FACTORS INFLUENCING TURNOVER OF MEDICAL DOCTORS AT THE NYANZA PROVINCIAL GENERAL HOSPITAL

BY

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DECLARATION

This management research project is my own original work and has not been submitted for a degree in any other university.

Student

Sign: ............................ Date ...........................................

MONICA AKOTH OMONDI, D61/60895/2010

This research project has been submitted for examination with my approval as the University supervisor.

Signed: ............................. Date ...........................................

MR. DUNCAN OCHORO
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I would also like to express my appreciation to my colleagues and my MBA classmates who offered their support during the study. Lynette, Clementine, Victor, Paul, Ali among others, thank you very much. God Bless you all.
DEDICATION

This research study is dedicated to my dear husband, Alex and son Ryan for the tireless sacrifices of their precious family time, for their support and encouragement throughout the entire MBA program and to my dear mother for the virtues she instilled in me.
ABSTRACT

The purpose of the study was to determine the factors influencing turnover of medical doctors at the Nyanza provincial general hospital. To achieve the objective of the study, the researcher interviewed respondents from each of the 10 major departments at the Nyanza provincial general hospital in Kisumu county. These included Administration, Outpatient, Inpatient, Ear Nose & Throat, Pharmacy, Dental, Laboratory, Pediatrics, Rehabilitation and Nutrition departments. The collected data in the study was analyzed and interpreted in line with the objective of the study which was to determine the factors influencing turnover of medical doctors at the Nyanza provincial general hospital. The study majorly used primary data which was collected using interview schedules and analyzed through content analysis. Secondary data was also collected through analysis of documents and records on staff turnover statistics at the human resource unit in the Administration department. The factors affecting job turnover were grouped into four main categories namely individual factors, organizational factors, job factors and environmental factors. The study established that the Nyanza provincial general hospital had a turnover of 37.78% of medical doctors and that the factors that contributed to this high turnover were: individual factors such as inexperience of young doctors, place of origin and low conscientiousness, job factors such as heavy workload, poor working conditions, strained relationship with supervisors, poor relationship with coworkers, and unfriendly work schedules; Organizational factors such as lack or insufficient prospects for training and development and environmental factors such as the desire to work in bigger cities such as Nairobi by the doctors. The study therefore recommends that the government should revise the remunerations of the medical doctors in the public sector, undertake efforts to increase the number of the medical workforce at the Nyanza provincial general hospital as well as other public health institutions.
across the country, improve the medical infrastructure in both the higher level public hospitals such as the Nyanza provincial general hospital, and the district hospitals and other lower level health institutions such as health centers and dispensaries in order to ease pressure on the Nyanza provincial general hospital. The management of the hospital should set up work relations boards and forums where the medical doctors can openly and fairly air their views about their relationship with their supervisors and other co-workers. The study had several limitations such as; the study was conducted in only one institution and therefore the findings of the study may therefore cannot be generalized as the situation in all the other public health care institutions in the country, and that the study was conducted at one point in time and therefore the findings may not be used to explain the situation at all the time. The study suggests that future researchers should do the same study in other public health care institutions in other areas so as to compare with the findings of this study, the same study should be done in the private sector to establish the level of turnover in the private institutions so as to compare with the findings of this study, future research studies should seek to establish the extent to which the factors leading to job turnover contributed to the turnover by the medical doctors and lastly the study recommends that a longitudinal study be conducted by future researchers to establish the trends of turnover of medical doctors and factors that influence them. This is because this study was done at one point in time but turnover occurs time after time.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Maintenance of human resources is a principle human resource management function. It encompasses human resources management activities related to employee benefits, safety and health, and worker-management relations. Maintenance of human resources is therefore the human resources management function that is concerned with staff turnover issues and improvement of retention in any organization. According to Bernardin (2007) employee benefits focus on maintaining (or improving) the quality of life for employees and providing a level of protection and financial security for workers and for their family members. Like base pay plans, the major objective for most organizational fringe compensation programs is to attract, retain and motivate qualified competent employees. At work places employees are exposed to various hazards hence the growing interest by employers, unions, employees and governments in health and safety issues related to the workplace, (Bernardin, 2007). Organizations must undertake to adhere to legislations related to health and safety while also taking steps to reduce accidents and injuries at workplace. Maintenance tasks related to worker-management relations primarily entail: working with labor unions, handling grievances related to misconduct such as theft or sexual harassment, and devising systems to foster cooperation.
1.1.1 Staff turnover

Worldwide retention of skilled employees has been of serious concern to managers in the face of the ever increasing high rate of employee turnover. Today’s business environment has become very competitive thus making skilled employees the major differentiating factor for most organizations. Organizations both public and private rely on expertise of their employees in order to compete favorably and indeed gain competitive advantage in the international market. However recent studies have shown that retention of highly skilled employees has become a difficult task for managers as these category of employees are being attracted by more than one organization at a time with various kinds of incentives (Gillingham, 2008).

Nel et al (2008) define staff turnover as the movement of employees in and out of the boundaries of the organization. They also differentiate controllable and uncontrollable turnover. Controllable turnover refers to turnover that can be controlled by the management in an organization. Controllable turnover includes both voluntary resignations and dismissals. Voluntary resignations are controllable because management can offer better wages, working conditions and opportunities to retain employees, while dismissals are controllable because management can use more constructive strategies, such as training, unambiguous policies on discipline and coaching, to shape an employee’s behavior to a desired level rather than dismissing the employee. Dismissal can also be avoided if due attention is given to the selection of suitable persons and to the encouragement of stable groups through careful induction procedures and proper
socialization. Uncontrollable staff turnover refers to turnover which is outside the control of management, such as turnover as a result of death, retrenchments and incapacitation.

1.1.2 Staff turnover at the Nyanza provincial general hospital

The health sector is labour intensive and dependent on its workforce for the precise application of knowledge and technical skills in the provision of health care services. Human resources in the sector constitute both strategic capital and a critical resource for the performance of the health system (Ministry of medical services. Strategic plan. 2008). Like many countries in sub-Saharan Africa, Kenya suffers acute shortage of health care workers. Recent figures suggest that that there are approximately 18 doctors for every 100,000 people in Kenya, with about 128 nurses per 100,000 which compares favorably with other countries in the Sub-Saharan Africa region. Kenya needs to increase its key professional cadres by about 50% to achieve World Health Organization staffing recommendations (National Human Resources for Health, Strategic Plan. 2009).

