

**FACTORS THAT INFLUENCE THE RETENTION OF RURAL HEALTH  
WORKERS IN THE HOSPITALS WITHIN SIA YA COUNTY**

**CAROLINE AWUOR ODANDI**

**D61/62278/2010**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF  
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION (MBA), SCHOOL OF  
BUSINESS, UNIVERSITY OF NAIROBI**

**2014**

## DECLARATION

This research project is my original work and has not been presented for the award of a degree or any other qualification in any other university or institution.

Signature .....

Date .....

Caroline Awuor Odandi

D61/62278/2010

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

Signature .....

Date .....

Florence Muindi

School of Business

University of Nairobi

## **DEDICATION**

I dedicate this project to my family for unfailing encouragement and love. To my dear husband Victor, and to my loving son Terrence and daughter Serita, who were constant sources of encouragement for me to strive on to the completion of this project. To my beloved dad Mr. Michael Odhiambo whose concern for the completion of this work was with no doubt a great push to have the work finished in good time. To the Rural Health workers in Siaya and Samburu Counties who daily put their best foot forward to save lives.

## **ACKNOWLEDGEMENTS**

I wish to thank most sincerely all those whose contributions have made this project a success. To my supervisor Ms. Florence Muindi for her assistance and advice all through making this project a success. I greatly thank my family, for their support both morally and financially. Most of all I thank God for the gift of life and strength to complete this project.

I feel indebted to the management of Matibabu Foundation for the Sponsorship of this Course. To my classmates Doreen and Joyce and all other people who in one way or another played a part in my entire MBA process.

To my Executive Director Mr. Daniel Ogola, My Colleagues Dr. Fred and Mr. Antony Okolla for overall advice, support and covering for me the many times I was away pursuing this noble course. To all of you, may the Almighty God bless you indeed.

# TABLE OF CONTENTS

<b>DECLARATION .....</b>	<b>ii</b>
<b>DEDICATION .....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>iv</b>
<b>LIST OF TABLES .....</b>	<b>viii</b>
<b>LIST OF FIGURES .....</b>	<b>ix</b>
<b>ABSTRACT.....</b>	<b>x</b>
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the Study .....	1
1.1.1 Employee Retention .....	2
1.1.2 Factors Influencing Employee Retention.....	3
1.1.3 Health Facilities in Siaya County.....	4
1.2 Research Problem .....	5
1.3 Objective of the Study .....	6
1.4 Value of the Study .....	6
<b>CHAPTER TWO: LITERATURE REVIEW.....</b>	<b>8</b>
2.1 Introduction.....	8
2.2 Theoretical Foundation.....	8
2.2.1 Hierarchy of Human Needs Theory .....	8
2.2.2 Motivation- Hygiene Theory.....	9
2.2.3 Equity Theory.....	9
2.3 Employee Retention.....	10
2.4 Factors Influencing Employee Retention .....	11
2.4.1 Training and Development Opportunities.....	11
2.4.2 Compensation.....	12

2.4.3 Career Development Opportunities.....	13
2.4.4 Management Style.....	14
2.4.5 Work Environment.....	15
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>17</b>
3.1 Introduction.....	17
3.2 Research Design .....	17
3.3 Population .....	17
3.4 Sampling Design.....	18
3.5 Data Collection .....	18
3.6 Data Analysis .....	19
<b>CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION .....</b>	<b>20</b>
4.1 Introduction.....	20
4.2 Response Rate.....	20
4.3 Demographic Profile.....	20
4.3.1 Respondents' Gender .....	20
4.3.2 Respondents' level of education .....	21
4.3.3 Respondents age bracket .....	21
4.3.4 Length of service with hospitals.....	22
4.4 Factors Influencing Employee Retention .....	23
4.4.1 Training and Development Opportunities.....	23
4.4.2 Influence of Compensation on Retention.....	24
4.4.3 Career Development Opportunities.....	25
4.4.4 Management Style.....	26
4.4.5 Work Environment.....	28
4.5 Discussion.....	28

<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>31</b>
5.1 Introduction.....	31
5.2 Summary of Findings.....	31
5.3 Conclusion .....	32
5.4 Limitations of the Study .....	33
5.5 Recommendations.....	33
5.6 Suggestions for Further Research .....	34
<b>REFERENCES.....</b>	<b>35</b>
<b>APPENDIX I: QUESTIONNAIRE.....</b>	<b>38</b>

## LIST OF TABLES

Table 3. 1: Sample size .....	18
Table 4. 1: Respondents' level of education.....	21
Table 4. 2: Respondents age bracket.....	22
Table 4. 3: Length of service with the Hospital.....	22
Table 4. 4: Training and Development Opportunities .....	24
Table 4. 5: Influence of Compensation on Retention .....	25
Table 4. 6: Career Development Opportunities .....	26
Table 4. 7: Management Style .....	27
Table 4. 8: Work Environment .....	28



## LIST OF FIGURES

Table 4. 1: Respondents' Gender .....	21
---------------------------------------	----

## ABSTRACT

Every organization is competing to survive in this ever increasingly challenging and volatile market environment, and in order to survive; they need pools of excellent, talented and productive human capital to work in organizations. Due to this, organizations need to provide their employees with suitable benefits such as a good salary, appreciations, good remuneration and other form of benefits. Retaining good workers is critical to any organization and therefore organizations train, offer competitive compensation plans and increase benefits to secure their employees' loyalty. Despite these efforts, many organizations experience a shortage of employees and high turnover rates. Thus in this era of employee shortages and increased service delivery demands, it is important to explore factors which contribute to the retention of employees who contribute a wealth of knowledge and experience to their organizations. The objective of the study was to investigate the factors that influence retention of rural health workers in hospitals in Siaya County. The study used descriptive research design. The population comprised of all the medical staff working in hospitals in the County. The study used stratified sampling because of ease of classifying the population into strata's. The study used primary data that was collected through self-administered questionnaires. The data was analyzed using the Statistical Package for Social Sciences (SPSS) software and presented using tables and figures. The study found out that training and development, career development opportunities and work environment influenced employees to retention in the hospitals. Compensation and Management Style did not influence employees to retention. Training and development was being used by the hospitals to retain its health workers by orienting and training them when they are employed, releasing employees to attend training and monitoring training and development plans for all employees. Career development in the hospitals gives the health workers opportunities to learn new things so as to build their career goals and at the same time the managers assist in career development which gives imperative outcomes to employer and employees. The study established that the management makes effort to create collaborative environment by caring about the health and safety of health workers however there is no flexibility in scheduling and that the workload was not manageable as the staffing levels are very low.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Every organization is competing to survive in this ever increasingly challenging and volatile market environment, and in order to survive; they need pools of excellent, talented and productive human capital to work in organizations (Sass et al., 2011). Due to this, organizations need to provide their employees with suitable benefits such as a good salary, appreciations, good remuneration and other form of benefits. With that, the employees themselves will be highly motivated in their jobs and this will lead to high performance and retention in their work. Indirectly, this will help the organizations in competing and surviving in a challenging market environment. Recruitment and development of employees is a large burden for companies in most industries. Due to this, there is a clear organizational imperative to attract and retain talented workers since employees constitute an important resource, especially for knowledge intensive organizations (Pandit, 2007). Hiring and retaining good employees have become the chief concerns of nearly every company in every industry. Organizations that understand what their employees want and need in the workplace and make strategic decisions to proactively fulfill those needs will become the dominant players in the irrespective markets (Robbins et al., 2009).

Locke and Latham (2004) posit that to ensure the employee retention rate is high, employee satisfaction and motivation at workplace is paramount. The hierarchy of needs outlined in Maslow's (1948) theory is widely practiced in most of the organizations with an aim of ensuring high rate of employee retention. In his ladder of human needs – basic needs security, social, self-esteem, and self-actualization. Self-actualization relates to the current challenges and opportunities of employers and organizations. Its purpose is to provide true meaning of human capital development within the organizations as well as real life situation. Maslow (1948), was able to view these issues for over 50 years; the fact that employees have their basic human needs, they also have a right to strive for self actualization just as the corporate directors and business owners to ensure their retention in any organization. For organizations to acquire a high rate of employee retention, then they should understand, encourage and enable their human capital with personal growth to ensure they acquire self actualization.

