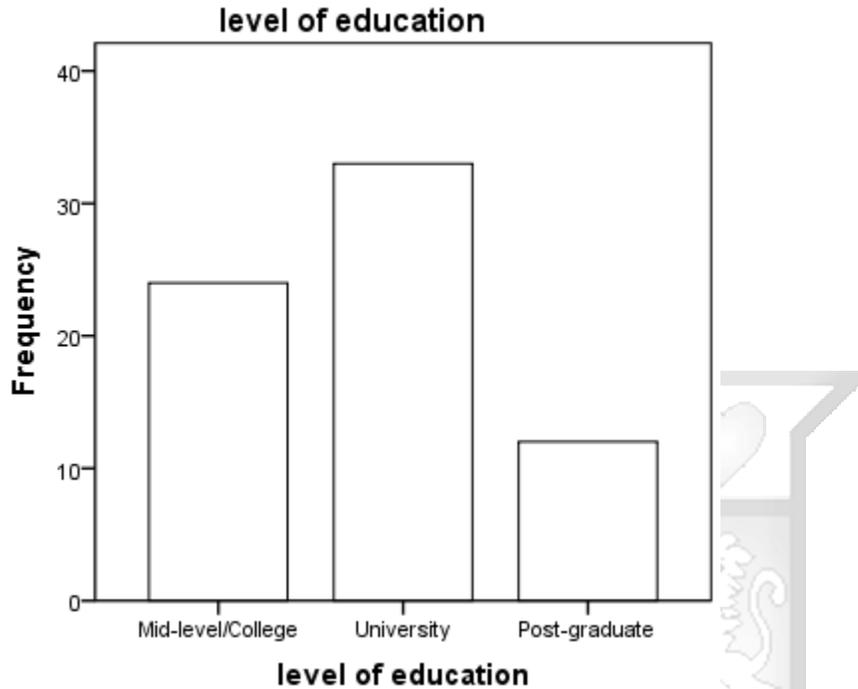
	Frequency	Percent	Valid Percent	Cumulative Percent
Mid-level/College	24	34.8	34.8	34.8
University	33	47.8	47.8	82.6
Post-graduate	12	17.4	17.4	100.0
Total	69	100.0	100.0	

Valid



Graph 2

Bar plot of respondents' level of education



The result shows 47.8% ($n = 33$) of the participants had attained bachelor degree at university level. Only 34.8% ($n = 24$) had attained mid-level or college accreditation and the least were participants who had received post-graduate education 17.4% ($n = 12$).

Table 4

Frequency of cadre categories

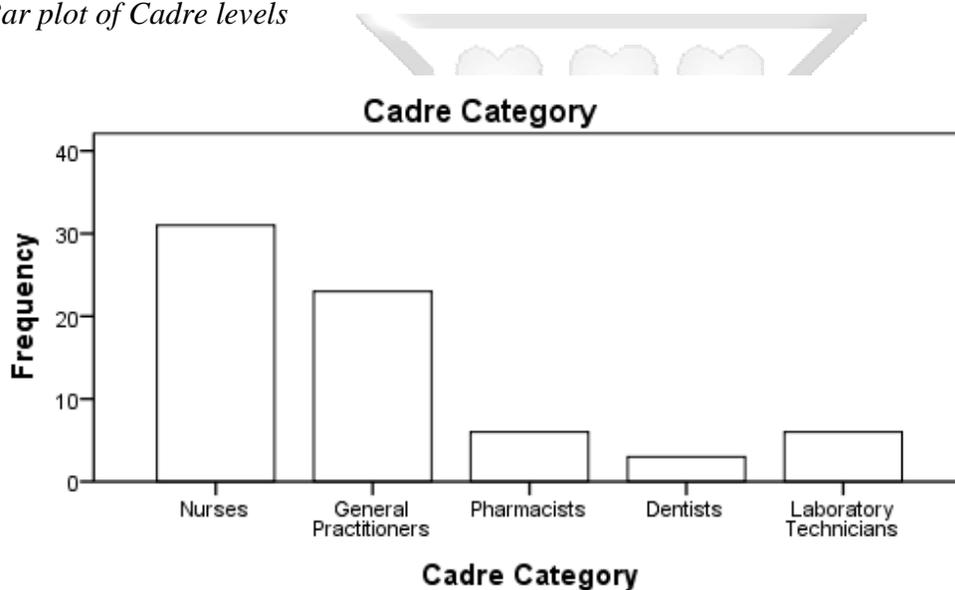
Which of the following cadres do you fall in?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Nurses	31	44.9	44.9	44.9
General Practitioners	23	33.3	33.3	78.3