It is actually the public health sector that is seriously affected by the brain drain of its human capital, especially Doctors and nurses. With the changing highly volatile and imbalanced supply of doctors and nurses, competition for these health professionals is growing bigger and is no longer restricted to local or regional boundaries (Leblanc, 1999). The situation is worsened by the small and fast growing private health sector. This is the case even though some would argue that this eases pressure on the public health sector, including the drain of doctors to other countries (Alkire and Chin. 2004). The brain drain of doctors has led to increased concern, both within the health profession and
the government as the number of health professionals in the public sector is inadequate to meet the future and present health services needs of the majority of the Kenyan population. The Nyanza provincial general hospital just like the other hospitals in the health sector is not an exception. This hospital has been experiencing a high turnover of its doctors to the private sector and thus impacting negatively on health care delivery, to a majority of the population in the region who live below the poverty line and depend heavily on the public sector for their health care needs. This study focuses on doctors as a group of health professionals, and only on factors which might influence their movement from the public sector to the private sector within and without Kenya.

1.2 Statement of the Problem

Staff turnover has been regarded as an overall measure or indication of organizational functionality. When employees are dissatisfied in their job, they tend to withdraw in order to try to minimize their exposure to the job. The withdrawal manifests in two main forms namely; turnover and absenteeism (Greenberg & Baron, 2000). Staff turnover is further exacerbated by the fact that losing high performing individuals affect the productivity of the organization, as the organization loses the investment that was made in their development. As the percentage of the workforce in the professional or highly technical work increases, understanding and effective management of the employment relationship between professional employees and their employing organizations becomes increasingly important (Barley, 1996) It is clear that excessive turnover creates an unstable workforce, increases costs and impacts negatively on organizational performance. Low levels of job satisfaction among physicians may affect doctor patient
relationship and quality of care. Dissatisfaction with the professional work among the physicians has also been associated with inappropriate prescribing patterns, lower levels of patient satisfaction, and decreased patient compliance with prescribed medication and follow up appointments. Physicians’ turnover is also greater in organizations with higher levels of physician dissatisfaction (Lichtenstein, 1984).

Previous studies on staff turnover have been done. Lephala (2006) carried out a study on factors influencing turnover in selected private hospitals in England. Majority of the respondents who were nurses indicated that they would leave the organization because the remuneration was not commensurate with their qualifications and responsibilities. Guvava (2008) conducted a study on the retention of medical doctors in the public health sector, a case of Port Elizabeth Hospital complex, South Africa. In his findings majority of the respondents who were doctors indicated that they were dissatisfied with their working conditions followed by inadequacy of resources. However, the findings of these studies cannot be used to represent the situation at the Nyanza provincial general hospital because they are case studies and therefore cannot be generalized.

The Nyanza provincial general hospital has been selected for this study because it is a public health facility and a major referral hospital for the region serving a large percentage of the population. The movement of medical doctors from the public health sector to the private sector is a longstanding problem in the health sector. Statistics also show that last year alone out of 16 the hospital lost 14 medical officers and 3 out of 7 consultant doctors to the private sector. This study aims to answer the following questions; what individual, job, organizational and environmental factors impact o.
doctors’ turnover at the Nyanza provincial general hospital? What strategies can the organization use to reduce doctors turnover?

1.3 Research Objective

The objective of this study will be to determine the factors influencing turnover of medical doctors at the Nyanza provincial general hospital.

1.4 Value of the Study

Managers in the Governmental health institutions will use the findings of this study to put in place effective strategies and policies that will reduce turnover of medical doctors from their institutions and therefore improve retention in the public health sector. The Government will benefit from this study when making policy related decisions that influence retention of health staff. The employees will find a basis of negotiating with their employers for fair terms of employment. Scholars and researchers in the field of organizational behavior in human resource management will also find it useful as it would provide a platform for further research and would also be used as a reference point when researching on staff turnover and related topics.
CHAPTER TWO: LITERATURE REVIEW

2.1 Maintenance of Human Resources

Maintenance of human resources is a principle human resource management function. It encompasses human resources management activities related to employee benefits, safety and health, and worker-management relations. Maintenance of human resources is therefore the human resources management function that is concerned with staff turnover issues and improvement of retention in any organization. Employee benefits are non-incentive-oriented compensation. Human resource maintenance activities related to safety and health usually entail compliance with laws that protect employees from hazards in the workplace. Regulations emanate from the Occupational Safety and Health Administration, for instance, and workers' compensation such as the Work injury Benefits Act. Maintenance tasks related to worker-management relations primarily entail: working with labor unions, handling grievances related to misconduct such as theft c- sexual harassment, and devising systems to foster cooperation. Activities in this arena include contract negotiation, developing policies to accept and handle worker grievances, and administering programs to enhance communication and cooperation. (Bernardin, 2007)

2.2 Staff turnover theories

Grobler et al (2006) define staff turnover as the movement of employees out of the organization that results from resignation, transfers out of the organizational units, discharges, retirement and death. Controllable staff turnover includes resignations and
dismissals (Van der Merwe and Miller, 1988). Staff turnover can be described as the frequency or amount of voluntary termination (Gordon, 1991). Newstrom and Davis (1997) define turnover as the proportion of employees leaving a job during a given time period. According to Price (1997) involuntary turnover may occur for reasons which are independent of affected employee such as the need to alt cost, restructuring or downsizing, where employees have chosen to leave. Turnover reflects the effect of the balance between organizational benefits and career attitude to work. Turnover behavior may be contracted by career aspiration if expectations for advancement keep employees in the organization, added to by fear of unemployment (Hayes et al, 2006).

Four theoretical approaches try to explain the phenomenon of staff turnover. These include unmet expectations of employees (illustrated through the process of socialization), the fit between the employee and the job, and the fit between the employee and the organization (Nel et al, 2008). In addition, an alternative approach is not to look at staff turnover as such, but the reasons for retention.