Retaining talented productive rural health employees and eliminating poor performing employees is essential to the long run success of health care. The loss of talented employees may be very detrimental to the Health Facilities future success. It becomes imperative for Health Facilities to put in place strategies to retain their workforce for performance. Retaining employees is a dilemma that the rural health institutions are facing; hence identifying the root cause of employee turnover is a good approach. In order to retain top employees, leaders, administrators and human resource departments ought to spend large amounts of time, effort and money and put in place human resource strategies that will ensure that there is minimal employee turnover.

### **1.1.1 Employee Retention**

Employee retention refers to policies and practices organizations use to prevent valuable employees from leaving their jobs (Glen, 2006). Chaminade (2007) on the other hand defines retention as a voluntary move by an organization to create an environment which engages employees for long term. However, retention of high performing employees has become more challenging for managers as this category of employees frequently move from one job to another as they are being attracted by more than one organization at a time. Chew (2004) concurs that employees in an organization are said to have high job retention when all or most of the established posts are filled, they have low or no intentions to leave, have had a consistency in job status, have had a career development or when employees do keep their job for a considerable long period of time. It is thus essential to create a variety of options and alternatives for a total employee retention programme to address areas that matter to the employees as well as focusing on certain others that may be ignored, unconsidered or underutilized. Nowadays, institutions often find that they spend considerable time; effort and money to train an employee only to have them develop into a valuable commodity and leave the institution for greener pastures. In order to create a successful institution, employers should consider as many options as possible when it comes to retaining employees, while at the same time securing their trust and loyalty so they have less of a desire to leave in the future (Derose *et al.*, 2009).

Employees who work together for a long time will enjoy a healthy working atmosphere, good relations with managers, effective succession planning and deeply embedded organizational knowledge and learning. Failing to retain key employee's especially new graduates is costly for

any business. Abraham (2007) says that it is important that the organization hires the right employee and strives to safeguard them to avoid losing them. It's the duty of organizations to focus on reducing employee turnover with an aim of decreasing recruitment cost, training costs, accidents of new employee are often higher, wastage is often higher with new employees, avoiding time wastage as a resource, and loss of talent and organizational knowledge.

### **1.1.2 Factors Influencing Employee Retention**

To retain talented employees, employers must seek strategies aimed at reducing both involuntary and voluntary separations. Involuntary separations result from poor performance or from unreliability due to work-family conflicts or other personal issues (Flegley, 2006). Companies need to understand what keeps their employees loyal and happy to be working with them over the years without falling to the temptation of switching to the competitor's payroll. Earle (2003) carried out a study, which showed that the problem currently faced by many companies is that they do not have proper plans to retain their employees since if the retention strategies are not properly embedded in the business process, all the effort since recruitment will ultimately prove futile. Companies ought to determine whether employees are happy with the work environment, the job design, are accorded due recognition and are rewarded / compensated fairly for their tasks to successfully instigate employee retention.

New paradigm organizations recognize that an important element in HR management practices is the need to successfully motivate and retain high talent employees who are capable of surviving organizational restructuring, downsizing, consolidation, reorganizing and re-engineering initiatives. Gowry (2011) posits that performance appraisal was strongest retainer followed by training and development, financial and health benefits while selection and recruitment was the least significant factor influencing. According to a study by Coff (2007) the loss of talented employees may be very detrimental to the company's future success. Outstanding employees may leave the organization because they become dissatisfied, underpaid or unmotivated and while trying to retain such employees may present other challenges as well as they may demand higher wages, not comply with organizational practices, and not interact well with other co-workers or comply with their manager's directions.

### **1.1.3 Health Facilities in Siaya County**

Siaya County with a population of over 850,000 has 2 County Hospitals, 3 Sub county hospitals, 83 Dispensaries, 26 Health Centers and 10 private or other facilities. This came about as a result of the rapid increase in investment in health through Economic stimulus program during the Kibaki Administration. In spite of this progress, some of these facilities are manned by 1 or 2 health care workers who multi task to run the facilities...The ideal situation is that we should have 3 Medical officers, 3 clinical officers, 8 Nurses, 2 Lab technician, 2 Nutritionists, 2 Pharmacists, several Community Health extension workers (CHEWS) and support staff depending on the level of facility.. .Retention therefore becomes a real and big issue.

Physicians and Nurses and other health workers in Siaya County face great challenges, key of their issues that should be addressed urgently include: staff shortages and mal-distribution, retention challenges: Better Pay, Work Environment, opportunities for Professional and Career Advancement for them and their families ,weak human resource management systems, weak leadership and management capacity, weaknesses in pre-service and in-service training, poor sectoral coordination of the HRH agenda, Low compensation and benefits package for them unlike their counterparts in major towns. The sub counties in Siaya County where these hospitals are, lack proper infrastructure like roads, good schools, colleges for medical staff children and families and hence most of them commute from Kisumu and other better towns that border the sub counties.

According to the structured devolved government system, each county government shall raise its own revenue and will further receive a share of revenue raised nationally. From such funds the counties will pay the workforce... This has remained a bone of contention in the recent times as the medical workforce feel that the county governments cannot handle all their staffing related issues including paying salaries, appointing persons to hold or act in various offices, confirming appointments, and exercising disciplinary control over and removing persons holding or acting in various offices. (UNDP, Amkeni wa Kenya Project Newsletter Ed 2.)

## 1.2 Research Problem

In today's highly competitive labor market, there is extensive evidence that organizations regardless of size, technological advances, market focus, are facing retention challenges which in most cases result from an employee being de-motivated. Torrington et al (2005) point out that throughout employees working life, they increase their levels of knowledge, experience and skills that increase performance opens up opportunities, and personal development. Thus, organizations need to identify individual employee's abilities; talents and education background to enable them administer the relevant motivating factors and growth leading to increased rate of employee retention which is more beneficial to the organization. Gering and Conner (2002) state that retaining good workers is critical to any organization and therefore organizations train, offer competitive compensation plans and increase benefits to secure their employees' loyalty. Despite these efforts, many organizations experience a shortage of employees and high turnover rates. Thus in this era of employee shortages and increased service delivery demands, it is important to explore factors which contribute to the retention of employees who contribute a wealth of knowledge and experience to their organizations.

The health care sector in the country is faced by several challenges that include lack of medicine, inadequate staff and few health care facilities. The devolution of healthcare to the counties has compounded the problems facing the sector and this has resulted in staff turnover. These institutions make enormous efforts to attract handfuls of employees and sustain them in the organization. In today's business scenario only high salary and designation is not significant for employees to retain them in the organization, but other factors also play important role in their retention. The intent of this research therefore is to ascertain the factors that influence retention of health workers in rural health facilities.

Studies that have been undertaken on factors influencing employee retention includes, Omboi (2011) undertook a study on factors influencing agents' retention in insurance industry in Nairobi showed that use of commissions as a mode of remunerating agents and working conditions does not influence retention of agents negatively whereas training and development, social demographic, product knowledge and resourcing strategies were found to be key factors

influencing retention of agents. Akala (2012) undertook a study on the factors influencing employee retention among the non-teaching staff at the University of Nairobi, Kenya. The findings were that employee retention was influenced by training and development, performance appraisal, welfare benefits, disciplinary procedure and of potential for career growth. Employees perceive institutional support for staff training and development and use of performance appraisal practices as a major contributor to employee retention. Bawazir (2013) undertook a study on the perceived effect of retention strategies on employees' performance at Imperial Bank Limited, Kenya. The findings of the study were that training and development, communication, compensation, good working environment and career advancements strategies rated were the strategies pursued by the bank in order to influence the performance of employees.

