FACTORS INFLUENCING EMPLOYEE TURNOVER IN PRIVATE HOSPITALS: A CASE OF TRANSCOM WENDO HOSPITAL IN RUIRU KIAMBU KENYA

BY

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DECLARATION

I earnestly declare that this project is my original work and has not been submitted partially at any other institution or college for any scholarly award.

Signature…………………………….. Date………………………….

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D61/77333/2015

The research project has been presented for examination with my authorization as the university professor.

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DEDICATION

To my loving husband and children Derrick and Yvonne, you have been my strongest tower and inspiration. To spiritual and financial support has been immense. "Life is not about finding yourself. Life is about creating yourself." George Benard Shaw.

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ABSTRACT

The purpose of the study was to investigate the factors that influence employee turnover in Wendo Hospital, Kiambu County. The study was informed by two theories namely, the Herzeberg theory and employee turnover. The methodology used was descriptive research design where primary data with closed ended questions was collected. The study utilized descriptive and inferential statistics for data analysis. Descriptive statistics in the form of mean and standard deviation was used to analyze the data. The findings from these statistics were presented in the form of bar graphs, pie charts, and tables. Inferential statistics in the form of factor and principal component analysis was also carried out. The inferences made were used to tell apart the major factors that influenced employee turnover in private hospitals particularly the case of Transcom Wendo hospital in Ruiru Kiambu County. The findings found out that three factors that influenced in Wendo hospital turnover included employee training, working conditions and leadership. Other factors such as wages and salary, employee tenure, rewards, compensation, workplace conflict and communication had neutral effects on turnover. Therefore, recommendations focused on working on the employee training, improving the working conditions as well as fostering the leadership. Future research should focus on determining specific factors that influence turnover in institutions to assist companies deal with similar situations.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Employee turnover remains a great concern for most organizations including the government entities. Smith (2007) urged that institution spend over USD 200 billion every year on recruitment and replacement of the employees. According to Schneider et al., (2003) high employee turnover forces school, for example, to devote attention, time and financial resources on replacing staff. Khatri et al., (1999) study of employee found out that a number of aspects influence worker renewal rate, namely; demographic governable and ungovernable factors. Demographic elements would comprise; age, sexual orientation, academic ranks, economic levels, executive and non- executive statuses.

In the 21st century, the human resource management is responsible for employee recruitment and firing. In addition, the human resource department have the responsibility to invent strategies of retains the staff. However, the skill to hire and retain employee's overtime has been a consistent challenge in the hiring process. Human Resource Practitioners report that organizations a having trouble retaining the employees. The problem translates into the efficiency and effectiveness of a company. Some of the uncontrollable include other employment opportunities and employment leaping. Governable elements include; remuneration, occupation type, regulation, structural obligation, distributive fairness, and procedural impartiality (Armstrong, 2004).

The study was anchored in Herzberg two factor theory and the turnover. While the former deduces that hygiene factors can lead to employee dissatisfaction and thus affect employee turnover as well as emphasize on motivator factors, the latter examines the rate at which

staff members enters and leaves an organization. The study establishes the theoretical foundation by using Herzberg two factor theory and employee turnover model to provide an understanding of factors that influence turnover in Transcom Wendo Hospital.

The motivation towards the study in Transcom Wendo hospital is because of the challenges observed as a result of workers' turnover. Among the challenges include difficulties in following up patient's history for better treatment because of high employee turnover. The problem impacts on the capacity to attain consumer loyalty who felt that the services offered by the institution were inadequate.

1.1.1 Concept of Employee Turnover

Werner et al., (2008) describe employee renewal rate as the movement of workers in and out of the limits of the firm. They also distinguish manageable and unmanageable renewal rate. As per Nel et al., (2008), manageable turnover alludes to throughput which can be determined by the management in an organization. It comprises both deliberate abdications and expulsions. Deliberate abdications are manageable in light of the fact that administration can propose enhanced remunerations, operating environment and chances to hold workers (Kwamboka, 2015). Unmanageable employee renewal rate alludes to throughput which is beyond the administration regulation, for example those resulting from retrenchments, incapacitation, and death.

Globally withholding of talented workers has been of grave concern to administrators in light of regularly increasing rate of worker renewal. The present business condition has turned out to be extremely focused, consequently creating experienced workers the key distinguishing aspect for majority of firms. Firms, both open and private, depend on the

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capability of their workers so as to contend positively and certainly achieve an upper hand in the global arena. On the other hand contemporary investigations have demonstrated that maintenance of profoundly experienced workers has turned out be a daunting duty for administrators as these class of personnel are being enticed by more than one firm at any given moment with different sorts of incentive (Netsweraa et al.,2005)

1.1.2 Factors that Influence Employee Turnover

Worker renewal is the throughput of an employee in the organization (Maquis, 2008). They also differentiate between governable and ungovernable turnover. Human Resources are the most vital aspect of any organization. Kwamboka (2015) report found out Human Resource expense is usually the largest single item in at the recurrent budget in health care sectors. Turnover remains a challenging issue for most organizations, especially the health care sectors. Organization should establish why these high staff turnover. They should investigate it, know the factors that lead to these expensive exercises of hiring and recruiting to replace the employees, especially in our case the nurses.

According to Nel et al., (2008) his are some of the factors that might influence nurses turnover an employee personal reasons, salary problem, promotion and transfer issues, extreme work pressure or stress, getting a better opportunity, training, workplace conflict, communication, working conditions, leadership and other factors that might influence nurses turnover (Maquis, 2008). Cox (2013) showcased how lack of training undermines employee motivation increasing the chances for turnover. Authors such as Albaker, (2008); Igbal et al., (2017) observed that as long as the working conditions are not welcoming, employees will leave a firm. Such conditions included availability of resources, proper working space and friendly regulations. Ng'ang'a (2013) stated that the quality of leadership directly influence employee turnover.

Factors such as work conflict, which are associated with unresolved work issues impacts on employee morale. Bosses who talk about much of the time with agents diminish the threat of making a workforce that feels disparaged and underestimated. Keeping specialists taught about various levelled changes, staffing plans and fluctuating business demands is one way to deal with assurance delegates remain with the association (Nganga, 2013). Igbal et al., (2017) also provided employee tenure, rewards and compensation strategies implemented by a firm as determining factors of turnover.

1.1.3 Private Hospitals in Kenya

In Kenya the health department includes both the public scheme and the private scheme. The MOH and state corporations forms the key actors in the public sector whilst, NGO, FBO facilities which are mostly non-profit falls into the private sector. These services are delivered in a linkage of more than 4,700 health amenities spread throughout the country, with the public sub-sector representing approximately 51% of these amenities. The general wellbeing sub-division contains the accompanying dimensions of prosperity workplaces: national referral specialist's offices, basic general centers, territory specialist's offices, prosperity Centre's, and dispensaries.

In 1994, the Government of Kenya (GOK) endorsed the Kenya Health Policy Framework (KHPF) as a layout for making and running prosperity organizations. It includes the long-run key essentials and moreover the arrangement for Kenya's prosperity part. To operationalize the chronicle, the Ministry of Health (MOH) developed the Kenya Health Policy Framework Implementation Action Strategy and set up the Health Sector Reform Secretariat (HSRS) in 1996 underneath a Ministerial Reform Committee (MRC) in 1997 to lead and direct the execution method. A defense program inside the MOH was likewise begun.

1.1.4 Transcom Wendo Private Hospital in Kiambu

Transcom Wendo hospital was started by Madam Priscah Munyua back in 2008 as a private outpatient health care provider. Transcom Wendo has grown into a full pledged hospital in Ruiru Kiambu county in Kenya. The hospital has 84 members of staff among them 67 nurses, 2 full time doctors and 15 consultants. The hospital has established a branch in Thika providing both outpatient and inpatient medical services. It sits on 3 hectares land with 20 beds capacity and a fully equipped and functional theatre. Transcom Wendo hospital is one of the biggest hospitals in Kiambu County. The nurses are involved in the community health projects and their newly started branch.

However, the hospital has experienced high rates of staff turnover especially the nurses. There has been deterioration in the number of employees in the hospital. The outcome limits or constrains the growth of the hospital for reasons such as a lack of consistency in proper treatment of the patience. Between 2016 and 2017, the number of employee turnover was 29 and 23 respectively. Presently, the numbers of employees retained are 112 while 82 staff members left. The condition is what has prompted research in the hospital for the purpose of understanding ways to improve employee retention rate.

1.2 Research Problem

Staff turnover has been regarded as a general degree or sign of the firm functionality. Once workers are disgruntled with their job, they have a tendency to pull back so as to limit their presentation to the work. Worker renewal rate is further aggravated by the fact that dropping extraordinary accomplishing people affect the output of the firm, as the firm misses the venture that was made in their advancement. As the percentage of the workforce in the professional or highly technical work increases, understanding and effective

management of the occupation affiliation amongst specialized personnel and their hiring firms turns out to be progressively essential (Cox, 2012). Disproportionate worker renewal rate generates an unsteady personnel, escalates expenses and impacts negatively on organizational performance.