2.2.1 Socialization in the workplace

Nel et al. (2008) defines socialization as the process through which new-comers learn the values, norms and beliefs of an organization in order to become an integral part of it. Based on their definition, the result of successful socialization is an employee who has adopted the values of an organization as his or her own, and acts according to them. If employee values are similar to those of the organization, the result is demotivation, underperformance and lower productivity. In this case socialization is considere
unsuccessful. Rice et al (1983), see the socialization in three identifiable phases: Induction crisis; which occurs in the early stages of employment. This is a period of high potential turnover when the strains and stress of the new job are at the highest point. Few group bonds have been formed and the person-work relationship is still fragile. The differential transit; when the employee begins to feel familiar with the job and co-workers. The person-work relationship has developed and the person is less likely to leave in this period. Settled connection, when the person-work relationship is stable and satisfying and employee is fully integrated into the working group. If expectations are not met at each of the phases, the employee could abuse his or her rights, such as taking sick leave as a strategy to withdraw from the job. In the long term it could lead to high staff turnover in the organization.

2.2.2 The person - organizational culture fit

The person-organizational culture fit is an extension of the person-job fit. It refers to the extent to which an employee identifies with the underlying assumptions and beliefs in an organization. It is important that there is congruence between the individual’s values and that of the organization as it creates a sense of identity for the employee and provides social stability, which will contribute to reducing staff turnover. Organizational culture refers to a system of shared assumptions held by members which distinguish one organization from the other (Nel et al. 2003). As a result, it gives members of the organization an identity. Sharing norms values and perceptions provide people with a sense of togetherness that promote a feeling of common purpose. Identifying with the organization creates greater commitment to organizational goals and objectives.
Commitment to the organization implies that employees will be less likely to leave the organization. It creates social system stability with associated emotional security. By nurturing a shared sense of identity and commitment, culture encourages lasting integration and cooperation among the members of the organization. It is clear that identification with the organizational culture could therefore reduce staff turnover. Organizational culture shapes behaviour by helping members make sense of their surroundings. An organization’s culture serves as a source of shared meaning that explains why things occur in the way they do (Keitner and Kinicki, 2004)

2.2.3 The fit between employee and the job (job satisfaction)

Job satisfaction refers to a predominantly positive attitude towards one’s job (Bergh and Theron, 2006). Factors that contribute to job satisfaction include a meaningful job, remuneration, working conditions and relationships with superiors and colleagues. The job satisfaction motivation theory, developed by Fredrick Herzberg, casts further light on the sources of job satisfaction in the workplace (Werner, 2001). The theory distinguishes between dissatisfiers and motivators. Job content or hygiene factors, also called dissatisfiers, refer to aspects such as company policy and administration, equipment, supervision, working conditions, relationship with supervisor, salary, relationship with subordinates and co-workers, personal life, status, job security and fringe benefits. Job content factors, also called motivators, refer to aspects such as achievement, recognition, the work itself, responsibility, feedback, challenge, self-actualization, freedom, advancement and potential for growth. Robbins (2001) indicates that the relationship between job satisfaction and staff turnover is negative, but stronger than for the
relationship between job satisfaction and absenteeism. According to him, factors such as
the availability of labour, expectations about alternative job opportunities and length of
service are important constraints on the actual decision to leave. The person work
relationship refers to the extent to which there is a fit or match between the personal
c characteristics of an employee and the characteristics of a job. If there is a fit between the
person and the job, the person will experience job satisfaction and is less likely to want to
leave the organization.

Hackman and Oldham developed an approach called the job characteristics model in
1975 (Bergh and Theron, 2006). The job characteristics model illustrates how jobs can be
designed so that individuals can find fulfilment and regard their work as valuable. The
proposed model indicates that enriching certain components of jobs alter individuals
psychological state in a way that enhances their work effectiveness. The five critical core
job dimensions that have been identified are skill variety, task identity, task significance,
autonomy and feedback. Skill variety indicates the extent to which a particular job has a
number of different activities that require the use of several skills and talents, abilities
and competencies. Task identity relates to the extent to which a particular job requires
completing a whole piece of work, starting from beginning to end as evident by a visible
outcome. Task significance relates to how the job impact on others within, as well as
outside, the organization. This relates to the extent that employees understand the role
they play with regards to their work contribution in the overall effectiveness of the
organization. Autonomy relates to the extent to which an individual is given the freedom
and discretion to plan, schedule and execute tasks independently. Feedback relates to the
extent to which individuals are given clear, concise and unambiguous feedback regardin,
their performance as well as their outcomes. The job characteristics model implies that employees would be more motivated if their jobs allowed them to use a variety of skills, if they understood and felt that their jobs were important. They would further be motivated if they experienced identifiable responsibility, received feedback and enjoyed a degree of freedom to make decisions themselves.

### 2.2.4 Retention

One theoretical approach to understanding staff turnover is to highlight the reasons why employees prefer not to leave the organization or, in other words, the factors that influence the retention of employees. These factors include commitment and the accumulative benefits derived from long service. Commitment has been defined as the strength of an individual identification and involvement with a particular organization, which implies an acceptance of the organization's values and goals and the desire to remain a member of the organization. Van der Merve & Miller (1993) believe that the psychological bond between the individual and the organization could be described as psychological attachment, comprising compliance, identification and internalization. Attachment, however, includes both exchange commitment and psychological commitment. Compliance thus corresponds to adopting specific behaviours and attitudes in order to gain specific rewards. It further implies that identification means accepting the influence of the organization, and respecting its values and accomplishments. A further aspect of attachment is internalization, which represent a progressive deeper level of attachment. Attachment also implies that internalization
occurs when the attitudes, values and norms of the organization or group are congruent with the employees' own (Peel, 2002).

2.3 Factors impacting on staff turnover

2.3.1 Individual factors

Individual factors that have an effect on staff turnover are age, length of service, background, and personality (Grobler et al., 2006).

Age;

Studies reveal that there is an inverse relationship between age and turnover—young new hires are the highest risk factor for turnover. Grobler et al. (2006) state that employees with a propensity to quit are young employees with little seniority who are dissatisfied with their jobs. The relationship between age and turnover may be based on a number of influences such as Younger employees may have more entry level access, more job opportunities and fewer family responsibilities, making job mobility easier.

Length of service (tenure);

In terms of tenure, most literature indicates that turnover is significantly higher for shorter tenure employees. It has been found that employees normally resign during the first three years of employment. A large percentage of voluntary turnover occurs in the first few months of employment when a person is still new in the organization (Grobler et
According to Van Der Merwe and Miller (1993) it is not only the length of service which affect employee stability but factors such as the formation of group ties, essence of familiarity with the job situation, and other tangible and intangible benefits which are likely to arise from long service. Nel et al (2003) also state that employees sometimes remain in an organization for a long period because they have built up a good relationship with their co-workers. Satisfying group interaction depends on the existence of stable groups in the organization which are cohesive in character and facilitate positive relationships. The usual argument is that the older the employee is the more important job security is due to benefits, such as pension rights, accruing to longer service. As a result turnover for people with a long service is normally lower.