Pharmacists	6	8.7	8.7	87.0
Dentists	3	4.3	4.3	91.3
Laboratory Technicians	6	8.7	8.7	100.0
Total	69	100.0	100.0	

Graph 3

Bar plot of Cadre levels



The results show majority of the respondents were Nurses 44.9% ($n = 31$). General practitioners were 33.3% ($n = 23$), Pharmacists and Laboratory technicians were 8.7% ($n = 6$) each. Dentists 4.3% ($n = 3$) reported the least number of respondents in the research study.

Descriptive Statistics

Table 1

Frequency of gender on the numbers of years working in the hospital

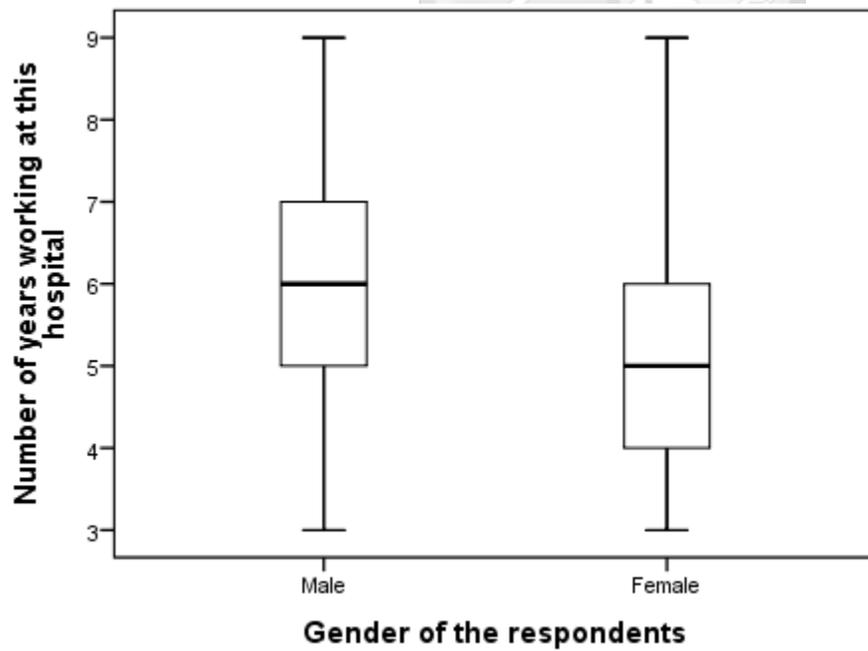
Descriptives

Gender of the respondents		Statistic	Std. Error
	Mean	5.82	.326
	95% Confidence Interval for Mean	Lower Bound 5.15 Upper Bound 6.49	
	Median	6.00	
Male	Variance	2.967	
	Std. Deviation	1.722	
For how many years have you been working at this hospital?	Minimum	3	
	Maximum	9	
	Range	6	
	Mean	5.61	.272
	95% Confidence Interval for Mean	Lower Bound 5.06 Upper Bound 6.16	
Female	Median	5.00	
	Variance	3.044	

Std. Deviation	1.745
Minimum	3
Maximum	9
Range	6

Graph 1

Box plot of numbers of years working in the hospital on gender



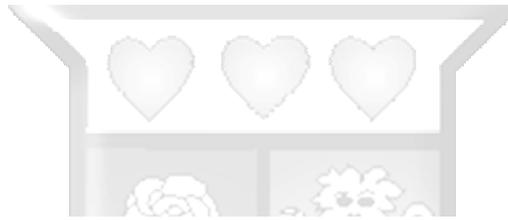
The results show the mean average working years at the hospital for male and female are ($M = 5.82$ years, $Median = 6$ years, $SD = 1.722$ years) and ($M = 5.61$ years, $Median = 5$ years, $SD = 1.745$) years respectively. At 95% CI, the mean working years for males is between (5.15 – 6.49) years, while females range between (5.06 – 6.16) years. The minimum and maximum year of working for both male female respondents is 3 and 9 years respectively.