Early studies in the nursing department in different parts of the world have seen turnover as a problem. For instance a study by Burns and Grove in UK in 2001 explored the pap of knowledge required in the nursing practice and uncovered turnover as a major challenge. A similar study by Morrel (2005) in UK identified tremendous nurse shortage as a result of turnover. Lephalala (2003) study of turnover in England acknowledged that a lack of recognition, irregular promotions, inability to recognize autonomy as leading reasons for nurse turnover. Lephalala (2003) research also covered non-European countries as similar results were determined.

Kenya has also conducted studies in both public and private hospitals regarding employee turnover. For instance Ndemaki (2014) conducted a study to "determine the factors influencing turnover among doctors at the Aga Khan Hospital, Kisumu" where he found grouped the factors organizational, individual, environmental and job related factors. Another study was conducted by Omondi in (2010) to "determine the factors influencing turnover of medical doctors at the Nyanza provincial general hospital" where he identified environmental, job, individual and organizational factors as key influencers. In 2015, Ofunya Afande tried to determine the "factors that contribute to the high turnover among nurses working in MP Shah" were resulted confirmed both extrinsic and intrinsic factors as influential. With the identified factors that can influence turnover among doctors and

nurses, this study seeks to identify the factors that contribute the most or the least to turnover in Wendo Private Hospital, Kiambu County.

1.3 Research Objective

The objective of the study was to determine the factors that influence employee's turnover in Transcom Wendo Hospital in Kiambu County.

1.4 Value of the Study

This study is important to the academic practitioners in the addition of knowledge to the field as well as fostering further research in future. Through documentation of findings, the study will help identify gaps in the study as may likewise be utilized as a reference point when carrying out research on staff renewal rate and associated subjects.

The study has personal benefits since it teaches on employee retention strategies (Nganga, 2013). This study will assist the managements in the private and public health institutions use to finding to put in place effective and beneficial strategies and policies that will reduce turnover of nurses from these organizations and consequently improve retention in the private health sector. The government will certainly benefit by making policy related decision that influence retention of health staff. This study will help realize that better overseen doctor's facilities for the most part have better clinical results that a healing center's administration rehearses do connect with the clinical results it accomplishes, including death rates, and also with patients' fulfillment with consideration.

The study is beneficial to policy makers as it informs the necessary policies hospitals should emphasize upon as measures to ensure low employee turnover. Through establishing the factors that mostly influence employee turnover, the management will be able to put more emphasis on the factors that are perceived to influence employee turnover.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will focus on literature related to staff turnover. Staff turnover is the movement of employees from an organization. It can take the form of transfers out of the organization, resignations, discharges, retirement or death.

2.2 Theoretical Foundation

This study will be anchored on two theories which are Herzberg's two factors theory and employee turnover.

2.2.1 Herzberg Two Factor Theory

Herzberg's two factors theory was created by Frederick Irving Herzberg in 1950 as part of the pleasures of motivation theories. The model believes that the motivation to work is intrinsic rather than external. To attain an internal drive to work, a firm must create a conducive environment such as encouraging self-realization, delegation of responsibilities, offering status to employees and offering an enabling environment through favorable policies, working conditions, and supervisions. Even though external motivators such as salaries and rewards influence the motivation to work, Herzberg theory insists that working atmosphere has a higher contribution towards workers satisfaction (Murrells, Robinson, & Griffiths, 2008).The motivator factors emphasize on non-monetary stimuli such as achievement recognition, decision making involvement in addition to other intrinsic conditions (Murells, et al., 2008).

External conditions that facilitate the standards of an individual include job security, fringe benefits, salary increment, and allowances. For such, companies are entitles to make sure that they establish and re-establish conditions externally oriented practices that encourage employee involvement (Holmberg, Sobis, and Carlstrom, 2015). The model is beneficial to this study as it gives a perspective about the needs to employees to ensure a favorable working condition. Emerging factors that the concept presents is that there is an inverse relationship between interior and exterior motivations. Therefore, employees will not be able to offer their best when they are not involved in a company's affairs. To inspire the desire to work, employees must understand the external and internal influences of workers capacity to work (Murrells, Robinson, & Griffiths, 2008).

2.2.2 Employee Turnover

Employee turnover examines the rate at which employees enter and depart form an organizations. According to scholars such as Loquercio et al. (2006) and Singh et al. (1994), the concept focus more on the termination of a contract by the employee before the actual expiry of a contract. Usually, the departure is voluntary. Companies that experience swift entry and entry of members of staff within a year or a month have poor worker satisfaction compared to those that can retain employees for more than a year. Although some form of employee turnover may be good for an enterprise especially when it involves low performing employees, research indicates that firms with high turnover rates reduce their productivity levels and lowers an institution's effectiveness and productivity. Another observation about the model related to the voluntary moving out of the high performing employees for search of higher value.

The turnover provides that employees may leave in search of better opportunities especially when such staff understands their market value. Other reasons for departing from an organization are aligned to the fact that the staffs are dissatisfied with the work being offered by the organization. Despite the factors, the model posits the dangers of high turnover rates as dangerous for a firm in terms of profits and growth, this relates to the study as it offers more insights on factors that influence performance (Loquercio et al., (2006).

2.3 Factors that Influence Employee Turnover

2.3.1 Employee Training

New-enroll presentation and aptitudes planning are two required parts of occupation preparation for which directors are careful. Occupation arranging begins with the hidden development in getting ready in the midst of new-utilize presentation. Delegates who start new occupations with no kind of presentation or planning are much of the time clueless of workplace methodologies and systems that would benefit their movement execution (Cox, 2013). Additional setting up all through the business relationship remains up with the most recent and enables a more beneficial and gainful workforce. Right when delegates miss the mark on the planning critical to end up more beneficial, their execution perseveres and they will either leave of their own volition for occupations that give getting ready and specialist support or they will be finished for poor execution (Cox, 2013)

2.3.2 Working Conditions

Delegates must have the crucial mechanical assemblies to play out their commitments. This consolidates the most ideal equipment, contraption and PC development and what's more acceptable lighting, work space and ergonomically-change seating (Iqbal, Guohao, and Akhtar 2017).Poor working conditions as a result of physical segments provoke low

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effectiveness and for the most part work disillusionment. The last referenced, particularly when left unaddressed leaves agents feeling underestimated and they inevitably take off.

Albaker (2008) led an investigation entitled "Examination of the effect of hierarchical and individual components to think about oneself in the workplace". The discoveries show that the accompanying elements are simply the most persuasive in the idea of self as an (autonomy at work, professional success, social and monetary dimension, length of administration). Albaker (2008) directed an examination planning to evaluate the level of occupation fulfilment among employees in the focal Jordanian colleges, likewise expected to distinguish the effect of components (sexual orientation, conjugal status, scholarly rank, school, and experience). The analyst has built up a device of the examination, which included five territories of occupation fulfilment (goals and strategies of advanced education, laws, directions and guidelines, authority and basic leadership, scholastic opportunity of employees, and authoritative atmosphere).

2.3.3 Organizational Leadership

Administration preparing specialist enhancement, and master measurement classes and furthermore workshops demonstrate the business' excitement for tapping current HR for bigger sum employments inside the relationship through headway from-inside methodologies and movement plans. Propelling labourers without the benefit of essential activity planning puts the business in risk for high turnover and low productivity (Nganga, 2013). It's much equivalent to setting the manager up for frustration and it imperils delegate boss associations. Organization, getting ready and delegate enhancement can empower the new supervisor to perceive how to change her twofold commitments – regulating office

works and directing people. Without power getting ready, in any case, the chief can miss the mark since she didn't get the planning she required and specialists who reply to her persist in perspective of potentially poor agent head associations (Nganga, 2013).

2.3.4 Workplace Conflict

Representatives associated with job surrounding struggle — specifically when the executives or HR neglects to explore or settle the concern — consider becoming separate workers or consider doing other businesses (Kwamboka, 2015). Uncertain work environment strife detrimentally affects representative confidence. Business precautionary measures combine work authorization approaches allowing for reasonable firms to representatives procedures, being able to report cases resulting in employee retention for example, provocation or tormenting (Kwamboka, 2015).

As indicated by Okafor (2016), an investigation led by CPP, Inc. on industry pioneers in research, preparing and hierarchical advancement devices demonstrated that worker's normal putting in of 2.8 hours out of each week associated with some kind of work environment strife. It results in representative's whittling down other than lost efficiency and association's benefit. Steady loss alludes to a slow, characteristic decrease in participation or staff, as through retirement, renunciation or passing (Okafor, 2016). It results in loss of abilities, the expense of preparing the newcomers and antagonistically influences the profitability of the association. In this manner, it is critical to check the wearing down.

2.3.5 Communication

Managers who talk about reliably with delegates decrease the risk of making a workforce that feels thought little of and dismissed. Keeping delegates taught about definitive changes, altering businesses as well as staffing plans as a way of dealing with employee labourers (Nganga, 2013). Disregarding delegate stresses over expert strength through nonappearance of correspondence or banning specialists from talks that can impact their action execution, for instance, game plan or procedural changes, conflictingly impacts the way in which labourers see their chief. Their points of view change to frustration finally low productivity on the grounds that of low confidence and separation. In an examination by Nwagbara (2011) a model of correspondence and turnover was hypothesized that bargains with purpose to leave as an indicator of worker turnover.