Personality;

This is the dynamic organization within the individual of those psycho-social factors that determine the person’s unique adjustment to his or her environment (Alberts and Motlatla, 1998). Personality variables may influence turnover through a variety of paths, for example, may influence the perception of the work environment and lead people to believe a job has negative or positive qualities that would not be present in other jobs (Timmerman, 2006).

Researchers have condensed previous research on personality traits into the Five Factor Model (FFM). The FFM describes five factors of personality on a continuum: conscientiousness, extraversion, agreeableness, emotional stability and openness to experience (Impelman, 2007). Conscientiousness is described as being reliable,
hardworking, diligent, organized and punctual. Conscientiousness likely influences the contractual and moral/ethical motivational forces that affect turnover. Those who measure higher in conscientiousness are more likely to believe that a contractual obligation exists between the employer and the employee and are more likely to adhere to this obligation. Extraversion; Individuals higher in extraversion tend to experience positive emotions more frequently than those who report introversion. Extroverts are more likely to recall positive rather than negative information about the work environment and are therefore more motivated to stay on in the organization. Agreeableness; Agreeable individuals are less likely to engage in withdrawal behaviours as they are more likely to be more understanding of the negative aspects of their environment. Emotional stability; Individuals low in emotional stability are more likely to encode and recall negative information as they tend to have negative perceptions of themselves and their environment. Employees who have negative views of their work environment are more likely to leave. Openness to experience; Individuals high in openness to experience will value changing jobs and will therefore be more apt to leave an organization. Therefore, individuals higher in openness are more likely to leave the organization to explore other opportunities regardless of how they feel about their job.
It is evident that personality can impact on a person’s perception of the job, and as such impact on staff turnover.

2.3.2 Job factors

Job satisfaction is a set of favourable or unfavourable feelings and emotions with which employees view their work (Luthans. 2002). Job satisfaction is an effective attitude, a
feeling of relative like or dislike towards one's job. A satisfied employee may comment that “I enjoy having a variety of tasks to do” (Newstrom and Davis, 1997). Job factors that influence staff turnover include workload, meaningful work, working conditions, remuneration, and relationship with supervisor, relationship with co-workers, empowerment and autonomy.

Workload;

A consistently heavy workload increases job tension and decreases job satisfaction, which in turn increases the likelihood of turnover (Hayes et al, 2006). Empirical evidence suggests that, for each additional patient, a nurse experiences a 23 per cent increase in burnout and a 15 per cent increase in job dissatisfaction (Aiken et al, 2002).

Meaningful work;

The content of the work itself is a major source of job satisfaction. Feedback from the job itself and autonomy are two important job related motivational factors. Some of the most important ingredients of a satisfying job, uncovered by surveys, include interesting and challenging work, work that is not boring and a job that provides status (Nel et al. 2004).

Working conditions;

Working conditions have a modest effect on job satisfaction. If working conditions are good (clean, attractive) employees will find it easier to carry out their jobs. If working conditions are poor (hot, noisy) personnel will find it more difficult to get things done (Nel et al. 2004).
Remuneration;

Wages have a significant impact on job satisfaction. Money not only helps people attain their basic needs but is also instrumental in satisfying upper level needs such as esteem and self-actualization. People perceive their remuneration as an indication of what they are worth to the organization (Nel et al, 2004). Fringe benefits are also important but they are not as influential because employees normally do not know how much they are receiving in benefits (Luthans, 2000).

Relationship with supervisors;

Supervision is another moderately important source of job satisfaction. There seems to be two dimensions to supervisory style. One is employee centeredness and this is measured by the degree to which a supervisor takes a personal interest in the employee’s welfare. The other dimension is participation or influence, as illustrated by managers who allow their employees to participate in decisions that affect their job (Luthans, 2002).

Relationship with co-workers;

The nature of the work group will have an effect on job satisfaction. Friendly cooperative workers are a modest source of job satisfaction to individual employees. The work group serves as source of support, comfort, advice and assistance to the individual worker. A good work group makes the job more enjoyable (Luthans, 2002). People with strong career orientation may place less emphasis on social relations (Nel et al, 2004). As mentioned earlier, employees with a longer tenure are less likely to leave their jobs because of the relationships built with co-workers.
Empowerment and autonomy;

Structural employment is the presence or absence of empowering conditions in the workplace while psychological empowerment is the employees' psychological interpretation or reaction to these conditions (Adjei-Appiah, 2008). Larnabee et al (2003) state that job satisfaction is a major predictor of the intention to leave while psychological empowerment is a major predictor of job satisfaction. In other words, employees who experience psychological empowerment will experience more job satisfaction and will be less likely to leave their job.

Work schedules

The work schedules associated with different jobs vary. Some jobs may be performed during normal daily work hours and workdays and some jobs require working nights, weekend and extended hours (Mathis and Jackson, 2003). Long shifts, overtime, weekend, nights, holidays and weekend overtime were found to be predictors of anticipated turnover.

2.3.3 Organizational factors

Organizational factors that can potentially impact on staff turnover include the organizational culture, organizational climate, communication, empowerment, promotional opportunities, corporate management, geographical location, training and development and organizational commitment.
Organizational culture;

Organizational culture refers to a set of assumptions, beliefs, values and norms that are shared by the organization’s members. Culture represents key element of the work environment in which employees perform their jobs (Newstrom & Davis, 1997). Once an organizational culture is established, it will provide employees with identity and stability thus leading to job satisfaction which will in turn reduce the employees’ intent to resign. Employees that cannot identify with the organizational values, tend to leave the organisation soon after employment. The process through which employees adopt to organizational values, is called socialization. According to Jooste (2003) organizational culture serves to integrate organizational members so that they know how to relate to one another and to adapt to the environment.

Cultural Diversity;

Tappen (2001) reports that employees prefer to work with people of the same race, gender and education which could lead to discrimination. Females also rate their opportunities for advancement lower than men. The presence of these factors can lead to job satisfaction and ultimately influence a person’s decision to leave the organization.

Organizational climate:

Organizational climate describes the present trend of opinion, attitudes and feelings in an organization (Jooste, 2003). Meudell and Callen (1996) indicate that organizational climate is about employees’ perceptions of what the organization is about and subsequently affect morale and attitudes. Dimensions of organizational climate include;
trust, conflict, rewards, morale, resistance to change, leader credibility and scapegoating.