4.2 Assessment of General Factors Resulting to Job Retention

Descriptive Statistics

Table 1

Frequency distribution



Do you see yourself working at this hospital for the next 5 years?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes	47	68.1	68.1	68.1
Valid	No	22	31.9	31.9	100.0
	Total	69	100.0	100.0	

The results show 68.1% ($n = 47$) agree that they see themselves at their working hospital in the next 5 years while 31.9% ($n = 22$) don't see themselves working at their hospital in the next 5 years.

Table 2*Frequency distribution***Do you feel the hospital has done enough to retain you here as an employee?**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes	52	75.4	75.4	75.4
Valid	No	17	24.6	24.6	100.0
	Total	69	100.0	100.0	

The results show 75.4% ($n = 52$) agree that the hospital has done enough to retain them at the hospital as an employee while 24.6% ($n = 17$) disagree.

Inferential Statistics**Table 1***Pearson Correlation Test of General Factors Resulting to Job Retention***Correlations**

		QB1	QB2	QB3	QB4	QB5	QB6
	Pearson Correlation	1	.070	.298*	-.134	-.035	-.027
QB1	Sig. (2-tailed)		.568	.013	.271	.772	.829
	N	69	69	69	69	69	69
QB2	Pearson Correlation	.070	1	.177	.094	-.068	-.144

	Sig. (2-tailed)	.568		.146	.441	.579	.238
	N	69	69	69	69	69	69
	Pearson Correlation	.298*	.177	1	-.157	.174	.008
QB3	Sig. (2-tailed)	.013	.146		.197	.152	.949
	N	69	69	69	69	69	69
	Pearson Correlation	-.134	.094	-.157	1	-.096	.023
QB4	Sig. (2-tailed)	.271	.441	.197		.431	.851
	N	69	69	69	69	69	69
	Pearson Correlation	-.035	-.068	.174	-.096	1	.836**
QB5	Sig. (2-tailed)	.772	.579	.152	.431		.000
	N	69	69	69	69	69	69
	Pearson Correlation	-.027	-.144	.008	.023	.836**	1
QB6	Sig. (2-tailed)	.829	.238	.949	.851	.000	
	N	69	69	69	69	69	69

*. Correlation is significant at the 0.05 level (2-tailed).

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

QB1: Do you feel motivated to continue working for this hospital?

QB2: Do you agree that the incentives for career development are enough to keep you working at this hospital?

QB3: Is the work environment conducive enough for you to keep working at this hospital?

QB4: For how many years have you been working at this hospital?

QB5: Do you see yourself working at this hospital for the next 5 years?

QB6: Do you feel the hospital has done enough to retain you here as an employee?

A **Pearson correlation test of independence** was computed in determining if there are relations among the general factors resulting to job retention.

Strong interaction was found between QB5 (*Do you see yourself working at this hospital for the next 5 years?*) and QB6 (*Do you feel the hospital has done enough to retain you here as an employee?*), ($r = 0.836, p < 0.01$).

Another person correlation test of independence shows a positive interaction between QB1 (*Do you feel motivated to continue working for this hospital?*) QB3 (*Is the work environment conducive enough for you to keep working at this hospital?*), ($r = 0.298, p < 0.05$).

4.3 Assessment of Key Issues around Factors Influencing Employee Retention

Motivation Factors Evaluation

Table 1

Correlation test

Correlations

Control Variables		QE1	QE2	QE3	QE4	QE5	QE6
Do you see yourself working at this hospital for the next 5 years? QE1	Correlation	1.000	-.021	-.025	-.175	-.088	.062
	Significance (2-tailed)	.	.863	.840	.153	.477	.614
	df	0	66	66	66	66	66

	Correlation	-.021	1.000	.213	.027	-.095	-.179
QE2	Significance (2-tailed)	.863	.	.082	.825	.442	.144
	df	66	0	66	66	66	66
	Correlation	-.025	.213	1.000	-.019	-.103	-.005
QE3	Significance (2-tailed)	.840	.082	.	.876	.404	.968
	df	66	66	0	66	66	66
	Correlation	-.175	.027	-.019	1.000	-.072	-.181
QE4	Significance (2-tailed)	.153	.825	.876	.	.558	.139
	df	66	66	66	0	66	66
	Correlation	-.088	-.095	-.103	-.072	1.000	.027
QE5	Significance (2-tailed)	.477	.442	.404	.558	.	.828
	df	66	66	66	66	0	66
	Correlation	.062	-.179	-.005	-.181	.027	1.000
QE6	Significance (2-tailed)	.614	.144	.968	.139	.828	.
	df	66	66	66	66	66	0