Thiriku (2013) researched on the perceived factors affecting employee retention in Safaricom Limited and found out that performance management practices were not transparent and unfair hence low retention and performance management practices are by objective, attainable and realistic, systematic, participative and regular. Career growth practices within Safaricom Limited leads to lower rate of employee retention. Working conditions, compensation assisted in employee retention. On the basis of the above studies, there has been no study that has endeavored to investigate the factors that influence retention of rural health workers and this research will seek to fill this gap. This therefore led to the following research question: what factors influence retention of rural health workers in the hospitals within Siaya County?

### **1.3 Objective of the Study**

To investigate the factors that influence retention of rural health workers in the hospitals within Siaya County.

### **1.4 Value of the Study**

The understanding of the factors that influence the retention of rural health workers will help policy makers – parent ministry and donors – to design targeted policies and programs that will actively stimulate the growth of the health sector, as well as helping those policy makers to



support, encourage, and promote the establishment of other NGOs in the health sector. Regulatory bodies can use the study findings to improve on the framework for regulation.

The study findings will benefit management and staff of the organizations who will gain insight into how their institutions can effectively manage their workforce. This study will offer an understanding on the factors that will improve retention of their employees and enhance their productivity towards the realization of the organization objective. Several policies on employee retention will be discussed under which the implication of the same will be discussed for the managers to make an informed decision.

This study will also create a monograph which could be replicated in other sectors of the economy. Most importantly, this research will contribute to the literature on the employee retention and factors that affect the level of employee retention. It is hoped that the findings will be valuable to the academicians, who may find useful research gaps that may stimulate interest in further research in future. Recommendations will be made on possible areas of future studies.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter covers literature review related to the study. It includes a review of the various studies conducted by researchers on theoretical foundation, employee retention and the factors influencing employee retention.

### **2.2 Theoretical Foundation**

In this section several theories are highlighted to strengthen the research study. Some of the theories discussed include Maslow's Hierarchy of human needs, Motivation – Hygiene and Equity theories.

#### **2.2.1 Hierarchy of Human Needs Theory**

One of the most influential theories of human motivation is Abraham Maslow's Hierarchy of human needs. The hierarchy of human needs postulates that employees are motivated by five levels of needs: physiological, safety, social, esteem, and self-actualization. This ranking is guided by four major assumptions. According to Maslow (1943), the lowest level needs are physiological needs such as food, shelter, clothing, and relief from pain. These are followed by safety needs, that is, the feeling of security. Once these two levels are satisfied, people pursue and look for love, friendship, and affection to satisfy social needs. Esteem needs then set in: people seek status, self-respect, recognition for accomplishments and a feeling of self-confidence and prestige. Finally, self-actualization needs relate to desire to develop one's full potential. To achieve this, people seek growth, achievement, and advancement.

When employees are able to perform a certain task and they have the required skills, the managers should then motivate them to ensure that the performance keeps on improving from one level to another. Skilled workers may be aware of the implications that are invisible to the managers (Price, 2007). The management should therefore consider employee's views and opinions important for the sustainability of the organization. Managers and organizations can use the theory of Maslow's hierarchy of needs as a framework to develop benefit packages that are

meaningful to and resonate with their employees, thus increasing motivation, productivity and overall organizations revenues (Sandri and Bowen, 2011). A motivated workforce will be inspired to be more creative, productive and loyal hence increased employee performance. Employees in general are goal seeking and look for challenges and expect positive reinforcement at all times. The Health workforce is no exception.

### **2.2.2 Motivation- Hygiene Theory**

Hertzberg (1968) believes that every worker has two sets of needs (motivational and hygiene needs). He contends that employees in this respect will stay in their work place so long as their needs are satisfied and they are motivated. Failure to meet their needs would automatically call for departure hence employee turnover. People are satisfied at their work by factors related to content of that work. Those factors are called intrinsic motivators and contain achievement, recognition, interesting work, responsibility, advancement and growth. Factors that make people unhappy with their work are called dissatisfies or hygiene factors. Herzberg found the following dissatisfies: company policy, supervision, working conditions, interpersonal relationships, salary, status, security. What makes them different from motivators is the fact that they are not related to the content of the work but to the context of the job (Armstrong, 2007).

Mitchell *et al.*, (2001) noted that job embeddedness theorizes that employees remain in the organization as long as the inducements to stay there match or exceed their expectations. Job embeddedness influences employee's decision to whether remain in the company or leave. By being embedded in a job, the individual will be less likely to leave the organization thus having a positive impact on their performance. Organizations should ensure that their employees are job embedded as this will keep the individual from leaving the company hence resulting to employee retention. Human resource practitioners should try and ensure that employees are embedded to their jobs through the three dimensions of job embeddedness; links, fit and sacrifice.

### **2.2.3 Equity Theory**

Equity theory deals strongly with the aspects of organizational justice, whether the individuals feel that they are treated fairly at work or not. The felt equity or inequity will impact their level of effort given in the work environment (Arnold *et al.*, 2010). Ramlall (2004) posits that an individual on employee – employer relationship evaluates not only the benefits and rewards he or

she receives and whether the input given to the organization is in balance with the output but also the relevance of inputs given and outputs received by other employees inside or outside the employing organization. Individual inputs can be education, effort, experience, and competence in comparison to outputs such as salary, recognition and salary increases. If an individual notices an imbalance on the input - outcome ratio according to his or her own experiences and in comparison to the others, tension is accumulated.

Arnold *et al.*, (2010) noted that individuals who feel under rewarded will have stronger, negative feelings than the ones who are over rewarded. If inequity is met in the employee-employer relationship, individuals are likely to change their inputs to correspond the outcomes i.e lower the work effort to equal the outcomes, change the referent to which they are comparing the felt inequity or distort perceptions of self or others.

### **2.3 Employee Retention**

Retention of employees is critical to preserving skills of such employees. By so doing, a business can avoid losing customers so that they maintain high quality products that are marked by high sales. Employees who work together for a long time will enjoy a healthy working atmosphere, good relations with managers, effective succession planning and deeply embedded organizational knowledge and learning. Failing to retain key employee's especially new graduates is costly for any business. Mendez and Stander (2011) further emphasizes that a company needs to invest in employee retention in order to be successful. Competition and the lack of availability of highly talented skilled employees make finding and retaining talented employees a major priority for organizations. Flegley (2006) posit that in cultivating a high-performance workforce, both assessment of employees to ensure the best match to the job and the company and assimilating them to ensure successful integration into the workplace, the culture of the organization and specific roles and responsibilities are equally important.

Schuler and Jackson (2006) state that recruiting people to meet the organization's human resource needs is only half the battle in the war for talent, rather the other half is keeping these people. Organizations that keep their employee turnover rates lower gain an advantage against their competitors by reducing overall labour costs and improving productivity. Retention of key employees is important in that it fosters client's satisfaction, increases revenue, promotes

working relationships, improves employee-manager relationships and enables valuable succession planning. In such a system, Institutional knowledge and learning is successfully preserved and advanced. Failing to retain key employees' especially new graduates is costly for any business. Gordon and Meredith (2001) further emphasizes that an organization needs to invest in employee retention in order to be successful.

## **2.4 Factors Influencing Employee Retention**

Employee retention is very important for the functioning and competitiveness of an Institution. Hill and Jones (2001) noted that employees today are different. As soon as they feel dissatisfied with the current employer or the job, they switch over to look for another job. It is the responsibility of employers to retain their best employees. A good employer should know how to attract and retain its employees.

### **2.4.1 Training and Development Opportunities**

Investment on employee Training and career development is considered important factor in employee retention. Organization has the incentive to make investment in form of training & development only on those workers, from whom organization expect to return and give output on its investment. Beardwell and Claydon (2007) mentioned that all employees want to be valuable and remain competitive in the labor market at all times. This can only be achieved through employee training and development. Employees will always want to develop career-enhancing skills, which will always lead to employee motivation and retention. There is no doubt that a well trained and developed staff will be a valuable asset to the Hospital and thereby increasing the chances of efficiency in discharging his or her duties. Training and development are activities that are used to maintain and promote the competencies and talents of employees in relation to the developments inside and outside the organization.