Organizational climate and intention to leave has been found to be an antecedent to turnover (Griffith et al, 2005). A poor organizational climate may motivate workers to leave and at the same time high turnover may negatively affect employees’ perceptions of organizational climate (Stone et al. 2007).

Organizational Communication

Communication is an exchange, not just a giving action, as all parties must participate to complete the information exchange (Bennis, 2002). Due to abnormal circumstances in which healthcare services are sometimes delivered, there can be many barriers to communication (Jooste, 2003). Anything that prevents understanding of the message is a barrier to communication. A lack of communication produces a high level of voluntary turnover (Jooste, 2003). If workers feel that there are too many restrictions placed on them, they do not participate in decision making or their opinions are not considered, the potential to leave increases (Cumper, 2000).

Training and development

All organizations, private or public engage employees to execute certain activities in order to attain goals and objectives. No matter what these goals are, organizations must have competent employees to perform the tasks and to accomplish them. This is not just a matter of extensive training in task skills, but of completely new ways of thinking about work, and of working and relating with one another (Beardwell & Holden, 2001). Although well-thought-out strategies and human resource planning, recruitment and
selection initially provide an organization with the required workforce, additional training is normally necessary to provide employees with job-specific skills which enable the employees to survive over time (Swanepoel et al., 2003). Current labour economic thinking on training assumes a negative relationship between turnover and training. It supposes that the investment in training is the result of optimizing decisions made by both workers and employees. The increased skills resulting from general training enables employees to extract higher wages from their current or future employers. Since employers are confronted with the risk of not being able to recoup this investment, they will not be inclined to sponsor general training of employees. Firm-specific training, on the other hand, cannot generate an increased wage with anyone other than the current employer. Therefore organizations can recoup their investment in specific training and they will be willing to share some or all of the costs of specific training rather than of general training (Forrier and Sels, 2003).

2.3.4 Environmental factors

Environmental factors that have an effect on staff turnover are geographical location, environmental turbulence, and metropolitan area size, competition in the market place, economic conditions and support organizations'. However, these factors are rarely under the control of the organisation (Grobler et al., 2006)

Geographical Location

Whether the organisation is located in a warm or cold climate will impact on its attractiveness to employees and therefore its retention and turnover costs.
Size of the Metropolitan area

The size of the metropolitan area or dynamism of the metropolis may also influence organizational membership and turnover costs. Large metropolitan areas have certain qualities such as professional sports and cultural activities, numerous types of services available to employees and potentially more competition for employee services.

Environmental turbulence

The dynamism of the environment, a factor related to the size of the metropolitan area, could also impact on staff turnover. The environment will influence the type of employee it attracts.

Economic conditions

General economic conditions have an important bearing on the overall availability of jobs. In some instances an organisation may have a high rate of turnover not because employees are dissatisfied with any elements of the job, but because there are better job opportunities elsewhere.

Support Organizations

The availability of support organizations such as good public schools and medical facilities may influence whether an employee remains in the present organisation or takes advantage of other opportunities elsewhere.
3.1 Research design

The study took the form of a case study design, investigating Nyanza provincial general hospital. According to (Kothari 2009) a case study method is a technique by which individual factors whether it is an institution or just an episode in the life of an individual or a group is analyzed in its relationship to any other in the group. It is an intensive, descriptive and holistic analysis of a single entity or a bounded case. The purpose of selecting case study was to study a single entity in depth in order to gain insight into the larger cases. A case study is justified here by the fact that it uses smaller samples for in depth analysis.

3.2 Data collection

The researcher collected both primary and secondary data. In depth interviews were conducted. The principle respondents were the heads of departments in the 10 major departments of the hospital, this included; Administration, Outpatient, Inpatient, Ear Nose & Throat, Pharmacy, Dental, Laboratory, Pediatrics, Rehabilitation and Nutrition departments. Confirmatory interviews were then conducted with the medical doctors working in the various departments. Relevant records and documents on exit interviews and resignation letters were also examined.
3.3 Data analysis

Data was then analyzed using content analysis because the study sought to solicit data that was qualitative in nature. Content analysis is a process of inspecting, cleaning, transforming and modeling data with a goal of highlighting useful information, suggesting conclusions and supporting decision making. Analysis of data collected was done by comparing it with the theoretical approach and documents cited in the literature review.
4.1 Demographic characteristics of the respondents

The study investigated two demographic characteristics of the respondents that may have helped in understanding the factors under study namely the factors influencing doctors turnover at the Nyanza provincial general hospital. The demographic characteristics included the number of years of service and the education level of the respondents.

4.1.1 Years of experience in service

The study sought to investigate the number of years of experience in service by the respondents in the organization and presented it in figure 4.1 below. Years in service can be a good pointer in determining the extent to which the respondents have observed the turnover of doctors at the hospital over the years to reliably respond to the study.

Figure 4.1: Years in service by the respondents
From the results in figure 4.1, majority of the respondents had 6 years of experience at the hospital. A total of 4 (40%) respondents had 6 years of service, 3 (30%) had 7 years of service, 1 (10%) had 4 years of service and 2 (20%) had 8 years of service at the Nyanza provincial general hospital. No respondent had less than 4 years in service. It means that the respondents had been in the organization long enough to observe the turnover of doctors and factors affecting them.

4.1.2 Education level of respondents

Education level of an individual can be used to explain the level of knowledge and understanding of issues. Figure 4.2 below presents the results.

![Figure 4.2 Highest level of education](image)

An examination into the highest level reached in education revealed majority of respondents had bachelors’ degree qualification as their highest level of education. A
total of 5 (50%) respondents had bachelor degree qualification as their highest level of education. 4 (40%) respondents had diploma certificates and 1 (10%) had post graduate degree. Since all the respondents had formal education and all had professional qualifications the respondents were able to understand and respond to the factors causing turnover of doctors at the Nyanza provincial general hospital.