QE1: The hospital offers competitive financial benefits

QE2: The hospital offers career development & advancement opportunities

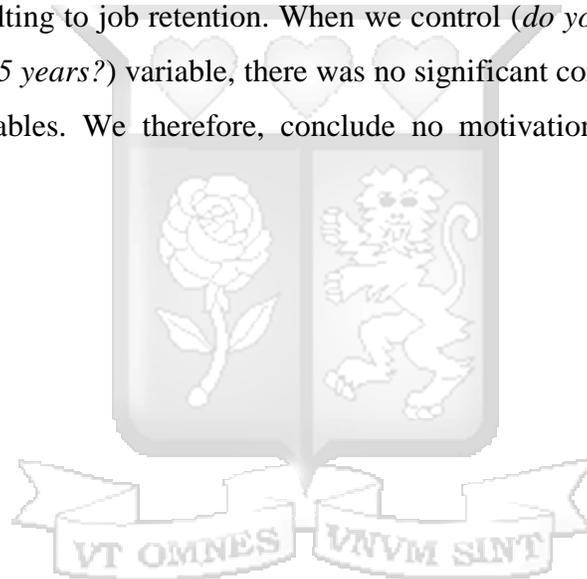
QE3: There is recognition and appreciation of good performance

QE4: There is an open communication line with management

QE5: Regular performance measuring and evaluation

QE6: Promotion of employees from within the hospital

A **partial correlation test** was computed in determining if there are relations among the motivational factors resulting to job retention. When we control (*do you see yourself working at this hospital for the next 5 years?*) variable, there was no significant correlation found among the motivational factor variables. We therefore, conclude no motivational factors was found to influence job retention.



Work Environment Factors Evaluation

Table 1

Correlation test

Correlations

Control Variables		QD1	QD2	QD3	QD4	QD5	QD6	QD7	QD8	QD9
Do you see yourself working at this hospital for the next 5 years?	Correlation	1.000	.192	.043	-.061	-.168	.004	.059	.047	.050
	QD1 Significance (2-tailed)	.	.118	.726	.623	.171	.974	.632	.703	.686
	df	0	66	66	66	66	66	66	66	66
	Correlation	.192	1.000	-.042	-.070	-.300	.083	.033	.049	-.027
	QD2 Significance (2-tailed)	.118	.	.735	.572	.013	.502	.788	.694	.829
	df	66	0	66	66	66	66	66	66	66
	Correlation	.043	-.042	1.000	-.118	.031	-.088	.018	.058	-.040
	QD3 Significance (2-tailed)	.726	.735	.	.337	.805	.474	.883	.638	.743
	df	66	66	0	66	66	66	66	66	66
	Correlation	-.061	-.070	-.118	1.000	.120	-.211	.120	.149	.192
	QD4 Significance (2-tailed)	.623	.572	.337	.	.328	.084	.328	.224	.117
	df	66	66	66	0	66	66	66	66	66

	Correlation	-.168	-.300	.031	.120	1.000	-.137	.021	.062	.032
QD5	Significance (2-tailed)	.171	.013	.805	.328	.	.265	.867	.618	.795
	df	66	66	66	66	0	66	66	66	66
	Correlation	.004	.083	-.088	-.211	-.137	1.000	-.155	.081	-.050
QD6	Significance (2-tailed)	.974	.502	.474	.084	.265	.	.207	.509	.684
	df	66	66	66	66	66	0	66	66	66
	Correlation	.059	.033	.018	.120	.021	-.155	1.000	.148	.118
QD7	Significance (2-tailed)	.632	.788	.883	.328	.867	.207	.	.229	.340
	df	66	66	66	66	66	66	0	66	66
	Correlation	.047	.049	.058	.149	.062	.081	.148	1.000	.177
QD8	Significance (2-tailed)	.703	.694	.638	.224	.618	.509	.229	.	.148
	df	66	66	66	66	66	66	66	0	66
	Correlation	.050	-.027	-.040	.192	.032	-.050	.118	.177	1.000
QD9	Significance (2-tailed)	.686	.829	.743	.117	.795	.684	.340	.148	.
	df	66	66	66	66	66	66	66	66	0

QD1: Safe working area free from physical harm

QD2: Adequate work load per shift (no work overload)

QD3: Guaranteed Job security

QD4: Minimal Work-related stress

QD5: Flexible working hours

QD6: Autonomy given to me at work

QD7: Co-operative co-workers who are easy to work with

QD8: Clear organizational structure (including reporting lines/ channels)

QD9: Participation & involvement in decision-making process

A **partial correlation test** was computed in determining if there are relations among the work environment factors resulting to job retention. When we control (*do you see yourself working at this hospital for the next 5 years?*), negative interaction was found between QD2 (*Adequate work load per shift (no work overload)*) and QD5 (*Flexible working hours*), ($r = - 0.3$, $p = 0.013$).