To this end, this examination featured that correspondence issues are forerunner to representatives' emotional reactions in connection to correspondence fulfillment and occupation fulfillment and also hierarchical duty, which in the end prompt worker turnover intension and genuine turnover. Toward this path, the examination demonstrates that directors' techniques and methodologies of correspondence have a lot of effect on subordinates' turnover. In this manner, these two factors: chief's specialized technique and laborers' aim to leave are related (Nwagbara, 2011).

2.3.6 Employee Tenure

Work residency is day and age that a man spent at work in an association. It has negative connection with Voluntary Employee Turnover (VET). At the point when a representative getting more established in an organization and advanced on senior assignment then he/she

has less readiness to stop or leave the activity. As per Iqbal, Guohao, and Akhtar (2017) extensive stretch of work increments authoritative responsibility (OC) that reflects most extreme speculation has been made in the organization. Workers with incredible association with partners and passionate connection with organization, have excessively to lose while leaving the association. It is conjectured that specialists who invest longer energy typically get a supervisory position where they feel great or fulfilled with the goal that turnover rate naturally stay in adequate dimension (Nwagbara, 2011).

2.3.7 Employee Rewards

Financial reward has been characterized in such a way like money or proportionate that a worker gets against his administrations from the business. Here proportional reward incorporates incidental advantages, medicinal offices, and provident store. Money related prizes have negative impact on Voluntary Employee Turnover. This reward raises work fulfillment (JS) or hierarchical responsibility (OC) and moreover suite for limiting the goal to leave the activity (Nganga, 2013). Non-financial reward projects can give viable options without trading off spirit or stressing working spending plans. Executing a non-financial reward program can manufacture unwaveringness, culture, and correspondence between inward systems while it diminishes struggle and strife related intensity among the executives and staff—all at little expense to the organization. At times, occasions, meeting appointments, the printing of declarations (or requesting of plaques) and booking time off for meriting staff can be arranged and executed outside of staff time (Nganga, 2013).

2.3.8 Wages and Salary

The factor of pay is about 31.8% for worker maintenance at any association (Guohao, and Akhtar 2017). One of the human assets the executives rehearse is the compensation practice which manages pay regularly, wage, pay, and advantages and so on it has a vital job in usage techniques. Abnormal state of pay and advantages as contrast with different organizations in the market, draw in and hold fantastic representatives. While then again representatives likewise need to endeavor to keep up their abnormal state of execution else they will lose their work. It additionally has some connection with employment fulfillment. Besides, he clarifies two diverse kind of pay rehearses impact on occupation fulfillment; fulfillment with pay itself and fulfillment with money related prospects in the up and coming.

There is a long-term enthusiasm of two things which are associated with occupation fulfillment (Guohao, and Akhtar, 2017). To improve representative inspiration which will build the worker efficiency, the connection between pay practice and employment fulfillment is imperative. There are some assorted examinations, for example, Steijin investigate the general employment fulfillment of Dutch to employees with their compensations. The outcomes demonstrate that there is constructive outcome of the presence of HRM practice which alludes to pay practice at work fulfillment. Similarly, Bradley, Petrescu, and Simmons watch the effect of human asset the executive's practices and pay disparity on specialists' activity fulfillment (Guohao, and Akhtar, 2017).

2.3.9. Supervision of Employees

Grumblings about supervisors are frequently identified with an apparent absence of help. At work preparing, support and limit building don't in every case plainly show up as an obligation of field directors and numerous frequently have a specialized back ground. Individuals are bound to need to proceed onward when they feel that they are not appropriately overseen, regarded, bolstered or created by their chief states Iqbal, Guohao and Akhtar (2017). Most field administrators have specialized foundation, in prescription or building for instance as opposed to administrative experience submits (Iqbal, Guohao and Akhtar, 2017).

Estimate shrewd, littler associations regularly think that it is harder to hold their staff since vocation prospects is more constrained and there is less possibility of finding a match between one's desires and accessible positions. They additionally have less unhindered assets, implying that they have fewer assets within reach to manufacture staff faithfulness notes Henry and People in Aid (2004). As far as enlistment, it is essential that the choice procedure distinguishes potential representatives that "fit" with the Organization's standpoint and qualities. Inability to do as such can result in the agreement finishing rashly (Nganga, 2013).

2.4 Measures of Employee Turnover

By and large standard for dependability can give you extraordinary knowledge on the wellbeing of your group, office, or association all in all. By and large standard for dependability can be determined by partitioning the current number of utilized people by

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the quantity of workers toward the beginning of your estimation period, duplicated by 100. Generally speaking turnover rate is the inverse of your standard for dependability, and can likewise give you a sign of the strength of your group (Nganga, 2013). In general turnover rate can be determined by isolating the quantity of people who left over an explicit timeframe, by the normal number of workers over that equivalent period, increased by 100.

Numerous individuals utilize turnover rate and consistency standard reciprocally, yet the Society of Human Resources Management makes an incredible refinement between the two (Wambui, 2012).Voluntary turnover happens when a worker leaves and leave the group or organization. This sort of turnover for the most part happens in light of the fact that the worker is troubled at work, regardless of whether due to clashes, inappropriate remuneration or the executives, or even on the grounds that they weren't an ideal choice for the activity, group, or organization. Automatic turnover happens when a worker is compelled to leave the association, for the most part on account of low execution or, once more, for absence of fit between the representative and the activity, group, or organization culture (Iqbal, Guohao and Akhtar, 2017).

2.5 Empirical Review and Knowledge Gaps in Employee turnover

Gupta1 (2013) directed an examination on "An Analysis of Attrition: Retention system for IT/BPO Industry" and discovered truancy speaks to critical expenses to generally associations. It is odd, accordingly, that numerous associations neither measure such expenses nor have targets or plans to lessen them. In any case, it is by all accounts one of the territories in which HR can have any kind of effect and one that can be estimated in

quantifiable, money related terms against targets. The examination is centered around enlistment and maintenance challenges that the IT/BPO industry at present faces and to look at approaches to diminish high turnover rates among first year Employees in the main Domestic Call Center situated in Indore.

As indicated by the Department of Human Resources (MSource BPO, Indore), turnover rates for perpetual Agents/Executives were 15.6% in 2009 and 35% in 2012. Branch of Human Resources which likewise tracks weakening of impermanent workers estimated the turnover rate for transitory representatives to be 77% in 2012. Latha (2013) has led the examination "A Study on Employees' Attrition in BPO Sector with Special Reference to Chennai City" to discover the purposes for the expansion in whittling down rate in BPO segment and to discover the methods for maintenance techniques. It is discovered that the a large portion of the representatives working BPO divisions are expecting better pay rates, professional stability, flexi working hours and perfect strategies. So associations should focus on these issues to hold the workers.

For Deepa (2012) in an investigation "An Exploratory Study on Employee Turnover In "It" Industry with Special Reference to Chennai City" The worker turnover jumps up as a crucial issue in IT organizations. The specialists had accepted 250 respondents as their example measure from universe and unmistakable research configuration was received. These explorations think about utilizations different techniques to investigate the reasons and foundations for representative turnover in IT organizations. The devices utilized are Chi-square investigation, weighted normal strategy, T-test and F-test. In view of the examination and elucidation, it is derived that the IT Industry needs to execute the

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Retention Plan by remuneration Policies, Changes in work Requirements and enhancement in working conditions (Deepa, 2012).

Asifa's (2012) think about "Is representatives' turnover aim driven by hierarchical responsibility and authoritative help" demonstrated that turnover expectations of telecom part's workers were reliant on the authoritative duty and saw authoritative help; further hierarchical responsibility and saw hierarchical help had huge negative effect on the turnover goals of the workers. Results have been talked about with explicit reference to researched segment's way of life inside Pakistan area. Henceforth it was demonstrated a constructive outcome of hierarchical duty and saw association bolster on turnover aims of the workers. Administrators should devise such sort of strategies, methodology and plans which may urge and persuade workers to bring a feeling of respect and possession inside the association and turn into a critical and valuable resource for the association.

Pakistan is a creating nation where benefit industry like Telecom has been prosperous step by step. As the job of the telecom faculty is expanding immensely, thusly, it is exceedingly fundamental for the HR administrators to comprehend the representatives' needs and attempting and giving solid authoritative help. Cleaver (2011) expressed that amid the most recent decade in his examination "Difficulties in the usage of maintenance arrangement in the branch of home issues" that representative maintenance has transformed into a real and mistaking issue for an extensive variety of affiliation. Administering support and keeping the turnover rate underneath target and industry benchmarks is a champion among the most troublesome issues facing associations.