4.2 The factors influencing turnover of medical doctors at the Nyanza provincial general hospital.

The objective of the study was to investigate the factors influencing turnover of medical doctors at the Nyanza provincial general hospital. The study began by investigating the state of turnover of medical doctors at the Nyanza provincial general hospital. Response from the head health administrative department whose office is in charge of the human resource functions, established that a total of 17 out of 45 medical doctors left the hospital in the year 2010. This was a turnover of 37.78%. He stated that the turnover rate had been increasing since he joined the department in the year 2006. The researcher further sought to investigate the factors that caused this high turnover. The researcher grouped these factors into four major factors namely individual factors, job factors, organizational and environmental factors. Below is a presentation of the summary of these factors.
4.2.1 Individual factors causing turnover of medical doctors

The study revealed that the doctors who had not served longer were more likely to leave the hospital than those who had served longer. These doctors were at the medical officers’ cadre and had just completed internship and were absorbed into the system. All the respondents were in agreement that this cadre of doctors mostly left the organization as compared to the rest of the cadres. These findings are in agreement with those of Grobler et al, (2006) who found that employees normally resign during the first three years of employment. He added that a large percentage of voluntary turnovers occur in the first few months of employment when a person is still new in the organization. According to Nel et al (2003) employees sometimes remain in an organization for a long period because they have built up a good relationship with their co-workers. Satisfying group interaction depends on the existence of stable groups in the organization which are cohesive in character and facilitate positive relationships. Another argument is that the older the employee is the more important job security is due to benefits, such as pension rights, accruing to longer service. As a result turnover for people with a long service is normally lower.

A total of 5 (50%) respondents had it that the medical officers who were not residents of the region (i.e. Nyanza province) were more likely to quit from service compared to residents of the province. One respondent noted that this situation was worse in the year 2008 when the town was badly rocked with post election violence in which some communities were being evicted from the region. As noted by Alberts and Motlatla (1998) the psycho social factors such as a person’s identity and ethnicity may determine
the person’s unique adjustment to his or her environment. If the person’s psychosocial factors are in collision with those of the people in the working environment then this person is much likely to give up working. Timmerman (2006) also has somehow similar findings. He notes that personality variables may influence turnover through a variety of paths, for example, may influence the perception of the work environment and lead people to believe a job environment has negative or positive qualities that would not be present in other jobs or in other areas.

It came out from 4 (40%) respondents that some medical doctors may not have had the calling to be doctors as they were not reliable, committed or hardworking as called for in the values of medical ethics. The values in medical ethics require that the doctors remain focused, hardworking and committed at all times to their work for the benefit of humankind. The respondents noted that some doctors had low conscientiousness; this affected their proficiency in work and made them at times fail to adequately perform their duties. Such medical officers ended up preferring to leave service and engage in administrative work in the health sector and not practice medicine. On further inquiry, the respondents noted that the medical officers who measured higher in conscientiousness were more likely to stay in service for longer.

In response to whether the human resource unit conducted exit interviews on medical doctors who left the organization, the health administrative officer said yes and added that one major characteristic that he observed with medical officers who were quitting was that they were individuals who were out to explore their chances in other sectors, more so in the non-governmental organizations and in the private sector. This is because
the doctors felt they could earn more money outside the public sector i.e. in private practice and in the non-governmental organizations or even in other countries such as South Sudan and Botswana. The health administrative officer also said that a few left the hospital to pursue further education.

4.2.2 Job factors causing turnover of medical doctors

Responses by the informants brought out the job related factors influencing turnover of the medical doctors. These issues included; workload, working conditions, remunerations, relationship with supervisors, relationship with coworkers, and work schedules.

Job workload was reported by 7 (70%) of the respondents to be a cause for medical doctors turnover. The respondents noted that the medical doctors were faced with heavy daily workload. They attributed this state of affairs to the serious shortage of doctors compared to the overwhelming number of clients seeking medical care in the hospital. As such, the medical doctors prefer quitting and exploring their opportunities in other sectors such as private practice, the non-governmental organizations or even other countries. These findings concur with those of Hayes et al (2006) who established that a consistently heavy workload increases job tension and decreases job satisfaction, which in turn, increases the likelihood of turnover. Aiken et al (2002) also notes that for each additional patient, a nurse experiences a 23 per cent increase in burnout and a 15 per cent increase in job dissatisfaction. In the case of the Nyanza provincial general hospital a medical doctor is supposed to attend to an average of 40 patients per day while in most
cases ends up attending to up to 80 patients. This leads to work overload and burnouts which results in some resignations.

Poor working condition was mentioned by the respondents as another cause for the high turnover of medical doctors at the Nyanza provincial general hospital. A total of 6 (60%) respondents had it that the institution was inadequate in terms of infrastructure such as medical offices, medical working tools, medical laboratories and medical technology. It emerged out of the 49 medical officers in the organization: only 22 had offices while the other 27 operated from a general office. Disparity in allocation of offices among medical doctors with the same qualification and job description bred a sense of unfairness among the medical doctors leading to seeking employment opportunities in organizations where they can get better treatment. The respondents noted that the institutions had a variety of medical equipments but they were not in adequate amounts to meet the high demand due to many patients. The respondents had it that diagnostic equipment such as medical imaging machines such as ultrasound machines, MRI machines and x-ray machines were in the ratio of 1 machine to 150 patients. There were only two therapeutic equipments such as infusion pump, medical laser and LASIK surgical machines respectively for the whole organisation. The life support equipment used to maintain a patient's bodily function were also very few. Medical monitors, Medical laboratory equipment and Diagnostic Medical Equipment were also reported to be very few. With few medical infrastructures the medical officers are not able to explore their full potential leading to dissatisfaction. This makes them opt to join the private sector where there is an adequate infrastructure for one to explore their potential. These findings are consistent to those of Nel et al (2004) who points out that working conditions have a modest effect on job
If working conditions are good (clean, attractive) employees will find it easier to carry out their jobs. If working conditions are poor, personnel will find it more difficult to get things done and eventually quit.

Poor remuneration was brought out by 5 (50%) respondents, to be contributing to the turnover of doctors at the Nyanza provincial general hospital. They noted that the medical doctors earned much less as compared to their counterparts in the private sector. Due to the high cost of living in Kisumu, where the Nyanza provincial hospital is located most of the medical doctors are forced to lead lower quality lives than the general expectation. Money not only helps people attain their basic needs but is also instrumental in satisfying upper level needs such as esteem and self-actualization. In order to improve their remuneration some of the doctors opted for private practice while others left the public sector and joined the private sector for better pay.

Another reason that came forth to be causing medical doctors turnover at the Nyanza provincial general hospital was poor relations with supervisors. Some respondents admitted that the relationship between the medical doctors and their supervisors was poor in some instances and this led to job dissatisfaction. They accredited this state of affairs to unavailability of forums by the medical doctors to air views about their work and relationship with supervisors, inadequate attention to the medical doctors by the supervisors and personal prejudice by the supervisors on their subordinates.