Therefore, among the working environment factors that influence employee retention, only adequate workload per shift and flexible working hours influence job retention despite negatively correlated. We therefore conclude, only two-environment factors influence job retention.

Training & Development Factors Evaluation

Table 1

Correlation test

Correlations

Control Variables		QC1	QC2	QC3	QC4	QC5	QC6	QC7	QC8
Do you see yourself working at this hospital for the next 5 years?	Correlation	1.000	.731	.769	.623	.699	.577	.731	.608
	QC1 Significance (2-tailed)	.	.000	.000	.000	.000	.000	.000	.000
	df	0	66	66	66	66	66	66	66
	Correlation	.731	1.000	.633	.731	.654	.603	.755	.713
	QC2 Significance (2-tailed)	.000	.	.000	.000	.000	.000	.000	.000
	df	66	0	66	66	66	66	66	66
	Correlation	.769	.633	1.000	.769	.690	.633	.695	.736
	QC3 Significance (2-tailed)	.000	.000	.	.000	.000	.000	.000	.000
	df	66	66	0	66	66	66	66	66
	QC4 Correlation	.623	.731	.769	1.000	.774	.731	.648	.694

	Significance (2-tailed)	.000	.000	.000	.	.000	.000	.000	.000
	df	66	66	66	0	66	66	66	66
	Correlation	.699	.654	.690	.774	1.000	.654	.648	.781
QC5	Significance (2-tailed)	.000	.000	.000	.000	.	.000	.000	.000
	df	66	66	66	66	0	66	66	66
	Correlation	.577	.603	.633	.731	.654	1.000	.755	.624
QC6	Significance (2-tailed)	.000	.000	.000	.000	.000	.	.000	.000
	df	66	66	66	66	66	0	66	66
	Correlation	.731	.755	.695	.648	.648	.755	1.000	.573
QC7	Significance (2-tailed)	.000	.000	.000	.000	.000	.000	.	.000
	df	66	66	66	66	66	66	0	66
	Correlation	.608	.713	.736	.694	.781	.624	.573	1.000
QC8	Significance (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.
	df	66	66	66	66	66	66	66	0

QC1: Adequate Coaching Programs at the hospital?

QC2: Structured Mentorship programs exist?

QC3: Sponsorship/ scholarships to employees for higher learning

QC4: On-the-job training programs

QC5: Job rotation at different departments in the hospital

QC6: Formal lecture sessions so as to stay abreast with current best practices

QC7: Journal Clubs for regular peer discussions

QC8: The hospital offers free membership registration to professional association annual conferences and seminars

When we control (*do you see yourself working at this hospital for the next 5 years?*) variable on the relationship among training and development factors, we find the following partial correlations. (See table 1).

The strongest correlation was found between QC5 (*Job rotation at different departments in the hospital*) and QC8 (*The hospital offers free membership registration to professional association annual conferences and seminars*), $r = 0.781, p < 0.01$.

Therefore, among the training and development factors that influence employee retention, the most outstanding factors were existence of job rotation at different departments in the hospital and existence of free membership registration to professional association annual conferences and seminars in the hospital. Other factors that statistically influence job retention include; Availability of adequate coaching programs, existence of structured mentorship programs, availability of sponsorship and scholarships to employees for higher learning, availability of on-the-job training programs, existence of formal lecture sessions, and existence of journal clubs for regular peer discussions.

CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1.1 Motivation Factors

Remunerations and promotions are critical factors of motivation and job retention, yet a high proportion of health workers felt their remuneration is not fair and only few workers get promoted in the hospital. Working in a hospital for an average of five years without any promotion shows there is a management problem in the hospital.