Gomez *et al.*, (2005) posits that training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organization in future. Development of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy. It can be expected that Hospital investments in both technical and non technical training will have a positive impact on the extent to which the hospital actually

succeeds in developing the skills/knowledge of its employees. Hospitals with superior training programs may also experience lower staff turnover than facilities that neglect staff development. In Health Facilities with good technical and non-technical training programs, employees are likely to realize that their market value develops more favorably than in other Institutions. Therefore, it is in their own interest to remain longer in the organization. Improving the competence of the workforce is one way that career development can create a competitive advantage. Training and development opportunities can be perceived as a means by which employers address employees' needs.

#### **2.4.2 Compensation**

Compensation systems that organizations offer to the employees play a key role in increasing employee retention; performance and productivity (Mutsuddi and Mutsuddi, 2007). Hence, most of the organizations are very much concerned about establishing and maintaining the optimal compensation systems. According to expectancy theory (Vroom, 1964), when pay is tied to some measure of individual or group performance, employees are more likely to work harder to increase the individual's, the group's or the organization's performance and an increase in performance in any of these areas will lead to an overall improvement in the organization's performance. Based on expectancy theory (Vroom, 1964), it can be expected that, if the organization provides rewards desired by the employee in question, this employee is more likely to perform in a way that will bring him/her the reward. Garibaldi (2006) opines that choosing an appropriate compensation mechanism is probably the core problem of human resource managers, and represents the heart of personnel economics. Further he stated that compensation packages must be consistent with profit maximization on the part of firms, but they should also provide workers with the incentives to do as well as possible.

Greller (2006) states that people always work for a reason and the cause should be provided by work, organization, co-workers or from within. Findings showed that when employees want to advance in their careers, a motivational factor, it does not matter how old one is, a lot of stay in the organization as a way to advance. Rewards are substantially related to turnover as employees who are satisfied with organizational rewards will believe losing such a competitive reward to be costly and would not find such compensation elsewhere, and therefore they choose to stay. Rewards effectively form a calculative and psychological attachment with an organization.

Rhoades et al., (2001) argue that organizational rewards reflect appreciation and recognition of individual performance. As pay increases with tenure, skills and work experience, satisfaction with rewards implies willingness of both parties to invest time and effort in the continuation of the employment relationship.

### **2.4.3 Career Development Opportunities**

Growth and development are the integral part of every individual's career. If employees cannot foresee their path of career development in their current organization, there are chances that they will leave the organization as soon as they get an opportunity (Bratton and Gold, 2003). The important factors in employee growth that an employee looks for are work profile, personal growth and dreams, and training and development. Career development is vital for both the employees and employers. Career development is mutual beneficial process because it gives imperative outcomes to employer and employees. To gain and maintain competitive advantage, organizations required talented and productive employees and these employees need career development to enhance and cultivate their competencies. Price (2007) indicates career development programs are important in ensuring continuous updating and upgrading of employees knowledge, skills, attitudes and competence. It ensures that employees are well developed before they move up the next higher ladder in the hierarchy. Investing in the development of the careers of employees is central in the maintenance and development of skills, knowledge and abilities of both individual employees and the organization as a whole.

Career development aims at making employees use fullest potential, face expanded challenges, and have greater responsibilities and increased autonomy. The availability of career development opportunities illustrates the willingness and effort of the organization to cherish employees. Generally, organizations that provide relevant quantity and quality development schemes are signaling to employees their likeliness to develop a cadre of skillful employees to grow together with the business. Huselid (1995) suggested that progressive human resource practices that embrace career-related practices could improve knowledge, skills and the abilities of an organization's current and potential employees, and enhance the retention of quality employees. Organizations were able to improve their employees' retention rate by adopting job enrichment programs and enhancing their advancement opportunities. Besides promotion opportunities, the evaluation criteria used in the promotion and reward system also had significant effects on

employees' turnover intentions (Quarles, 2004). Ineffective performance appraisal and planning systems contributed to employees' perceptions of unfairness and they were more likely to consider leaving the organization.

Career development is about the development of employees that is beneficial for both the individual and the organization. Effective career development programs enhance individual work performance by continuously learning and adapting, while the organization offers favorable developmental relationships with their employees. It is a complex process that shapes the career of any given individuals over their lifespan. Lips-Wiersma and Hall (2007) suggested career development as the outcome of interaction between individual career planning and institutional career management processes. By offering career development opportunities, employers help employees to develop their own personal competitive advantage and ensure their long-term employability. Many employees seek out employers who provide training and development activities that facilitate career advancement. When they receive such opportunities, employees are likely to commit to the organization.

#### **2.4.4 Management Style**

The leadership style consider affective factor in employee retention. The relationship between supervisor and worker play pivotal role in employees' turnover intention. Leaders are the human face of the Institution. Greenhaus (2004) suggested that employees' views regarding organization are strongly concerned to their relationship with supervisor. If supervisor support, open communication and have good relationship with employees, the employee's turnover intentions are likely less and more engaged with organization. Leaders interact as a bond to perform application between expectations and stated goals. By harmonizing the rivaling demands supervisor support and manage the inside and outside work environment. If the relationship among workers and supervisors are exceeding and strong the workers will never seek to any other new employment opportunity rather than stay in the organization and vice versa...Managers can help promote an organization and make it attractive to employees, or they can be the cause of high turnover. Managers often are less directly involved in the early recruiting stages, and they usually become more actively involved at the selection stage. Then, once the employees are on board, the manager plays a key role in determining whether good employees stay with the organization or leave for something better (Schuler and Jackson, 2006).



Heathfield (2008) postulates that employees leave managers and supervisors more often than they leave organizations or jobs. In other words, the most common cause of employee turnover is the lack of a positive relationship between the employee and the manager or supervisor. He further argues that it is not enough that management is liked by the employees. Starting with clear expectations of the employee, management has a critical role to play in retention. Anything that management does to make the employee feel unvalued will contribute to turnover. According to Hildebrand (2008) the employee's relationship with the supervisor has the greatest impact on whether to stay or go, because a supervisor has control over the core elements that create job satisfaction i.e. compensation, opportunity, recognition and environment. It is therefore important to hold management accountable for retaining a thriving workforce. This means that not only do organizations need a performance management system that recognizes and rewards management for meeting objectives that reduce employee turnover; managers need to understand what steps they can take to meet their responsibility in employee retention.

#### **2.4.5 Work Environment**

Work environment is considered one of the most important factors in employee's retention. According to Hytter (2008), work environment is generally discussed as industrial perspective, focus on aspect i.e. noise, toxic substances exposure and heavy lifts. The interesting part of work environment is; work environment characteristics in services sector are different from production sector, because services sector directly deal with consumers /clients (Normann 1986). The interactions depend on the kind of job or / and kind of business, it may be more or may be less. The interaction between employees and clients and consumers moves from physical to psychological dimension. Psychological work environment consist of work load, decision, support, stressors, latitude and decision. It is of much importance to know and recognize the emerging needs of employees and providing good work environment in order to keep the employees committed with organization.

Ramlall (2003) posit that people strive to work and to stay in those organizations that provides good and positive work environment, where employees feel that they are valued and making difference. Proficient employees of such organizations are dragging together to push the organization forward. Organizations should focus on managing the work environment to make better use of the available human assets. People want to work for an organization which

appreciates work performance, has opportunities to grow, a friendly and cooperative environment and a feeling that the organization is second home to the employee (Ontario, 2004). Three types of environment that an employee needs in an organization are learning, supportive and positive work environment (Freyermuth, 2007). Learning environment includes continuous learning and improvement of the individual, certifications and provision for higher studies. For supportive environment an organization can provide support in the form of work-life balance. Work life balance includes flexible hours, telecommuting, dependent care, alternate work schedules, vacations and wellness. However, work environment includes efficient managers, supportive co-workers, challenging work, involvement in decision making, clarity of work and responsibilities, and recognition. The absence of such environment pushes employees to look for new opportunities. The environment should be such that employees feel connected to the organization in every respect.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This section explains the methodology that was used in the study. This includes the research design, target population, sample design, data collection and data analysis. For each methodological approach used in the study, efforts were made to justify its use.