Thusly, specialist turnover is a significant various levelled ponder. What's more, Ogoshi (2006) additionally placed that in association where staff irrationally waste time, staff turnover was affected. This implies associations which are not steady; representatives will in general quit and search for arrangement in stable association where they can anticipate their profession advancement. Other nearby examinations additionally has directed research on turnover. Nyanjom (2013) in concentrate the elements that impact representative maintenance in Kenyan state partnerships reasoned that preparation, profession improvement, execution evaluation, worker strengthening and pay affected representative maintenance; Diriye (2015) in an examination exploring the apparent connection between vocation advancement and worker duty and commitment at the Nairobi city district government found that vocation improvement rehearses (i.e. vocation arranging, instructing, directing and tutoring) significantly influenced worker duty and commitment at the County Government;

Foday (2014),in looking over the apparent connection between profession advancement and representative maintenance at Deloitte, Kenya found that among different elements, profession arranging, preparing and improvement, training, coaching, profession advising, progression arranging and ability the executives were key impacts of worker maintenance at Deloitte Kenya. Disappear (2013) in concentrate the impact of vocation advancement mediations on representative maintenance in global non-legislative associations in Kenya found that profession improvement programs affected worker maintenance. Wambui, (2012) contemplated apparent components impacting representative turnover in study Transami in Kenya and observed that poor employee relationship lead to employee

turnover. Sharma (2006) was concerned about the poor considerations of employee turnover causes among institutions which led to the investigation of turoner factors in tertiary universities in Embu County.

Africa is losing noteworthy quantities of principal asset in financial and political improvement (Tettey, 2006). As the procedures of globalization come to fruition, it is ending up copiously certain that full, successful, and valuable support on the planet that is rising will rely upon the capacity of social orders to fabricate and exploit their human asset abilities. In every tertiary organization in Africa faces the challenge of selecting well equipped staff members leading to an exploration of other methods that causes employee turnover with institutions (Kubler and DeLuca, 2006).

Outside work turnover includes two angles, intentional and automatic turnover. Automatic turnovers, best known as stopping happen when the workers leave the organization for their very own reasons. Despite the fact that turnover in most case seen to be to the impairment of the organization, writing has recognized turnover to be both utilitarian and useless (Clarke, 2010). Some turnover can demonstrate to have positive results, for example, having poor performing workers will-fully stopped, leaving space for better performing representatives

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the research methodology relevant for the study was discussed. Different methodologies that was used in conducting the research was used. The study looked into; research design, methods of data collection, tools for data collection, target population, sampling procedure. The research also ensured that the validity and reliability of the research instruments was tested. The chapter also considers the analysis of data as well as its presentation.

3.2 Research Design

According to Korathi (2009), a research design is a systematic framework of explanation of methods of collection of data and data analysis. This study was conduct descriptive research because it is the easiest and most appropriate approach of studying an institution with fair number of employees. The descriptive survey is appropriate when doing an investigation of a specific unit because it offers a deeper comprehension of particular issue of study. The viability of case study as the key tool is this study is also because the strategy uses smaller samples for in-depth analysis.

3.3 Target Population

Cox (2013) defined a target population as an individual or group set aside for study by a researcher. It can also be defined as the total units of a region or place that data was collected and analyzed. Identifying a target population is the first step for the identification of the appropriate tools for research, building in to the capacity of the study to be reliable

and valid (Gall, Borg and Gall (2003). In this study, the target population was the 112 employees of Transcom Wendo Hospital in Kiambu County.

3.4 Data collection

Data will be collected using primary data. The main data collection techniques is a semi structured questionnaire. The reason for the choice is to offer the participants a chance to offer additional comments about the factors that influence employee turnover. The general outlook of the questionnaire would contain closed five points based "Likert scale" from 1 which was represent "Strongly disagree" to 5- strongly agree. The questionnaires will be self-administered through "drop and pick later" technique.

3.5 Data Analysis

The research utilized quantitative techniques to analyze data. The data collected was checked through for accuracy then coded before employing the 25th version of Statistical Program for Social Scientist (SPSS 25). The study utilized descriptive and inferential statistics for data analysis. Descrptive statistics in the form of mean and standard deviation was used to analyse the data. The findings from these statistics were presented in the form of bar graphs, pie charts, and tables.

Inferential statistics in the form of factor and principal component analysis was also carried out. The inferences made were used to tell apart the major factors that influenced employee turnover in private hospitals particularly the case of Transcom Wendo hospital in Ruiru Kiambu County.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.0 Introduction

This chapter presents data analysis, results and findings of the data collected for the study. To ensure consistency and completeness, the data was edited and cleaned prior the analysis. To outline the major turnover factors, the study used factor analysis and principal component analysis was used to outline the major factors that influence turnover.

A total of 112 questionnaires were administered. The questionnaires questions addressed the study objectives. The objective was to determine the factors that influence employee's turnover in Transcom Wendo Hospital in Kiambu County.

4.2 Presentation of the Results

The study collected different types of data from the respondents. The information was broadly classified as demographic data and factors influencing employee turnover. After analysis, the analyzed data and its findings were presented.

4.2.1 Response Rate

The questionnaires were issued to 112 staff members of the Transcom Wendo hospital in Ruiru. Of the 112 questionnaires issued only 70 were duly filled up. This represented 62.5% of the target population. According to Mugenda and Mugenda (1999) a sample size of 50% is good enough for analysis and interpretation because it takes into account the maximum variability. Table 4.1 presents the findings from the data.

Table 4.1 Response Rate

Respondents	Frequency	Percentage (%)
Target Population	112	100
Response Rate	70	62.5

Source: Primary Data, 2018

The study targeted 112 staff members from the hospital. Out of the targeted group only 70 participated by dully filling in of the questionnaire representing 62.5% of the target population. Therefore, the number was good enough to draw inferences from.

4.2.2 Demographic Data

To get a comprehensive respondent profile, the study collected varied aspects of demographic data from the respondents. They included: age, gender, and level of education and work experience. The findings from the data were analyzed and the findings presented.

4.2.2.1 Gender

The study sought to establish the gender composition of the respondents by asking them to indicate their gender. The results of the findings are presented in figure 4.1.
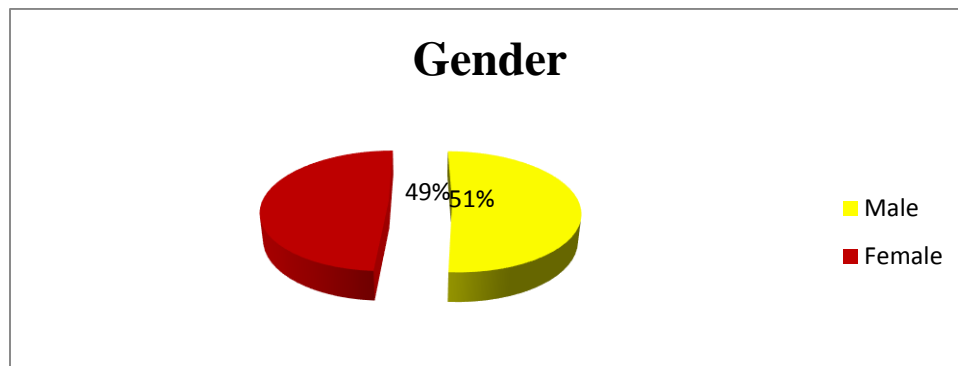
Figure 4.1 Gender

Source: Primary Data, 2018

The figure above indicates that there were 51% male responded and 49% female responded. This is a clear demonstration that the study tried to achieve almost an equal representation of both genders in its respondent's participation.

4.2.2.2 Age

One of the most important aspects of demographic data that the study sought to determine was the age of the respondents. To determine the age of the respondents the researcher divided age into 4 categories. The categories included 21-30 years, 31-40 years, 41-50 years and over 50 years. Figure 4.2 below presents findings of the data.
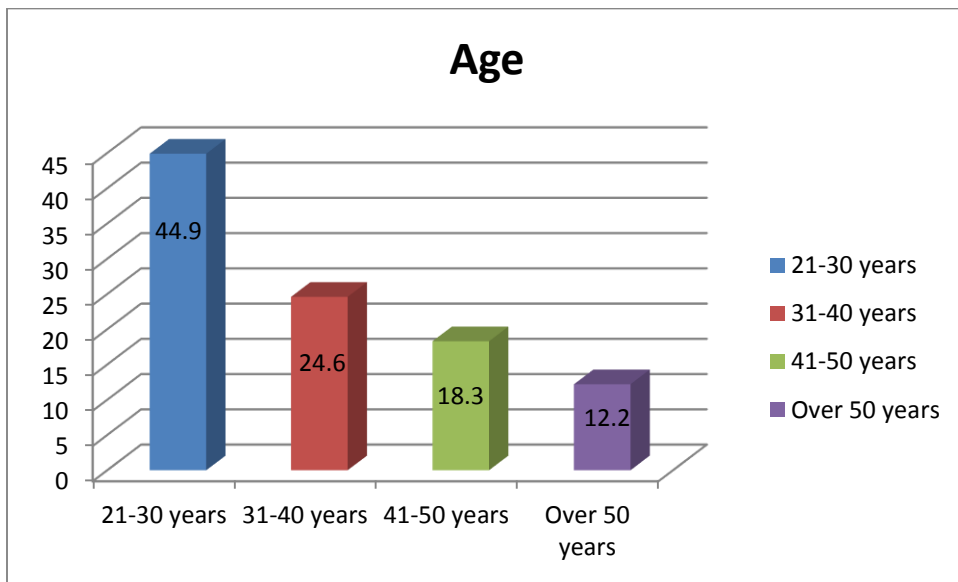
Figure 4.2 Age

Source: Primary Data, 2018

From the findings there was a clear indication that the largest number of respondents belonged to the age category between 21-30 years representing 44.9% of the total respondents. Those between the ages of 31-40 years were 24.6%. 18.3 5 of the total

respondents were aged between 41-50 years while those over 50 years accounted for only 12.2% of the total respondents. From these findings we can deduce that a majority of the respondents were still in their youthful days. The findings also indicate that all the participants who participated in the study were adults and thus they consented to give information making the study valid.