Poor relations with co-workers also led to staff turnover by the medical staff. It came forth that more experienced and older doctors had poor working relationships with newer:
less experienced doctors. This was occasioned by competition for clients’ recognition. The competition is characterized by the old and experienced doctors blocking the new and inexperienced doctors from performing procedures such as surgeries or even discrediting them among the clients. This leads to frustration among the new doctors leading to job dissatisfaction and eventually quitting from service.

Work schedules also came out to be an issue affecting job satisfaction and turnover among the medical officers. The study established that the medical doctors were expected to work even during the weekends, nights, holidays and even overtime. This led to burnouts and stress. Such work schedules impacts negatively on the doctors’ social life and thereby causing job dissatisfaction, which in turn, increases the likelihood of turnover.

4.2.3 Organizational factors causing turnover among medical staff

One organizational factor was found to be causing turnover among the medical doctors was training and development. The respondent from the human resource unit reported that it had been government policy that doctors would get sponsorships for masters’ degrees and other scholarships as a retention strategy by the Ministry of Health. Yet for some time now, that ceased to be the case. Despite such Scholarship opportunities being available, they are inadequate in number and therefore not guaranteed for all the doctors. Others also prefer to get other sponsors to Government sponsorship; this is because once the Government sponsors a doctor’s higher education he or she remains bonded to work for the public sector for some specified time. The medical doctors constantly seek other
avenues to obtain such opportunities and therefore drop out of service leading to turnover.

4.2.4 Environmental factors causing turnover among the medical staff

It emerged that the doctors preferred to work in bigger cities like Nairobi. This makes the doctors to constantly seek opportunities to relocate by either seeking transfers to Nairobi and in cases where the transfers are not successful, the doctors resign to seek for other jobs in Nairobi leading to staff turnover.

4.3 Efforts undertaken to mitigate medical doctors turnover

One notable strategy that has been undertaken by the hospital with the assistance of the government through the ministry of medical services is the setting up of the Victoria Annex hospital. The Victoria Annex hospital operates as a private wing of the Nyanza provincial general hospital. The medical personnel including the doctors offer services at the annex hospital and are paid for the work done. Here they are able to get additional income on top of their normal pay from the central Government. This strategy aims at reducing turnover of doctors as a result of low remuneration.

The other strategy that has been adopted by the institution is to allow medical doctors to work during their leave days or offs when their services are required. They are paid for work done on top of their usual salary. This additional income motivates the doctors and reduces cases of turnover.
The hospital in partnership with other organizations such as CDC and USAID have availed medical equipments and technology to ensure that the medical services are done efficiently so as to ensure that the doctors are satisfied with their work with an aim of reducing cases of turnover.

Through partnerships with Organizations such as JICA the hospital negotiates for additional training opportunities aside from the availed by the central Government.

The study also found that the hospital had an organizational culture of organizing parties annually. Where good work is appreciated and exemplary performers are rewarded. This creates a positive feeling by the medical officers on their work, their colleagues and the institution leading to staff retention.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Discussions and summary of findings

The study began by investigating the state of turnover of medical doctors at the Nyanza provincial general hospital. Response by the head of health administration who is also charged with human resource management functions established that a total of 17 out of 45 medical doctors left the organization in the year 2010. This was a turnover of 37.78%.

The objective of the study was to investigate the factors influencing staff turnover. These factors were grouped into four main categories. They included: individual factors, job factors, organizational factors and environmental factors. In the individual factors there were a total of four main individual factors that contributed to turnover of medical staff. The first one was length of service and age of the medical doctors. It was established that doctors who had not exceeded 5 years in service were more likely to leave service at the Nyanza provincial general hospital as compared to those who were more experienced.

The second individual factor was ethnicity or place of origin of the medical staff. The medical officers who were not residents of the region (i.e. Nyanza province) were more likely to quit from service compared to residents of the province. One respondent noted that the situation was worse in the year 2008 when the town was badly rocked with post election violence in which some communities were being evicted from the region.

The third individual factor that contributed to turnover among the medical doctors was lack of hard work and commitment to service by the medical doctors. Such doctors ended up preferring to leave service and engage in administrative work in the health sector and not
practice medicine. The last individual factor that caused staff turnover was the medical doctors search for better opportunities elsewhere outside the public sector. Such opportunities included jobs out of the country, in the private sector and private practice.

There were a total of five job factors that contributed to job turnover among the employees. They included heavy workload, poor working conditions, low remunerations, strained relationship with supervisors and poor relationship with coworkers and unfriendly work schedules. The respondents noted that the medical doctors were faced with heavy daily workload. They attributed this state of affairs to the serious shortage of doctors compared to the overwhelming number of clients seeking medical care at the Nyanza provincial general hospital. As such, the medical officers prefer quitting exploring their opportunities in other sectors such as the private sector, the nongovernmental organizations or even other countries. The other working condition that contributed to turnover among the medical doctors was poor working conditions at the institution. Poor working condition due to inadequate infrastructure such as medical offices, medical working tools and equipment, medical laboratories and medical technology led to turnover among the medical staff. The other job factor that caused medical doctors turnover was poor remuneration. The medical doctors compared to their colleagues in the nongovernmental organizations and in the private sector earned much less and since money not only helps people attain their basic needs but is also instrumental in satisfying upper level needs such as esteem and self-actualization, the doctors opt out of service in the institution and seek employment elsewhere. Strained relationship with the supervisors also led to low job dissatisfaction and eventually job turnover among the employees. Some respondents admitted that the relationship between
the medical doctors and their supervisors was poor in some instances and this led to job dissatisfaction. They accredited this state of affairs to unavailability of forums by the medical doctors to air views about their work and relationship with supervisors; inadequate attention to the medical officers by the supervisors and personal prejudice by the supervisors on their subordinates. Poor relations with co-workers also led to staff turnover by the medical staff. It came forth that more experienced and old doctors had poor working relationships with newer less experienced doctors. This was occasioned by competition for clients’ recognition. The competition was characterized by the old and experienced doctors blocking the new and inexperienced doctors from performing critical medical procedures such as surgeries or even discrediting them among the clients. This leads to frustration among the new doctors leading to job dissatisfaction and eventually quitting from service. Work schedules also came out to be an issue affecting job satisfaction and turnover among the medical officers. The study established that the medical staffs were expected to work even during the weekends, nights, holidays and even overtime. This led to burnouts and stress. Such consistently heavy workload increases job tension and decreases job satisfaction, which in turn, increases the likelihood of turnover.