### **3.2 Research Design**

Research design refers to the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in the procedure (Babbie, 2010). In addition Kothari (2004) observed that research design is a blue print which facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible hence yielding maximum information with minimal expenditure of effort, time and money. A descriptive research design was used in this study.

The design was chosen since it was more precise and accurate as it involves description of events in a carefully planned way (Babbie, 2010). The study was used to identify the factors influencing employee retention of rural health workers in hospitals in the County. The design was deemed appropriate because the main interest was to explore the relationship between the variables and it also provided quantitative data from cross section of the chosen population.

### **3.3 Population**

Population is the specific population about which information is desired. According to Ngechu (2004), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. Mugenda and Mugenda, (2003), explain that the target population should have some observable characteristics, to which the researcher intends to generalize the results of the study. The population of the study consisted of all the Technical staff working in the hospitals in Siaya County. According to the Ministry of Health (2014) there are 12 Hospitals in the County with technical staff comprising of Doctors (12) Nurses (45), and Clinical officers (25), Pharmacists (36), Lab Technicians (31) and Nurse Aids (29).

### 3.4 Sampling Design

The researcher used stratified sampling because of ease of classifying the population into strata's. The sample comprised of 25% from each strata of the target population as presented in Table 3.1 below. According to (Mugenda and Mugenda, 1999) a sample of 25% was considered representative.

Respondents were selected randomly based on their category. This approach was appropriate since it ensured a representative sample. In order to find the best possible sample, stratified sampling was the best method to use as it provided reach and in-depth information. The sample size was appropriate for the study as it ensured that all the categories in the hospitals were represented thus reducing sampling bias and achieving a high level of representation.

**Table 3. 1: Sample size**

<b>Category</b>	<b>Population</b>	<b>Respondents</b>
Doctors	12	3
Clinical Officers	25	6
Nurses	45	11
Pharmacists	36	9
Lab-technicians	31	8
Nurse aids	29	7
<b>Total</b>	<b>178</b>	<b>44</b>

Source: (Ministry of Health, 2014)

### 3.5 Data Collection

The study used primary data which was collected through the questionnaires. Kothari (2004) terms the questionnaire as the most appropriate instrument due to its ability to collect a large amount of information in a reasonably quick span of time and in an economical manner; it also guarantees confidentiality of the source of information through anonymity while ensuring standardization. The questionnaire was structured to have both open-ended and closed-ended

questions. This limits responses in some cases and in others to provide the respondents with freedom to provide information in their own words. Filter questions was also asked to probe for more information. The questionnaire also had the Likert scale type of questions which was aimed at weighing factors according to their importance on influence on employee retention.

### **3.6 Data Analysis**

The data collected was analyzed using descriptive statistics (measures of central tendency and measures of variations). Once the data was collected, the questionnaires were edited for accuracy, consistency and completeness. However, before final analysis was performed, data was cleaned to eliminate discrepancies and thereafter, classified on the basis of similarity and then tabulated. The responses were then coded into numerical form to facilitate statistical analysis. Data was analyzed using descriptive statistical measures based on the questionnaire. In particular, the analysis was presented in tables, pie charts, graphs, mean and standard deviations.

## CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

### 4.1 Introduction

The research objective was to establish the factors that influence the retention of rural health workers in hospitals within Siaya County. This chapter presents the analysis, findings and discussion. The findings are presented in percentages and frequency distributions, mean and standard deviations.

### 4.2 Response Rate

A total of 50 questionnaires were issued out and only 41 were returned. This represented a response rate of 82%. This response rate was adequate for data analysis and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and over was adequate.

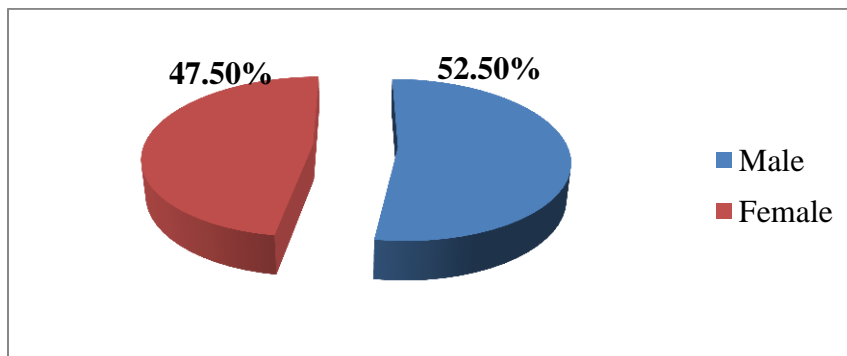
### 4.3 Demographic Profile

The demographic information considered in the study was respondents' gender, level of education, age bracket and the length of service with the health facility.

#### 4.3.1 Respondents' Gender

The respondents were asked to indicate their gender in order to ensure that the results obtained captures the views of both gender. The results are presented in Figure 4.1.

**Figure 4. 1: Respondents' Gender**



Source: Author (2014)

The results indicate that 52.5% of the respondents were male while 47.5% of the respondents were female. The respondents were made up of more male than female. The findings indicate that the male and female difference was not significant and therefore this implies that the study was not influenced by gender imbalance.

#### 4.3.2 Respondents' level of education

The respondents were requested to indicate the highest level of education attained. The level of education was important in order for the respondent to indicate the factors that influence employee retention. The results are presented in Table 4.1.

**Table 4. 1: Respondents' level of education**

<b>Level of education</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative percent</b>
Certificate/diploma	32	78.1	78.1
Bachelors	5	12.2	90.3
Masters degree	4	9.7	100.0
<b>Total</b>	<b>41</b>	<b>100.0</b>	

Source: Author (2014)

The results on the level of education indicates that 78.1% of the respondents have certificate/diploma as their highest level of education, 12.2% of the respondents said that bachelors' level of education was their highest while 9.7% of the respondents indicated that masters level was their highest level of education. The results indicate that majority of the respondents were certificate/diploma level holders although other respondents had attained different level of education and therefore the influence of various factors on retention varies.

#### 4.3.3 Respondents age bracket

The respondents were asked to indicate their age bracket and this was important for the study in order to establish the influence of respondents' age on retention. The results are presented in Table 4.2.

**Table 4. 2: Respondents age bracket**

<b>Age bracket</b>	<b>Percent</b>	<b>Cumulative percent</b>
Less than 30	53.5	53.5
31 – 40	39.5	93.0
41 – 50	7.0	100.0
Total	100.0	

Source: Author (2014)

The results on the respondents' age bracket indicate that 53.5% of the respondents' age bracket was less than 30 years, 39.5% of the respondents indicated that their age bracket was between 31 and 40 years while 7% of the respondents said that their age bracket was between 41 and 50 years. The results indicate that majority of the respondents were less than 30 years and therefore they still have many years to retirement thus they need to work in health institutions that would ensure that their interest is taken care of and they gain valuable experience.

#### **4.3.4 Length of service with hospitals**

The respondents were requested to indicate the length of service with the hospitals. This was important in order to determine the respondents understanding of the hospitals and its effect on employee retention. The results are presented in Table 4.3.

**Table 4. 3: Length of service with the Hospitals**

<b>Years</b>	<b>Percent</b>	<b>Cumulative percent</b>
Less than 5	51.4	51.4
5 – 10	40.5	91.9
Over 10	8.1	100.0
Total	100.0	

Source: Author (2014)

The results show that 51.4% of the respondents have worked in the Hospitals for a period of less than 5 years, 40.5% of the respondents indicated that they have worked in the health facilities for a period of between 5 and 10 years while 8.1% of the respondents said that they have worked in the health facility for over 10 years. The results indicate that the respondents have worked in the health facilities on different period of time and therefore the results captures the views of respondents who have worked in the hospitals on different period of time.