4.2.2.3 Work Experience

In order to determine how long the respondents had worked in the institution the researched divided the work experience section into 4 categories. The categories included: Less than 2 years, 2-5 years, 6-10 years and over 10 years. Figure 4.3 illustrates the findings.
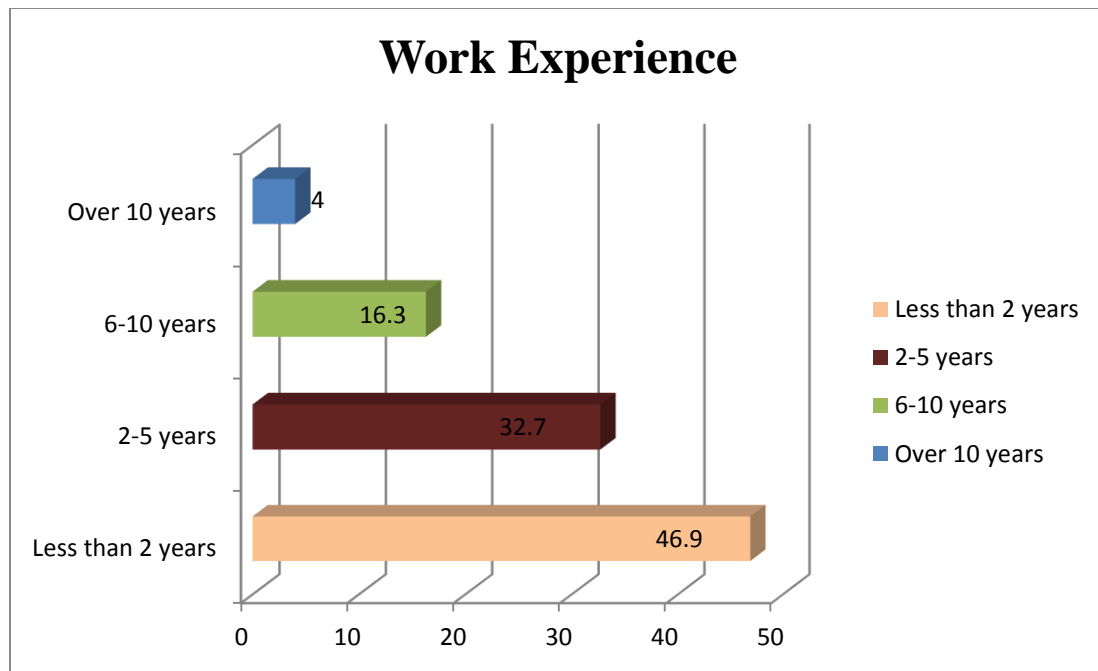

Figure 4.3 Work Experience

Source: Primary Data, 2018

There was a clear indication that most of the respondents had worked in the institution for a period of less than 2 years accounting for 46.9% of the total respondents. 32.7% of the respondents had a working experience between 2 and 5 years. Those who had worked in the hospital for a period of time amounting between 6 to 10 years represented 16.3% of the total respondents while only 4% of the respondents had over 10 years working experience. From the findings it can be extrapolated that most of the employee were new in the organization. The findings also confirm that all the respondents worked in the hospital as such they were best suited or the study since they were aware of what influences their turnover in the hospital.

4.2.2.4 Education Level

The study also determined the respondent's highest level of education. In order to do so the researcher divided education level into 4 categories namely: Certificate, diploma, graduate and post graduate. Figure 4.3 presents the findings. Table 4.2 presents the results of the findings.
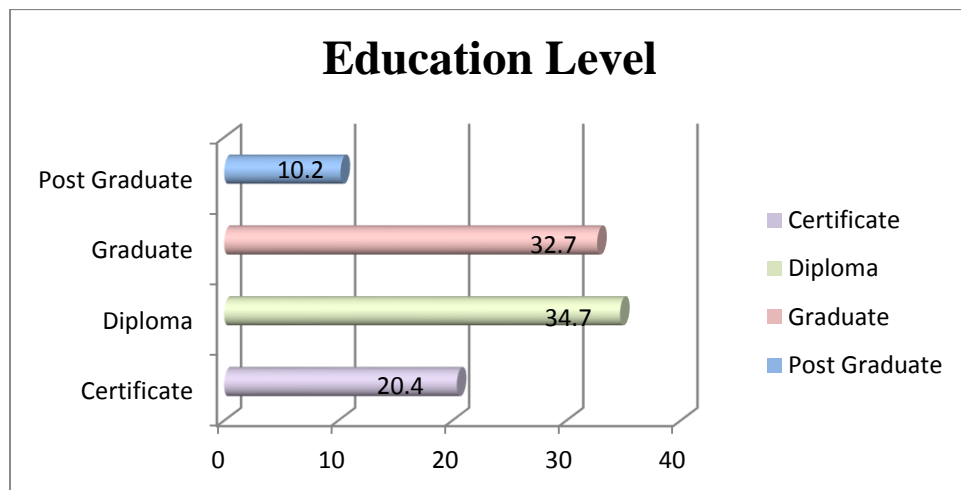

Figure 4.3 Education Level

Source: Primary Data, 2018

The figure above suggests that the largest number of staff in the hospital is diploma holders accounting for 34.7% of the total respondents. Graduates contributed 32.7% of the total respondents while those with certificate level of education represented 20.4% of the total graduates. Those with post graduate level of education were the least and accounted for 10.2% of the respondents. These findings imply that the hospital staff had acquired some form of education. Thus, they were able to understand the parameters the study sought to investigate.

4.3 Factors Affecting Employee Turnover

This section focuses on the various factors affecting employee turnover. The various aspects that the study captured included: employee training, working conditions, leadership, workplace conflict, communication, tenure, rewards, wages and salary and supervision of employees. The factors were analyzed and the findings presented.

4.3.1 Employee Training

With the aim of establishing how employee training affected employee turnover, the study employed the use of a Likert scale. The Likert scale was divided into five points where: 1= Strongly Disagree, 2 Disagree, 3=Neither Agrees or Disagrees, 4= Agree, 5= Strongly Disagree. Table 4.2 presents the findings.

Table 4.2 Employee Training

Statements	N	Mean	Std. Deviation
I receive relevant training that improves my skills	70	3.11	0.283
I will not hesitate to join another organization that has better training programme and packages	70	2.91	0.428
The training that is given in the organization does not add value	70	2.83	0.288
The organization offers training more than twice in a year	70	2.78	0.312
I am not comfortable with the training that is given in my organization	70	2.65	1.32
Total Aggregate	70	2.86	0.53

Source: Primary Data, 2018

Table 4.2 revealed that the total mean aggregate for employee training was 2.86 meaning that all the respondents neither agreed nor disagreed on how employee training as a factor influenced employee turnover in the hospital. The total standard deviation aggregate was also found to be 0.53 implying that there a general consensus from the respondents when assessing employment training.

The respondents neither agreed nor disagreed that they received relevant training that improved their skills with mean 3.11 and standard deviation 0.283. The standard deviation implied that there respondents were able to reach a consensus over the assessment. In addition the respondents neither agreed nor disagrees that they were not comfortable with the training that was given in the organization with a mean of 2.65. The standard deviation of 1.32 were not able to reach an agreement as to whether this was one way through which employee training was carried out..

4.3.2 Working Conditions

In order to determine how working conditions affected employee turnover, the study employed the use of a Likert scale. The Likert scale was divided into five points where: 1= Strongly Disagree, 2 Disagree, 3=Neither Agrees or Disagrees, 4= Agree, 5= Strongly Disagree. Table 4.3 presents the findings.

Table 4.3 Working Conditions

Statement	N	Mean	Std. Deviation
My organization recognizes good working condition as an important work value	70	4.09	0.387
I have good relationships with my fellow employees	70	3.44	0.253
I am encouraged by the way mutual respect is handled in my organization	70	3.13	0.185
The working conditions of my organization is what is making me to stay	70	2.89	0.233
I am motivated by the deliberate acts to ensure good working environment by my organization	70	2.8	0.236
Total Aggregate	70	3.27	0.259

Source: Primary Data, 2018

The total aggregate mean for working condition was 3.27 implying that the respondents neither agreed nor disagreed on how working conditions as a factor influenced employee turnover. The standard deviation of 0.259 showed that the respondents were able to reach a consensus over the assessment. While assessing the individual working condition factor the respondents agreed that had good relationships with their fellow employees with mean 3.44. The standard deviation of 0.387 indicated that the respondents were unanimous about their rating. Moreover, the respondents neither agreed nor disagreed that they were motivated by the deliberate acts to ensure good working environment by my organization with mean 2.80. The standard deviation of 0.236 showed that the respondents reached a compromise over their rating.