This study indicates that salary and benefits are important predictors of health worker retention and closely linked to motivation of staff as stipulated by Herzberg (1959). Health care workers working in public hospitals are also more likely to move to healthcare-related non-governmental organizations (NGOs) within and outside the country or move to other industries e.g. health insurance or pharmaceutical industries. Opportunities for promotion or career growth are other key elements of motivation.

The study reported more health workers tend to disagree that hospital offers career development and advancement opportunities. Despite their hard work, hospital management does not recognize or appreciate their good performance. High performing hospitals should consider to offer career development or any advance career opportunities to be competitive in health sector for better health care provision. Health care landscape is always changing, and to achieve these, health workers should uphold competence in their area of research.

Participants in the research study reported low communication with hospital management and lack of regular performance audit. A competitive hospital with competence workers should always have proper performance audit done on workers on a frequent basis. A proper channel between workers and management is key to communication process and upscaling results at the right time.

Overall, majority of respondents in the study had not changed jobs in the last five years. However, on further analysis, they reported that this might be due to few opportunities for alternative employment. This is similar to a study by Path and USAID on motivation of health workers in Uganda in which 20% indicated they could leave their jobs within 3 years (Improving human resources for health in Uganda, 2016). In Uganda however, the average number of years

spent in the job was much higher than that observed in my study. This may be attributable to the high status accorded to health sector jobs, as well as stable and reasonable compensation.

Although it is not highlighted in this study, variations in what is considered the most important motivation factors between different cadres of health workers also needs to be considered. Wakaba et al in their study on public sector nursing workforce in Kenya (2014) observed that nurses place the highest value on factors that would be expected to have immediate monetary advantages e.g. salary improvement, promotions and training. A study conducted in Ghana to investigate the factors related to low retention of health workers (Mutumba et al 2011), found that for General Practitioners, although salary is important, career development concerns are what keeps them on the job.

The hospital management should act upon and mediate on the effects of demotivating factors on their workers. The hospital management should also provide local incentives that improves staff motivation, which does not need to have major financial implications in the hospital. These may include identifying and rewarding well-performing workers after revising performance audit.

Good working relationships between the different cadres also enhances worker motivation. Low staff retention, job dissatisfaction and inefficiency were experience in a study where inter-cadre or inter-departmental relations at the hospital were poor. This was illustrated in the study by Justin Waring (Safety and complexity: Interdepartmental relationships as a threat to patient safety in the operating department, 2006) and in the study done by Joanna Abraham on the workflow challenges to interdepartmental coordination of patient transfers (2009).

However, despite how well the hospital management works to create a supportive work environment at the hospital, there are still systemic issues that continue to affect motivation and retention of workers. For instance, if the health system appears to “favor” certain key cadre through provision of incentives in order to retain them, it is likely that feelings of injustice and discontent will emerge among the other cadres leading to demotivation (Njambi C. 2014). This is especially apparent between general practitioners (who have more allowances and a clear career prospect) and nurses.

While we appreciate the fact that the hospital management cannot directly rectify some of these issues, they can at least act as an advocate for their health care workers. This will rely on having

good communication channels to ensure that there is clarity in the message they are putting forth. This will also help manage expectations of the health care workers.

5.1.2 Work Environment Factors

Working environment are key factors to consider for employees retention. The study reported excessive workload per shift and lack of flexible working hours to be dominant key factors in determining retention of employee. MacRae, I., & Furnham, A. (2017) point out quality of employees' workplace environment has an impact on employee motivation and ultimately affects performance. Hospitals that pressurizes its' employees by overloading them with excessive works signifies poor working conditions. In order for an employee to produce good performance, he/she needs a well-balanced workload for health considerations. More so, a well-balanced life is important for any employee. Therefore, a flexible working hours is important as well.

Study results also indicated lack of safe working area, no guaranteed job security, and lack of participation and involvement in decision-making processes. For a competence hospital to be successful and be competitive in health sector, job security should be priority as employees play critical role in development of hospitals. Safe working area is also critical for any working hospital. Employees should be assure of safety working area for them to produce good performance in their allocated work. In decision-making process, it is important to engage employees as they have values in the growth and development of the hospital. They can articulate and share important ideas that might be very helpful.

Furthermore, there is less freedom around working environment, existence of work-related stress, no clear reporting channel, and co-operative co-workers are not easy to work with. Prospering hospitals consider giving their employees freedom around working environment in order for them to be free with whatever information they might want to share with the management. Clear reporting channel is important for proper decision-making process, and conveyance of information that may be very important for the whole hospital. Co-operation in between employees and co-workers should be defined for ease of communication and passage of queries to the management.