## **4.4 Factors Influencing Employee Retention**

To retain talented employees, employers must seek strategies aimed at reducing both involuntary and voluntary separations. Hospitals like any other institution need to understand what keeps their employees loyal and happy to be working with them over the years without falling to the temptation of switching to the competitor's payroll and it's as a result of this that the study sought to establish from the respondents the factors that influence retention of rural health workers in a five point Likert scale. The range was 'very low extent (1)' to 'very great extent' (5). The scores of very low extent have been taken to represent a variable which had mean score of 0 to 2.5 on the continuous Likert scale; ( $0 \leq S.E < 2.4$ ). The scores of 'moderate' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: ( $2.5 \leq M.E. < 3.4$ ) and the score of both great extent and very great extent have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; ( $3.5 \leq L.E. < 5.0$ ). A standard deviation of  $>0.9$  implies a significant difference on the impact of the variable among respondents.

### **4.4.1 Training and Development Opportunities**

Employees always want to develop career-enhancing skills, which always lead to employee motivation and retention. The respondents were requested to indicate the influence of training and development on retention.

**Table 4. 4: Training and Development Opportunities**

<b>Training and Development Opportunities</b>	<b>Mean</b>	<b>Std. Deviation</b>
Employees are properly oriented and trained upon joining this organization	4.1884	1.0549
Employees receive adequate training and information to do their job well therefore retaining them	3.9721	1.1756
Training and development plans are developed and monitored for all employees which help to manage turnover	3.6867	1.0348
The health centre releases employees from regular work to attend training and even sponsor them where possible thus reducing rate of resigning	3.8861	1.0966
Overall mean	3.9333	

Source: Author (2014)

The findings presented in Table 4.4 indicate the distribution of responses on the level of agreement with the influence of training and development on rural health workers retention. The findings indicate that the respondents agreed to a great extent that employees are properly oriented and trained upon being employed in the hospitals (mean = 4.1884); employees receive adequate training and information to do their job well (mean = 3.9721); employees are regularly released from work to attend training and even sponsor them where possible (mean = 3.8861) and that training and development plans are developed and monitored for all employees (mean = 3.6867). From the results, it can be concluded that training and development was being used by the hospitals to retain its health workers by orienting and training them when they are employed, releasing employees to attend training and monitoring training and development plans for all employees. The Ministry of Health offers various opportunities for refresher trainings for its staff across the Board.

#### **4.4.2 Influence of Compensation on Retention**

The respondents were requested to indicate the influence of compensation on health workers retention. Compensation systems that organizations offer to the employees play a key role in increasing employee motivation, performance and productivity and thus the need to understand its influence on health workers.

**Table 4. 5: Influence of Compensation on Retention**

<b>Influence of Compensation on Retention</b>	<b>Mean</b>	<b>Std. Deviation</b>
Good evaluation has a positive impact on career advancement and/or pay raise of employees	2.7342	.9662
Employees are compensated especially those employees (doctors) who gives outstanding performance or unique skill	2.3419	.7024
The rewards offered to employees are comparable with what the market offers thus encouraging them to remain in the hospital	2.1558	.9271
The rewards offered to employees are commensurate to work hence job satisfaction	2.2953	.9772
Compensation caters for your needs leading to retention	2.4581	.8125
Pay equity assists in employee retention	2.6744	.9503
The employees are offered good benefits package	2.3264	.6092

Source: Author (2014)

The results on the extent to which compensation influence retention of employees was that the respondents were not sure that good evaluation has a positive impact on career advancement and/or pay rise of employees (mean = 2.7342) and that pay equity assists in employee retention (mean = 2.6744). The respondents disagreed that the health workers were compensated especially those employees (doctors) who gives outstanding performance or unique skill (mean = 2.319); health workers were offered good benefits package (mean = 2.3064); rewards offered to health workers commensurate their work hence job satisfaction (mean 2.2953); compensation caters for health workers needs (mean = 2.2581) and that rewards offered to employees are comparable with what the market offers (mean = 2.1558). The results indicate that compensation did not influence retention of health workers as they were not compensated well, offered good benefits package, commensurate according to their work, compensation caters for health workers needs and that rewards offered to employees were commensurate with market offers.

#### **4.4.3 Career Development Opportunities**

The respondents were requested to indicate the influence of career development opportunities on health workers retention since when employees cannot foresee their path of career development in their current organization, there are chances that they will leave the organization as soon as they get an opportunity. The results are presented in Table 4.6.

**Table 4. 6: Career Development Opportunities**

<b>Career Development Opportunities</b>	<b>Mean</b>	<b>Std. Deviation</b>
There is career development leading to employee retention	3.8302	1.1628
Employees are given opportunities to learn new things so as to build their career goals	4.0558	.9781
Manager assistance on employee career development leading to employee retention	3.7516	.8421
Career development gives imperative outcomes to employer and employees	3.6837	.9512

Source: Author (2014)

From the findings, the respondents were in agreement to a great extent that the health workers were given opportunities to learn new things so as to build their career goals (mean = 4.0558); career development exist in the hospitals (mean = 3.8302); managers assist in employee career development (mean = 3.7516) and that career development gives imperative outcomes to employer and employees (mean = 3.6837). The results implies that career development to the health workers influenced their retention as career development exist in the Hospitals and this gives the health workers opportunities to learn new things so as to build their career goals and at the same time the workers managers assist in career development which gives imperative outcomes to employer and employees.

#### **4.4.4 Management Style**

Leaders are the human face of the firm and therefore the style of the leadership have great effect on the performance of employees. The study therefore sought to establish the influence of management style on health workers retention. The results are presented in Table 4.7.

**Table 4. 7: Management Style**

<b>Management Style</b>	<b>Mean</b>	<b>Std. Deviation</b>
Supervisors go out of their way to make employees' work- life easier which influences their decision to stay in the health Facility.	2.3744	.8281
Managers ensure that their actions are not only fair but also perceived as fair by the employees in order to retain them	2.7442	.7111
Employees' hard work is appreciated which encourages them to stay longer	2.6572	.8574
Employees are allowed to take part in decisions that influence their jobs, increasing job satisfaction	2.2468	.7850
Employees' ideas are very frequently used constructively, motivating them to serve longer	2.2816	.7702

Source: Author (2014)

The results indicate the distribution of responses on the influence of management style on retention of health workers in the hospitals. The results indicate that the respondents were moderate on managers ensuring that their actions were not only fair but also perceived as fair by the employees in order to retain them (mean = 2.7442) and that health workers hard work was appreciated which encourages them to stay longer (mean = 2.6572). The respondents disagreed that supervisors go out of their way to make employees' work- life easier (mean = 2.3744); employees' ideas are very frequently used constructively, motivating them to serve longer (mean = 2.2816) and that employees are allowed to take part in decisions that influence their jobs, increasing job satisfaction (mean = 2.2468). From the analysis, it can be concluded that supervisors go out of their way to make employees' work- life easier, employees' ideas were used only to an extent constructively in order to motivate them and the same applies to taking part in decisions that influence their jobs. The managers ensured that their actions were not only fair but also perceived as fair by the employees and that health workers hard work was appreciated.

#### 4.4.5 Work Environment

The respondents were requested to indicate the influence of work environment on health workers retention. The work environment gives employees a sense of being valued which makes them to strive to work and stay in the organizations. The results are presented in Table 4.8.