4.3.3 Organization Leadership

To ascertain how leadership factors affected employee turnover, the researcher used a Likert scale to rate respondent feelings towards some statement associated with their leadership. The Likert scale was divided into five points where: 1= Strongly Disagree, 2 Disagree, 3=Neither Agrees or Disagrees, 4= Agree, 5= Strongly Disagree. Table 4.4 presents the findings from the data.

Table 4.4 Organization Leadership

Statement	N	Mean	Std. Deviation
The managers in this organization treat employees with fairness and equity	70	3.26	0.104
The leadership in this organization is very effective	70	3	0.333
The leadership in my organization is what is encouraging me to stay	70	2.87	0.198
The leadership in my organization motivates employees	70	2.84	0.413
My organization monitors the leadership behavior	70	2.65	0.178
Total Aggregate	70	2.92	0.409

Source: Primary Data, 2018

The table above indicates that the total aggregate mean for organization was 2.92 suggesting that the respondents neither agree nor disagreed over how organization as a factor affected employee turnover. The standard deviation of 0.409 indicated that the respondents were unanimous in the rating of the factor. While rating the individual organizational factor the respondents neither agree nor disagree that the managers in this organization treat employees with fairness and equity with mean 3.26. The standard deviation 0.104 advised that the all the respondents agreed with the assessment of this individual factor. The respondents also neither agreed nor disagree how their organization monitors the leadership behavior with mean 2.65. The standard deviation of 0.178 expressed an accord among the respondents rating.

4.3.4 Workplace Conflict

To establish how workplace conflict affected employee turnover the researcher employed the use of a Likert scale. The Likert scale was divided into five points where: 1= Strongly Disagree, 2 Disagree, 3=Neither Agrees or Disagrees, 4= Agree, 5= Strongly Disagree. Table 4.5 presents the findings.

Table 4.5 Workplace Conflict

Statement	N	Mean	Std. Deviation
My organization works hard to ensure work conflict is minimum	70	3.02	0.373
I am encouraged by my involvement in decision making in my organization	70	3.02	0.183
The professional climate of respect in my organization is what is making me to stay	70	2.87	0.067
My organization conflict resolution methods are effective	70	2.86	0.207
I am encouraged to stay in my organization because of the effective conflict resolution methods	70	2.6	0.195
Total Aggregate	70	2.87	0.169

Source: Primary Data, 2018

Table 4.5 above reveals that workplace conflict factor had a mean aggregate of 2.87 implying that the respondents neither agreed nor disagreed on how this factor influenced employee turnover in the hospital. The standard deviation of 0.169 showed a harmony among the respondents while evaluating this factor.

While evaluating individual statement related to workplace conflict respondents neither agree nor disagree that their organization works hard to ensure work conflict is minimum with mean of 3.02. The 0.373 standard deviation suggests that the respondents were unanimous while evaluating the statement. The respondents also neither agreed nor disagreed that they were encouraged to stay in my organization because of the effective conflict resolution methods with 2.6 mean. The 0.195 standard deviation showed that there was a general accord in the respondents' scores.

4.3.5 Communication

The study also sought to determine the communication aspects that influence employee turnover. In order to do so the researcher employed the use of a Likert scale divided into five categories where: 1= Strongly Disagree, 2 Disagree, 3=Neither Agrees or Disagrees, 4= Agree, 5= Strongly Disagree. Table 4.6 presents the findings.

Table 4.6 Communication

Statement	N	Mean	Std. Deviation
My manager is approachable making it easy to communicate emerging issues	70	3.38	0.23
My firm encourages staff members to raise their concerns	70	3.3	0.364
I appreciate the communication tone used in manager staff communication	70	3.11	0.337
The communication process in my organization is effective	70	3.09	1.299
My manager consults with me about the workability of the project	70	2.6	0.194
Total Aggregate	70	3.1	0.471

Source; Primary Data, 2018

The table above divulges that communication factor had a total mean aggregate of 3.1 implying that the respondents were undecided on how communication as a factor influenced employee turnover. The 0.417 standard deviation showed that the respondents were in agreement with their rating.

In regards to individual statements respondents neither agreed nor disagreed that their manager is approachable making it easy to communicate emerging issues with mean 3.38. The standard deviation 0.23 meant that respondents reached a consensus in their scores. The respondents also neither agreed nor disagreed that their manager consults them about the workability of the project with a mean of 2.6. The standard deviation of 0.194 implied that respondents were in a unison agreement about their ratings.

4.3.6 Employee Tenure

The researcher also sought to establish how tenure affected the employee turnover. To do so the study employed the use of a Likert scale divided into five categories where: 1= Strongly Disagree, 2 Disagree, 3=Neither Agrees or Disagrees, 4= Agree, 5= Strongly Disagree. The findings are as presented in table 4.7.

Table 4.7 Employee Tenure

Statement	N	Mean	Std. Deviation
I keep advancing in skills and achievements in my organization	70	3.3	1.059
I am stagnated in one position since I joined my organization	70	3.09	1.24
My organization allows me to grow holistically	70	3.02	1.358
I can comfortably stay in my organization for more than five years	70	2.98	1.294
If I was given other options, I would choose my organization over them	70	2.53	1.307
Total Aggregate	70	2.98	1.252

Source: Primary Data, 2018

Table 4.7 reflects that employee tenure a factor that stimulates employee turnover had an aggregate mean of 2.98 and standard deviation of 1.252. This indicated that the respondents were unclear of how employee tenure affected employee turnover in the hospital. The standard deviation of 1.252 however indicated that a consensus about the score was not

arrived at. In respect to individual statements that made up employee rewards the respondents neither agree that I keep advancing in skills and achievements in my organization with a mean of 3.3. A standard deviation of 1.059meant respondents was in agreement bout the rating. In addition, the respondents neither agreed nor disagree that if they were given other options they would choose their organization over them with a mean of 2.53. however, this evaluation was not unanimously agreed upon by all the respondents.

4.3.7 Employee Rewards

With the aim of understanding how rewards affected employee turnover the study employed the use of a Likert scale to rate some statements associated with rewards. The Likert scale was divided into five points where: 1= Strongly Disagree, 2 Disagree, 3=Neither Agrees or Disagrees, 4= Agree, 5= Strongly Disagree. Table 4.8 presents the findings.

Table 4.8 Employee Rewards

Statement	N	Mean	Std. Deviation
Rewards are given based on individual performance	70	2.91	0.258
I enjoy rewards offered by my organization	70	2.85	0.318
I am given bonuses based on my performance in my organization	70	2.67	0.334
My organization offers other non- monetary rewards	70	2.6	0.256
The evaluation of performance in my organization is fair and translates into rewards	70	2.57	0.037
Total Aggregate	70	2.72	0.241

Source: Primary Data, 2018

Table 4.8 indicated the respondents were uncertain about how employee rewards influenced employee turnover in the hospital. This was indicated by an average mean of 2.72. The 0.241 showed unanimity among respondents' ratings. Individual assessment of the statements that make the employee rewards respondents neither agreed nor disagreed that rewards are given based on individual performance with mean 2.91. The standard deviation 0.258 indicated a general consensus among the respondent's ratings. Moreover, respondents neither agreed nor disagree on how the evaluation of performance in their organization is fair and translates into rewards with a mean of 2.57. The standard deviation of 0.037 showed agreement in the respondents' scores.

4.3.8 Wages and Salary

With the intention of comprehending how wages and salary affected employee turnover, the study employed the use of a Likert scale. The Likert scale was divided into five points where: 1= Strongly Disagree, 2 Disagree, 3=Neither Agrees or Disagrees, 4= Agree, 5= Strongly Disagree. Table 4.9 presents the findings.

Table 4.9 Wages and Salary

Statement	N	Mean	Std. Deviation
I am fairly compensated on my position and my skills development	70	2.67	0.266
I am satisfied by the salary my organization offers	70	2.65	0.303
My organization regularly reviews the employees' wages and salary	70	2.65	0.251
My salary ranges to the salary offered in the market	70	2.59	0.317
I am compensated my salary in a timely manner	70	2.42	0.384
Total Aggregate	70	2.6	0.304

Source: Primary Data, 2018

Table 4.9 above indicates that the respondents were unresolved about how wages and salary as factor influenced employee turnover. This was indicated by an aggregate mean of 2.6. The standard deviation of 0.304 indicated a general consensus among the respondent's views.

In regards to individual statements on wages and salary, the respondents neither agreed nor disagreed that they were fairly compensated on their position and their skills development with mean 3.67. The standard deviation 0.266 indicated agreements in the respondent's views.

However, the respondents disagreed that they were compensated their salary in a timely manner with mean 2.42. The standard deviation 0.384 indicated that there was consensus with the among the respondents.