The Kenyan Healthcare Sector Report (2016) noted that work environment was a key retention factor for health workers in the public sector. The work environment in the private hospital also reported to have good structures, with health workers deployed in their specific areas of professional training, a regular review of work and hospital management systems that work to a high standard.

Therefore, we conclude that some of work environment factors reported to be conducive due to the good physical state of the health facility and some of health workers surveyed also felt they had job security. Studies have shown that inadequate working conditions, together with low job satisfaction and stability are bound to demotivate the health workers and have a negative impact on retention of such staff.

5.1.3 Training and Development Factors

From the results study, training and development factor reported to highly correlate with employees' retention as compared to motivation and work environment factors. Majority of the health workers felt they had adequately trained to make them competent in their jobs. The findings of this study compare well with the findings in other studies done on health worker retention in Kenya and elsewhere. Our findings resonate well with the Kenya Human Resource for Health (HRH) Strategic Plan 2014-2018, particularly the strategy on improving attraction and retention of health workers. The strategic plan recognizes that training and development is one of the key factors of health worker retention.

Important findings in this study is that the health workers are keen on higher academic learning sponsored by the hospital. This is an added advantage as the hospitals provide structured mentorship programs, scholarships and sponsorships to employees for high learning; in addition, they offer on-the-job training programs.

Reinhold, L. (2016) discuss employees consider training, education and development as crucial to their overall career growth and goal attainment. Therefore, the employees are motivated to remain and build career path in an organization that offer more opportunity. Most of the employees are more likely to work for the hospital in the next 5 years because the hospitals offers formal lecture sessions to employees to stay abreast with current best practices, more so,

they offer free membership registration to professional association in annual conferences and seminars.

Furthermore, the study show that most of the employees are more likely to work for the hospitals in five years' time because it has job rotation at different departments and existence of journal clubs for regular peer discussions which are crucial in employees bond and union in task related activities. Job rotation is the best and surest way of keeping workers away from complaint and daily routine, which might be tiresome to others. Hospitals with well-planned job rotation has immense potential of positive impact on job satisfaction and retention of employees.

Similarly, in a report by AMREF-Kenya on factors affecting motivation and retention of primary level health care workers (2012), most of the respondents considered sponsorships to higher learning institutions as a key factor for retention. However, the health workers at M.P. Shah Hospital also felt that the hospital provided other training and development programs e.g. mentorship, on-the-job training, etc., which were also key for their career development.

In a study on health workforce in Uganda, the health workers disclosed that training provided significant reward and motivation. Inadequate skills among health workers due to lack of training therefore, not only affects the quality of services provided, but also has direct implications on the motivation and retention of such staff. Therefore, a comprehensive and equitable continuous training program for health care workers is important. These findings can help inform evidence-based policy-making and programmatic decisions both in the private and public health sectors.

5.2 Results and link to theories

The factors that influence the employees at M.P. Shah Hospital to be retained at the hospital are in line with the Expectancy theory, since they seek to be part of the organization due to the personal expectations they have eg job security, career advancement, appreciation for the organizational structure, appreciation and recognition of their good work, etc.

The employees' reasons for being retained at the hospital are also consistent with Herzberg's 2 Factor theory. They have motivating factors that keeps them working at the organization, and also have hygiene factors where dissatisfaction can arise from.

5.3 Conclusions

This study provides information about factors affecting employee retention at a major private hospital in Kenya. Three broad factors considered were motivation factors, work environment factors, and training and development factors.

Training and development sub-factors proven statistically to be the most outstanding and most important factor that affects employee retention at the hospital. This is perhaps owing to its direct impact on job performance and career advancement of the employees. Considering motivation sub-factors, they were least determinants of employee retention considering whether employees will work in the hospital in the coming 5 years. Working environment sub-factors were not significantly associated with employee retention at M.P. Shah Hospital. This could be because the health workers at the hospital have an expectation of the kind of work environment they expect the hospital and any other hospital for that matter to provide. This is mainly owing to the nature of the work they perform, which requires a safe environment, flexible working hours and so on.

5.4 Recommendations

The management of private hospitals in Kenya need to strengthen mechanisms for motivating employees. Further, working environment factors needs to be close attention if at all they consider retaining their employees in 5-year time. This will have a direct influence on the retention of staffs.