**Table 4. 8: Work Environment**

<b>Work Environment</b>	<b>Mean</b>	<b>Std. Deviation</b>
The management cares about the health and safety of employees	2.8605	.9899
Manageable workload is given to all employees which helps to retain employees	1.9651	.7564
There is flexibility in scheduling in the health centre which plays a major role in retaining employees	2.3209	.9392
The management makes any possible effort to create a collaborative work environment, to build relationships of trust and mutual understanding among employees	3.0698	.8269

Source: Author (2014)

The results indicate the distribution of responses on the influence of work environment on health workers retention. The results indicate that the respondents were in agreement to a moderate extent management making possible effort to create collaborative work environment (mean = 3.0698) and that the management cared about the health and safety of employees (mean = 2.8605). The respondents on the other hand disagreed that there is flexibility in scheduling in the Hospital (mean = 2.3209) and that manageable workload is given to all employees (mean = 1.9651). The results implies that the management makes effort to create collaborative environment by caring about the health and safety of health workers however there is unrealistic flexibility in scheduling and that the workload was not manageable as the staffing numbers are low.

#### 4.5 Discussion

The people who make up an organization -human resources- are considered to be one of the most important resources of today's organizations. People and how they are managed are becoming more important because many other sources of competitive success are less powerful than they

are used to. The loss of talented employees may be very detrimental to the organization's future success. It becomes imperative for Health Facilities to put in place strategies to retain their workforce for performance. The study established that training and development was being used by the hospitals to retain its health workers by orienting and training them when they are employed, releasing employees to attend training and monitoring training and development plans for all employees. This results are consistent with Gomez et al, (2005) findings that training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organization in future. Mondy and Noe (2005) argue that training and development is the formal activities designed by an organization to help its employees acquire the necessary skills and knowledge to perform current or future jobs. Training and development activities like job training, coaching, mentoring and counselling are important activities for employees to get valuable support, knowledge, skills and abilities.

Compensation systems that organizations offer to the employees play a key role in increasing employee motivation, performance and productivity. In the rural hospitals however, the health workers were not compensated well, offered good benefits package, commensurate according to their work, compensation catering for health workers needs and that rewards offered to employees were commensurate with market offers. These results were consistent with Greller (2006) findings that people always work for a reason and the cause should be provided by work, organization, co-workers or from within. Rewards are substantially related to turnover as employees who are satisfied with organizational rewards will believe losing such a competitive reward to be costly and would not find such compensation elsewhere, and therefore they choose to stay. Development opportunities enable the employees to increase their knowledge which result in increased output. The study established that career development exist in the hospitals and this gives the health workers opportunities to learn new things so as to build their career goals and at the same time the managers assist in career development which gives imperative outcomes to employer and employees. The results are in tandem with Price (2007) findings that career development programs are important in ensuring continuous updating and upgrading of employees knowledge, skills, attitudes and competence. Investing in the development of the careers of employees is central in the maintenance and development of skills, knowledge and abilities of both individual employees and the organization as a whole.

The relationship between supervisor and worker play pivotal role in employees' turnover intention. Heathfield (2008) postulates that employees leave managers and supervisors more often than they leave organizations or jobs. Starting with clear expectations of the employee, management has a critical role to play in retention. Anything that management does to make the employee feel unvalued will contribute to turnover. These findings were found to be consistent with the results of the study which established that the supervisors do not go out of their way to make employees' work- life easier, employees' ideas were not used constructively in order to motivate them and that employees were not allowed to take part in decisions that influence their jobs. The working environment influences the perception of employees towards the work they are doing as they feel they are valued. The study established that the management makes effort to create collaborative environment by caring about the health and safety of health workers however there is no flexibility in scheduling and that the workload was not manageable. Ontario (2004) established that people want to work for an organization which appreciates work performance, has opportunities to grow, a friendly and cooperative environment and a feeling that the organization is second home to the employee.



# **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

## **5.1 Introduction**

This chapter gives the summary, conclusion and recommendations of the study. The suggestion for further research was also highlighted.

## **5.2 Summary of Findings**

The people who make up organization human resources are considered to be one of the most important resources of today's organizations and therefore how they are managed is becoming more important. The study established that training and development was being used by the hospitals in order to manage the health workers. Training and development was being used by the hospitals to retain its health workers by orienting and training them when they are employed, releasing employees to attend training and monitoring training and development plans for all employees. Although the training and development opportunities enabled the health workers to improve their skills and abilities thus enabling the rural hospitals serve the locals, the health workers were not compensated well and offered good benefits package that commensurate with their work. This de-motivates the health workers as the rewards offered to employees were not commensurate with market offers in larger towns and therefore they are constantly looking for a new job that will remunerate them according to their work.

Development of employees in an organization provides opportunities to employees to widen their knowledge and abilities for more efficient teamwork and achieve individual development. The study established that career development opportunities enabled the health workers to learn new things so as to build their career goals. This enabled the employees to be committed to their work as the training enabled them to handle difficult situations which they could not do initially. The managers were found also to have assisted the health workers in career development and this gives imperative outcomes to employer and employees and this enabled the health workers to feel appreciated by the management.

The leadership style being exhibited towards the health workers play a pivotal role in their turnover retention. The study established that the supervisors do not go out of their way to make employees' work- life easier; employees' ideas were not used constructively in order to motivate them. Employee involvement in decision making gives them a sense of being appreciated and valued in the organization, the study however established that the health workers were rarely allowed to take part in decisions that influence their jobs and this demoralizes them as they view the management as being insensitive to their ideas. The work environment gives employees a sense of being valued which makes them to strive to work and stay in the organizations. The study found out that the management makes effort to create collaborative environment by caring about the health and safety of health workers however there is no flexibility in scheduling and that the workload was not manageable.

### **5.3 Conclusion**

Health Workforce is considered as an important resource for the realization of any hospital's objectives and every effort should therefore be made to train and retain them at the same time. As an important resource, employees at all levels look for better pay, working conditions, training, performance management, employee relations and career prospects and this can help in stemming exit of staff. There is no need to emphasize that it is the people, people and people that make an organization achieve its objectives. The human resources for health in a facility, when looked after and provided with, will certainly pay back in terms of better results, better performance and enhanced productivity. The management should strive to make coherent human resource policies that fit closely with overall health institution strategy.

Kenya's developmental challenges demand that public healthcare system should stand up as one leading place to prepare the nation for the expected leap forward. But the evidence seems to suggest that the hospitals remain ill prepared. This is partly due to the low morale of the health workers, which in turn has increased the rate of labour turnover from the system. It is fair to say that health workers puts in their best when the work environment is conducive; when there are good welfare packages like good houses, good management style, training and development opportunities, good human resource policy, career advancement and other relevant fringe benefits. In the absence of these, it can only be expected that frustration and eventually quits will

result. Given their role in society, there is a strong case to pay special attention to rural health workers while not constituting them into a special class. However, it is important to further explore opportunities to provide more incentives to enable rural health workers maximize their role in the development process.

#### **5.4 Limitations of the Study**

The vast nature of Siaya County where the study was undertaken with hospitals stationed in deep rural areas could not allow the researcher to reach all of them due to infrastructure challenges, time, finances and related resources constraints.

The researcher used questionnaires with closed ended questions to collect data. These types of questions have the disadvantage of limiting the responses whereby the respondent is compelled to answer questions according to the researchers' choice. There are many other factors which may influence rural health workers retention but due to time constraint others were not taken for research.

#### **5.5 Recommendations**

The findings of the study provided the challenges that the rural health workers face in the discharge of their duties and therefore the findings of the study was of much help to the Government and the County Government to come up with policies that ensures that the rural health care workers who serve many people in the rural areas are well equipped with training so that they can be able to undertake their duties accordingly. Similarly these governments should ensure that the policies and other regulations addresses the challenges encountered by the workers working in the rural institutions so that they can attract and retain employees who have been deployed to work in the health facilities. The findings of this study can be a handy tool which could be used to provide solutions to individual conflict that has resulted from poor reward system.

The findings of the study supported motivational and hygiene needs theory as it highlights that employees stays in their work place as long as their needs are satisfied and motivated and therefore by understanding the factors that influence retention of employees, the central

Government and the County government was able to come up with measures that motivated the health workers in order to retain them. Employees are satisfied at their work by factors related to content of that work. Without having adequate human resource, the rural hospitals were unable to achieve established goals; hence managing human resource was the key role of success of the health institutions.