4.3.9 Supervision of Employees

In order to establish how supervision of employees affected employee turnover, the study employed the use of a Likert scale. The Likert scale was divided into five points where: 1= Strongly Disagree, 2 Disagree, 3=Neither Agrees or Disagrees, 4= Agree, 5= Strongly Disagree. Table 4.10 presents the findings.

Table 4.10 Supervision of Employees

Statement	N	Mean	Std. Deviation
My manager communicates with me with respect	70	3.61	0.262
My manager is concerned about my health and safety	70	3.2	0.44
I enjoy the way my supervisor ensures clarity with me after giving me a task	70	3.14	0.32
I am flexible to work at any time as long as I deliver my work in time	70	3	0.414
I have manageable and less stressful workload	70	2.8	0.391
Total Aggregate	70	3.15	0.365

Source: Primary Data, 2018

Table 4.10 indicates that the respondents neither agreed nor disagreed with total aggregated mean of 3.15 that supervision of employees had an effect on the employee turnover. The standard deviation of 0.365 implied that the respondents rating were reached upon a consensus.

With respect to individual statements respondents neither agreed nor disagreed with a mean of 3.61 that their manager communicates with me with respect was one of the major ways in which supervision of employees influenced employee turnover. The standard deviation of 0.262 showed agreement in respondent's scores.

In addition, the respondents neither agreed nor disagreed they have manageable and less stressful workload with a 2.8 mean. A 0.391 standard deviation indicated a consensus among respondent's scores.

4.4 Factor Analysis

Factor analysis is method in statistics method that is used to model variables that have been and their covariance structure, based on the factors that are unobservable in small numbers. For the study the researcher considered nine factors. These factors were included in factor analysis because the researcher thought they informed employee turnover which he sought to measure. Principal component analysis was adopted for factor analysis to data reduction by creation of new variables that were in linear combination with the observed variables.

Variance co variances of the variables were determined in order to help map out the number of factors to be used. Eigen values and Eigen vectors on the other hand were established so as to measure the amount of variance the observable variable a factor explains.

KMO Test

Kaiser-Meyer-Olkin (KMO) test measures how adequate every variable is according to the given model. When variables have a value of 1.0, they are of high value and its data can be analyzed by factor analysis.

Bartlett's Test of Sphericity tells whether a hypothesis is an identity matrix based on the given correlation matrix. This in turn would mean that the variables used for the study are unrelated and thus improper for structure detection. Significance level of less than 0.05 indicates that factor analysis is useful in modeling the data. The findings of these tests are as presented in figure 4.11 below.

Table 4.11 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.792
Bartlett's Test of Sphericity	Approx. Chi-Square	135.916
	df	36
	Sig.	0.00

Source: Primary Data, 2018

From the table above the KMO test is 0.792. This suggests that the data was good enough to allow for modeling of factor analysis. The Bartlett's test of Sphericity on the other hand had a p value of 0.00 and thus it was highly significant from modeling factor analysis to the data.

Table 4.12 Factor Analysis on Employee Turnover (Communalities)

Communalities	Initial	Extraction
Employee Training	1	0.831
Working Conditions	1	0.682
Leadership factor	1	0.663
Workplace Conflict	1	0.709
Communication	1	0.714
Tenure	1	0.614
Rewards	1	0.753
Wages and Salary	1	0.678
Supervision of Employees	1	0.762

Extraction Method: Principal Component Analysis.

Source: Primary Data, 2018

The communalities table above helps explain how the proportion of variance each factor

has in common with the other factors. Thus it can be deduced that employee training has

83.1% communalities or shared relationship with other variables which is the greatest.

Tenure has the least communalities with the other variables at 61.4%.

Table 4.13 Total Variance Explained

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.715	41.282	41.282	3.715	41.282	41.282
2	1.598	17.758	59.041	1.598	17.758	59.041
3	1.093	12.142	71.183	1.093	12.142	71.183
4	0.686	7.62	78.803			
5	0.558	6.198	85.001			
6	0.381	4.237	89.238			
7	0.364	4.05	93.288			
8	0.335	3.718	97.006			
9	0.269	2.994	100			

Extraction Method: Principal Component Analysis.

Source: Primary Data, 2018

The above mentioned table shows that the study used Kaiser Normalization Criterion, to

allow for elements extraction with a more than 1 value of the Eigen. To identify the factors,

the principal component analysis was used deriving 3 main factors from it that influence turnover in Wendo hospital.

The three factors explained a total of 71.183% of the total variation. The contribution of each factor to the total variation decreases sequentially. Factor contribution to the total variation is the greatest accounting for 41.282% of the total. Factor 2 and factor 3 accounts for 17.758% and 12.142% of the total variation respectively.
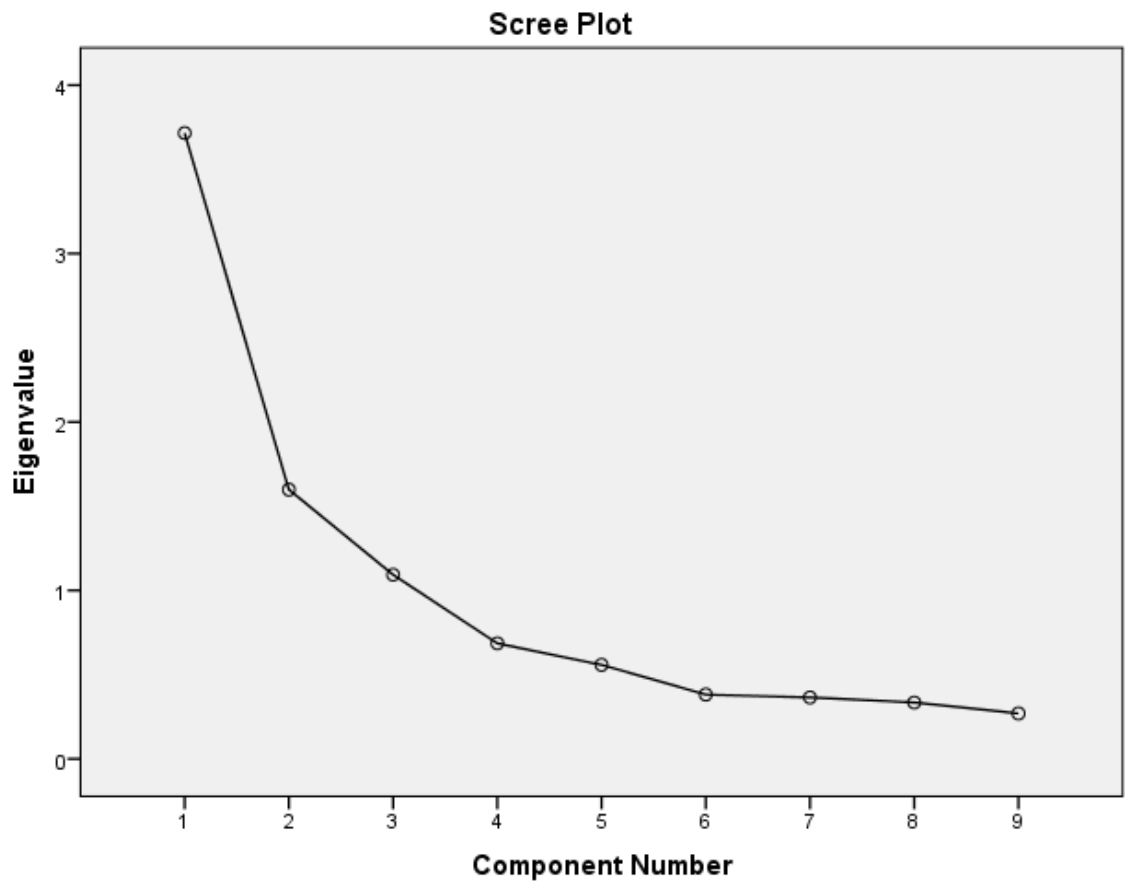

Figure 4. 4 Scree Plot

Source: Primary Data, 2018

The above scree plot was associated with the employee turnover factors.

Table 4.14 Component Matrix

Component Matrix[a]			
Component	1	2	3
Employee Training	0.348	0.263	0.8
Working Conditions	-0.027	0.779	-0.271
Leadership	0.782	-0.224	-0.034
Workplace Conflict	0.812	0.075	-0.209
Communication	0.759	0.262	-0.262
Tenure	0.663	-0.051	0.414
Rewards	0.798	-0.177	-0.291
Wages and Salary	0.688	-0.45	0.042
Supervision of Employees	0.441	0.749	0.087

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Source: Primary Data, 2018

From the table above there is a clear indication that component 1 loads highly with leadership, workplace conflict, communication, tenure, rewards and wages and salary factors.

Component 2 loads highly with working conditions and supervision of employees while component 3 loads highly with only employee training.

4.5 Discussion of the Findings

This section of the study provides y-the discussion of the findings based on both the descriptive and inferential statistics. The study sought to determine the factors that influence employee's turnover in Transcom Wendo Hospital in Kiambu County. After carrying out factor analysis test and Principal component test the study determined that there were only three factors that were crucial in determining the employee turnover in the hospital. These factors were employee training, working conditions and leadership factors.