Only one organizational factor came forth as causing turnover among the medical doctors’s training and development. The respondent from the human resource unit reported that it had been government policy that doctors would get sponsored for masters’ degrees courses and other scholarships. For some time, this has not been the case. Scholarship opportunities are still available but inadequate and therefore not
guaranteed. Since the medical staffs are able to get other bodies sponsoring their higher education they drop out of service leading to staff turnover.

One environmental factor came out to be a cause of medical doctors turnover, this was the need to work in bigger cities where there are greater opportunities. It emerged that the doctors preferred to work in bigger cities like Nairobi. This makes the doctors to constantly seek opportunities to relocate to Nairobi, this result in doctors seeking transfers to Nairobi and in cases where the transfers are not coming forth, the doctors resign to seek for other jobs in Nairobi leading to staff turnover.

5.2 Conclusion

The purpose of the study was to find the factors leading to medical doctors' turnover at the Nyanza provincial general hospital. The study found that individual factors such as inexperience of young doctors, place of origin, low conscientiousness and poor remuneration, job factors such as heavy workload, poor working conditions, strained relationship with supervisors, poor relationship with coworkers, and unfriendly work schedules. Organizational factors such as lack or insufficient prospects for training and development and environmental factors such as need to work in Nairobi by the doctors contributed to high medical turnover by the medical staff.
5.3 Recommendations for policy and practice

The study recommends that the government should revise the remunerations of the medical doctors in the public sector. This will go a long way in motivating the medical doctors to continue working longer and effectively for the government health care institutions. The study also recommends that doctors to be paid proportionately to the amount of work they do in a month. This will increase their contribution to work.

The study recommends that the government should undertake efforts to increase the medical workforce at the Nyanza General hospital as well as other public health care centers across the country. This, the government can do by allowing the students in medical schools, the paramedics and retired doctors to offer their services at a fee.

In line with increasing the number of medical infrastructure in higher public hospitals such as the Nyanza provincial general hospital, the government should increase the number of medical infrastructure in the district hospitals and other lower categories of public medical institutions. This will ease pressure on the higher government health care facilities such as the Nyanza general hospital and also make health care more available.

The study recommends that every public medical center should set up work relations boards whereby the medical doctors can air their views about their relationship with their supervisors and other co-workers. The medical doctors should be encouraged to air their complaints in such forums without any discrimination in a manner that they feel suits them.
5.4 Limitation of study

The study had several limitations that may have affected the findings of the study. The limitations include that the study was conducted in only one institution. The findings of this study may therefore not be used to generalize for the situation in all the public health care institutions in the country.

The study was conducted at one point in time. Since job turnover is not constant but varies with time according to what happens at different times, the study findings may not be used to explain the situation at different points in time.

Some respondents may have given information that was biased as influenced by their own judgment and not according to the real situation.

5.5 Suggestion for further study

The study suggests that future researchers should do the same study in other public health care institution in other areas so as to compare with the findings of this study.

Future researchers should do a longitudinal study to establish the trends of turnover of medical doctors and factors that influence them over time. This is because this study was done at one point in time but turnover occurs time after time.

A study should be conducted in the private sector seeking to obtain reasons for job turnover from the doctors who left the public sector.
REFERENCES


Appendix 1: Letter of Inquiry

University of Nairobi.
School of Business
P.O.Box 30197,
Nairobi.
Date:

The Medical Superintendent.
The New Nyanza Provincial General Hospital.
P.O.BOX 849,
KISUMU.

RE: REQUEST TO CONDUCT RESEARCH IN YOUR INSTITUTION
I am a Master of Business Administration student at the University of Nairobi. As part of the requirements, am expected to carry out a research study on the ‘Factors influencing turnover of medical doctors at the New Nyanza Provincial General Hospital – Kisumu’.

The study is purely academic and all responses will be kept anonymous and treated with utmost confidentiality. A copy of the final paper will be availed to your organization. Your assistance will be highly appreciated.
Thank you in advance

Sincerely

Monica Omondi
MBA Student,
University of Nairobi
Appendix 2: Interview guide

Introduction:

I want to thank you for taking the time to meet with me today. My name is ________________ and I would like to talk to you about Turnover of medical doctors in this Hospital. Specifically, as an academic research project at the University of Nairobi, school of business. The interview should take less than 20 minutes. All responses will be kept confidential. And I will ensure that any information I include in my report does not identify you as the respondent. Remember, you don’t have to talk about anything you don’t want to.

Are there any questions about what I have just explained? Are you willing to participate in this interview?

Interviewee serial number:

___________________________

Date of interview:

___________________________

Questions:

1. What is your name and what position do you hold in this institution?

2. How many years have you served in your current position?

3. What is your education level?

4. Do you have a labour turnover problem among doctors in this hospital?

5. What are the percentages of doctors leaving?
6. Do you have statistics on labour turnover? Are you willing to share that with me?

7. Do you conduct exit interviews? What reasons do people give for leaving?

8. What do you think are the true reasons why people are leaving?

9. Do they leave the profession or they go to other hospitals? To the private sector?

10. Do they leave because they are experiencing dissatisfaction in things such as poor environment, lack of resources, poor pay? Anything else?

11. Do they leave because they don’t like the hospital they are working for?

12. Is there anything that is relevant that I have missed?

13. What actions is the hospital taking in order to prevent doctors from leaving the hospital so as to retain them?

14. What recommendations do you have for future efforts such as these?

15. Is there anything more you would like to add?

**Conclusion:**

I’ll be analyzing the information you and others gave me and I will submit the final report to you.

Thank you for your time.
Date: 7th September 2011

TO WHOM IT MAY CONCERN

The bearer of this letter Monica Akoth Omondi

REGISTRATION NO: D61/60895/2010

The above named student is in the Master of Business Administration degree program. As part of requirements for the course, she is expected to carry out a study on the Factors Influencing Turnover of Doctors at the Nyanza Provincial General Hospital.

She has identified your organization for that purpose. This is to kindly request your assistance to enable her complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly appreciated.

Thanking you in advance.

Sincerely,

MR. ALEX JALEHA
COORDINATOR, SOB, KISUMU CAMPUS

Cc File Copy

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