The findings of the study was of importance to the health non-governmental organizations for they were able to know the factors that contribute to rural health care staff turnover and thus addresses the factors so that they can attract qualified workers who were able to work in the institutions. The study established that compensation contributes to turnover of rural health workers and it is recommended that the government should revise the remunerations of the rural health workers in the public sector. This will go a long way in motivating the workers to continue working longer and effectively for the improved health care system. To improve on the core competencies emanating from both public/private sector human resources, the public/private sectors need to institute performance management system and train key staff on administration of the system, review the job descriptions, personnel policies and reward system. All such steps are aimed at motivating the staff to get the best out of them in order to achieve the health facilities' objectives and stop the high level of exit from the Hospitals.

## **5.6 Suggestions for Further Research**

The study was undertaken on the factors influencing retention of rural health workers and it is recommended that a similar study should be undertaken in other sectors and other contexts. The influence of demographic traits on performance may also be assessed. Future researchers should also consider investigating impact of public health workers turnover on health care provision by the Central Government and the County Governments. If the above studies can be undertaken, factors causing labor turnover and their impacts critically determined and proper analysis done, then labor turnover can be arrested and the effects of health workers retention would be experienced in the health sector.

## REFERENCES

- Armstrong, M. (2009), *A Handbook of Human Resource Management Practice* (11 Ed.) Cambridge, UK: Kogan Page Limited.
- Beardwell J. & Claydon T. (2007), *Human Resource Management, A contemporary Approach* 5th edition, Pentice-Hall.
- Bratton, J., & Gold, J. (2003), *Human Resource Management, Theory and Practice*, New York: Palgrave Macmillan.
- Chaminade, B. (2007), Retention management of critical (core) employees: A challenging issue confronting organizations in the 21st Century. *International Business and Economic Research Journal*, 46-50.
- Chew, J.C.L. (2004), *The influence of Human Resource Management Practices on the Retention of Core employees of Australian Organizations: An empirical study*. A published Masters Thesis, Murdoch University.
- Deros, B. M., Rahman, M. N., & Said, A. H, (2009), A survey of Benchmarking Understanding and Knowledge among Malaysian Automotive Components Manufacturing SMEs. *European Journal of Scientific Research*, (33)3, 385-397.
- Earle, H.A. (2003), Building a workplace of choice: using the work environment to attract and retain top talent. *Journal of Facilities Management*, 2(3), 244-257.
- Flegley, S. (2006), "Talent Management Survey Report", SHRM Research, Alexandria, VA
- Garibaldi P. (2006), *Personnel Economics in Imperfect Labour markets*, Oxford University press, Oxford.
- Glen, C. (2006), Key skills retention and motivation: The war for talent still rages and retention is the high ground, *Industrial and Commercial Training*, 38, 37-45.

- Gomez-Meija, L.R., Balkin, D.B. & Cardy, R.L. (2005), *Managing Human Resources*. Englewood Cliffs, NJ: Prentice-Hall, Inc.
- Gowry, R. (2011), Matching individual career plans and organizational career management. *Academy of Management Journal*, 30(4), 699-720.
- Greenhaus, J. H. (2004), Breaking all the rules for recruitment and retention. *Journal of career planning and employment*. 61(3), 6-8.
- Greller, R.M. (2006), Antecedents and Outcomes of Organizational Commitment, *Administrative Science Quarterly*, 22(1), pp.46-56.
- Hill, C. and Jones, G., (2001), *Strategic Management Theory*, Boston, MA: Houghton-Mifflin.
- Huselid, M. A. (1995), The Impact of Human Resource Practices on Turnover, Productivity and Corporate Financial Performance, *Academy of Management Journal*, 38, 635 – 72.
- Hytter, A. (2008), “Retention strategies in France and Sweden”, *The Irish Journal of Management*, 28(1), 59-79.
- Locke E.A & Latham G.P, (2004), *A theory of goal Setting*. Prentice Hall cliffs.
- Maslow, H (1948), A Theory Of Human Motivation, *Psychological Review*, 50, 370-396.
- Maslow, A. H. (1943), A theory of Human Motivation. In V.H. Vroom, & E.L. Deci (Eds), *Management and Motivation*. MD: Penguin Books Ltd.
- Mendez, T. M., & Stander, K. (2011), Positive Organization. The role of leader Behaviour in work engagement and Retention. *South African Journal of Industrial Psychology*, (37)1.
- Mitchell, T.R., Holton, B.C., Lee, T.W., Sablynski, C.J., & Erez, M. (2001), Why people stay: using job embeddedness to predict voluntary turnover. *Academy of management Journal*, 44, 1102-1121.

- Ontario, R.N. (2004), Human resource management and firm performance. *Journal of Management*.21(71), 1-738.
- Pandit, Y. V. L. (2007), Talent Retention Strategies in a Competitive Environment, *NHRD Journal, Hyderabad*, 27-29.
- Price, A (2007), *Human Resource Management*, In a business context, 3rd edition, south western, centage learning.
- Quarles, R. (1994), An examination of promotion opportunities and evaluation criteria as mechanisms for affecting internal auditor, *Journal of Managerial Issues*, 6(2), 176- 194.
- Ramlall, S. (2003),Organizational Application Managing Employee Retention as a strategy for Increasing Organizational Competitiveness. *Applied H.R.M.*, 8(2), 63-72.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001), Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86, 825–836.
- Robbins, S.P., Judge, T.A., Odendaal, A., & Roodt G. (2009), *Organisational Behaviour: Global and South African Perceptions*. 2nd edition. South Africa: Pearson Education.
- Sass, D. A., Seal, A. K., & Martin, N. K. (2011), Predicting teacher retention using stress and support variables”. *Journal of Educational Administration*, 49(2), 200-215.
- Schuler, S.R., Jackson, S.C. 2006.*Managing Human Resources*. Cengage Learning.
- Torrington, D.S. Hall, L. & Taylor, S. (2005), *Human Resource Management: 6<sup>th</sup>edition*, Prentice Hall, Financial times. London, UK.
- Vroom, V. H. (1964),*Work and motivation*. New York: John Wiley.





## Section B: Factors Influencing Employee Retention

7. To what extent do the following factors influence retention of employees in your rural Health Facility? Use 1- Very low extent, 2-Low extent, 3-Moderate extent, 4- Great extent, 5- Very great extent.

<b>Training and Development</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Employees are properly oriented and trained upon joining this Health Facility.					
Employees receive adequate training and information to do their job well therefore retaining them.					
Training and development plans are developed and monitored for all employees which help to manage turnover					
The health Facility releases employees from regular work to attend training and even sponsor them where possible thus reducing rate of resigning					
<b>Compensation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Good evaluation has a positive impact on career advancement and/or pay raise of employees					
Employees are compensated especially those employees (doctors) who gives outstanding performance or unique skill					
The rewards offered to employees are comparable with what the market offers thus encouraging them to remain in the health Facility					
The rewards offered to employees are commensurate to work hence job satisfaction.					
Compensation caters for your needs leading to retention					
Pay equity assists in employee retention					
The employees are offered good benefits package					
<b>Career Development Opportunities</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There is career development leading to employee retention					
Employees are given opportunities to learn new things so as to build their career goals					
Manager assistance on employee career development leading to employee retention					
Career development gives imperative outcomes to employer and employees					

<b>Management Style</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Supervisors go out of their way to make employees' work- life easier which influences their decision to stay in the Hospital.					
Managers ensure that their actions are not only fair but also perceived as fair by the employees in order to retain them					
Employees' hard work is appreciated which encourages them to stay longer					
Employees are allowed to take part in decisions that influence their jobs, increasing job satisfaction.					
Employees' ideas are very frequently used constructively, motivating them to serve longer					
<b>Work Environment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The management cares about the health and safety of employees					
Manageable workload is given to all employees which helps to retain employees					
There is flexibility in scheduling in the health centre which plays a major role in retaining employees					
The management makes any possible effort to create a collaborative work environment, to build relationships of trust and mutual understanding among employees					