The management of private hospitals in Kenya need to look at other mechanisms for retaining employees beyond improving on training and development in which they have invested heavily. There is also need to relook on effectiveness of strategies in enhancing work environment since it has potentials for enhancing staff retention.

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APPENDICES

Appendix I: Questionnaire

PART A: DEMOGRAPHICS

1. Gender of the respondents?

Female () Male ()

2. **What is your age bracket?**

Below 25 years ()

26-40 years ()

41-55 years ()

Above 55 years ()

3. **What is your level of education?**

Primary School ()

Secondary ()

Mid-level/ College ()

University ()

Postgraduate ()

4. **Which of the following cadres do you fall in?**

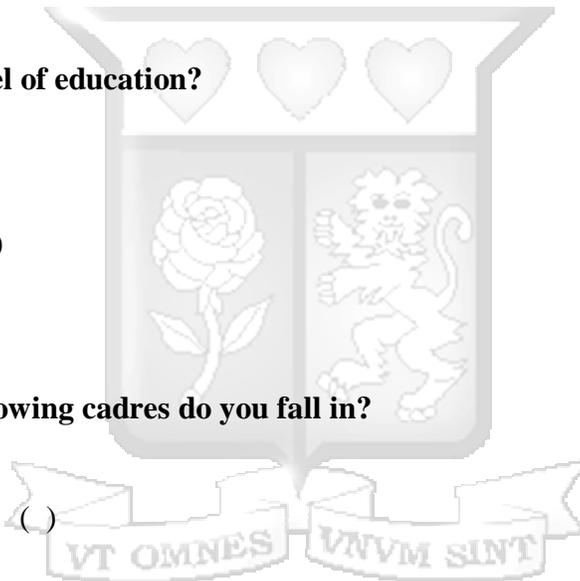
Nurses ()

General Practitioners ()

Pharmacists ()

Dentists ()

Laboratory Technicians ()



PART B: ASSESSMENT OF FACTORS OF RETENTION

5. Do you feel motivated to continue working for this hospital? **Y / N**

6. Do you agree that the incentives for career development are enough to keep you working at this hospital? **Y / N**

7. Is the work environment conducive enough for you to keep working at this hospital? **Y/N**

8. For how many years have you been working at this hospital? (please indicate period in years)

9. Do you see yourself working at this hospital for the next 5 years? **Y/ N**

10. Do you feel the hospital has done enough to retain you here as an employee? Y/ N

PART C: ASSESSMENT OF KEY ISSUES AROUND THE FACTORS INFLUENCING EMPLOYEE RETENTION AT A LARGE PRIVATE HOSPITAL

Now I would like to ask you more specific questions about the issues of motivation, training and development and work environment in this hospital.

Below is a list of training & development programs. Indicate whether it has had an influence in your decision to stay at this hospital or leave.

TRAINING AND DEVELOPMENT	Disagree	Undecided	Agree
1. Adequate Coaching Programs at the hospital			
2. Structured Mentorship programs			
3. Sponsorship/ scholarships to employees for higher learning			
4. On-the-job training programs			
5. Job rotation at different departments in the hospital			
6. Formal lecture sessions so as to stay abreast with current best practices			
7. Journal Clubs for regular peer discussions			
8. The hospital offers free membership registration to professional association annual conferences and seminars.			
9. Field trips to other organizations for bench-marking			

Below is a list of work environment factors. Indicate whether it has had an influence in you staying or leaving the hospital.

WORK ENVIRONMENT	Disagree	Undecided	Agree
1. Safe working area free from physical harm			
2. Adequate work load per shift (no work overload)			
3. Guaranteed Job security			
4. Minimal Work-related stress			
5. Flexible working hours			
6. Autonomy given to me at work			
7. Co-operative co-workers who are easy to work with			
8. Clear organizational structure (including reporting lines/ channels)			
9. Participation & involvement in decision-making process			

Below is a list of Employee Motivation factors. Indicate whether it has had an influence in you staying or leaving the hospital.

MOTIVATION	Disagree	Undecided	Agree
1. The hospital offers competitive financial benefits			
2. The hospital offers career development & advancement opportunities			
3. There is recognition and appreciation of good performance			
4. There is an open communication line with management			

5. Regular performance measuring and evaluation			
6. Promotion of employees from within the hospital			