These findings agree with those of Cox (2013) who notes that the employee training keeps the staff interested in working in a firm in addition to improving their skills and performances. As such this explains why employee training was the largest factor explaining employee turnover accounting for 41.282% of the total variations.

Working conditions influenced 17.758% of the total variation in employee turnover. These findings are affirmed by Albaker (2008) who points out that physical components such as working conditions that are poor affect productivity and general work satisfaction. Such conditions must be addressed to ensure that employees stay motivated.

Leadership factors on the other hand influenced 12.142% of the employee turnover in the hospital. The results are solidified by the findings of Nganga (2013) who highlights that training of the leadership, development of the employee's profession-oriented seminars and workshops tap into the human's utmost skills and minimize turnover.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary, conclusion and recommendation of the study. It also outlines the various drawbacks that the researcher encountered while carrying out the study. The summary findings are outline in line of the objective of the study which was to determine the factors that influence employee's turnover in Transcom Wendo Hospital in Kiambu County.

The summary is given based on the aspects covered in the questionnaire which were; demographic data that aimed at establishing gender, age, working experience and education level of the respondents. The other aspect that was covered was factors influencing employee turnover which were broadly categorized as; employee training, working conditions, leadership, workplace conflict, communication, tenure, rewards, wages and salary and supervision of employees.

5.2 Summary of the Findings

The objective of the study was to determine the factors that influence employee's turnover in Transcom Wendo Hospital in Kiambu County. To access the objective data was collected by the use of questionnaires administered to 112 staff members of Wendo hospital. 70 of these questionnaires were duly filled and thus used to conduct the study.

From the findings on demographic data, it was established that 51% of the participants were male and 49% were female. A majority of the respondents were aged between 21-30 years accounting for 44.9% of the total respondents. 24.6% of the respondents were aged

between 31-40 years. Those between the age of 41-50 and over 50 accounted for 18.3% and 12.2% of the total respondents respectively. 46.9% of the respondents had a working experience of less than 2 years, 32.7% had a working experience between 2-5 years. Those with working experience between 6-10 years accounted for 16.3% of the respondents while those with over 10 years working experience were the least amounting to 4% of the total respondents. 34.7% of the respondents were diploma holders. This group was closely followed by graduates who accounted for 32.7% of the respondents while 20.4% had a certificate level of education. Those with a post graduate level of education accounted for 10.2 % of the total respondents.

Moderate responses determined that employee training influenced employee turnover to some extent as indicated by an aggregate mean of 2.86. These findings were supposed by the highest mean of 3.11 in which a majority of the respondents indicated that they receive relevant training that improves my skills. The lower mean of 2.65 similarly found out that the respondents were not comfortable with the training that is given in my organization with.

The findings also revealed that it was uncertain how working condition as a factor had an effect on employee turnover. This assertion was supposed by a majority of the employees who agreed that my organization recognizes good working condition as an important work value with mean 4.09. This assertion was also supported by the lowest mean of 2.80 where respondents stated that they were undecided on how motivation was deliberate acts to ensure good working environment by my organization.

The respondents acknowledged that neither agreed nor disagreed (2.65<mean<3.26) that the managers in this organization treat employees with fairness and equity with mean 3.26 and standard deviation 0.104, the leadership in this organization is very effective with mean 3 and standard deviation 0.333, the leadership in my organization is what is encouraging me to stay with mean 2.87 and standard deviation 0.198, the leadership in my organization motivates employees with mean 2.84 and standard deviation 0.413 and my organization monitors the leadership behaviours with mean 2.65 and standard deviation 0.178 were some of the ways leadership influenced employee turnover.

The respondents affirmed that they neither agreed nor disagreed (2.6<mean<3.02) that my organization works hard to ensure work conflict is minimum with a mean of 3.02 and standard deviation of 0.373, I am encouraged by my involvement in decision making in my organization with a mean of 3.02 and standard deviation of 0.183, the professional climate of respect in my organization is what is making me to stay with a mean of 2.87 and standard deviation of 0.0067, my organization conflict resolution methods are effective with a mean of 2.86 and standard deviation of 0.207 and I am encouraged to stay in my organization because of the effective conflict resolution methods with mean of 2.6 and standard deviation of 0.195 were ways in which workplace conflict had an effect on employee turnover in the hospital.

Respondents neither agreed nor disagreed (2.6<mean<3.38) that my manager is approachable making it easy to communicate emerging issues with mean 3.38 and standard deviation 0.23, my firm encourages staff members to raise their concerns with mean 3.3 and standard deviation 0.364, I appreciate the communication tone used in manager staff

communication with mean 3.11 and standard deviation 0.337, the communication process in my organization is effective with mean 3.09 and standard deviation 1.299 and my manager consults with me about the workability of the project with a mean of 2.6 and standard deviation of 0.194 were some of the aspects that encompassed communication in their institution.

On the issue of tenure as a factor the study established that respondents neither agreed nor disagree (2.53<mean<3.3) that I keep advancing in skills and achievements in my organization with a mean of 3.3 and standard deviation of 1.059, I am stagnated in one position since I joined my organization with a mean of 3.09 and standard deviation 1.24, my organization allows me to grow holistically with a mean of 3.02 and standard deviation of 1.358, I can comfortably stay in my organization for more than five years with a mean of 2.98 and standard deviation of 1.294 and If I was given other options I would choose my organization over them with a mean of 2.53 and standard deviation of 1.307 were some of the ways tenure affected their institution.

Respondents neither agreed nor disagreed (2.57<mean<2.91) that rewards are given based on individual performance with mean 2.91 and standard deviation 0.258, I enjoy rewards offered by my organization with mean 2.85 and standard deviation 0.318, I am given bonuses based on my performance in my organization with mean 2.67 and standard deviation 0.334, My organization offers other non- monetary rewards with mean 2.6 and standard deviation of 0.256 and The evaluation of performance in my organization is fair and translates into rewards with a mean of 2.57 and standard deviation of 0.037 were some forms of rewards that influenced employee turnover.

The respondents further neither agreed nor disagreed (2.59<mean<2.67) that I am fairly compensated on my position and my skills development with mean 3.67 and standard deviation 0.266, I am satisfied by the salary my organization offers with mean 2.65 and standard deviation of 0.303, My organization regularly reviews the employees' wages and salary with mean 2.65 and standard deviation 0.251, My salary ranges to the salary offered in the market with mean 2.59 and standard deviation 0.317 were some of the ways in which wages and salary influenced employee turnover. In addition, the respondents disagreed that I am compensated my salary in a timely manner with mean 2.42 and standard deviation 0.384 was a way in which wages and salary influenced employee turnover. The respondents agreed that my manager communicates with me with respect with a mean of 3.61 and standard deviation of 0.262 was one of the major ways in which supervision of employees influenced employee turnover.

Also, the respondents neither agreed nor disagreed (2.8<mean<3.2) that my manager is concerned about my health and safety with a mean of 3.2 and standard deviation of 0.44, I enjoy the way my supervisor ensures clarity with me after giving me a task with a mean of 3.14 and standard deviation of 0.32, I am flexible to work at any time as long as I deliver my work in time with a mean of 3 and standard deviation of 0.414 and I have manageable and less stressful workload with a mean of 2.8 and standard deviation of 0.391 were some of the other ways in which supervision of employees affected employee turnover.

5.3 Conclusion

The following conclusion was made from the study based on the summary and findings:

It was concluded that employee turnover based on employee training, working conditions, leadership, workplace conflict, communication, tenure, rewards, wages and salary and supervision of employees was influenced moderately in the hospital. However employee training came top among those factors that seemed to affect and cause many employees to leave the hospital.

5.4 Recommendations

The study recommended that the hospital management should pay keen attention to these factors and how they play out in the hospital if they were to influence the employee turnover effectively. The hospital management would also consider employing the older generation, put more emphasis in the factors for example leadership and work place conditions. By doing this they shall minimize the rate of turnover.

5.4 Limitation of the Study

The two major limitations that the study encountered was limited amount of time and respondents' biasness. To overcome these limitations, the researcher conducted the study early in the period set for the study. To overcome respondents' biasness, the researcher carried an introductory letter to assure them the information they provided was not going to be used against them.

5.5 Suggestion for Further Research

Further research could be done to establish what other factors influence employee turnover in institutions. The study could include similar variables or more variables to be tested. As such this research would help come up with more solid confirmation of the precise factors that influence employee turnover and at the same time or reduce the error term.

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APPENDIX I: QUESTIONNAIRE

The following questionnaire is designed to analyze and measure factors influencing turnover among employees at Transcom Wendo private hospital, Kiambu. The information gathered through this questionnaire will be kept confidential and will only be used for research purposes.

Please give answers in the spaces provided and tick ( ) the box that matches your response to the questions where applicable.

Section A: Demographic Data

Gender? (Tick as applicable)

a) Female ( )   b) Male ( )

What is your age bracket? (Tick as applicable)

 a) 21-30 years   ( )

b) 31-40 years   ( )

 c) 41-50 years   ( )

d) Over 50 years   ( )

How many years have you served in this organization?

a) Less than 2 years

( ) b) 2-5 years   ( )

 c) 6-10 years   ( )

d) Over 10 years   ( )

What is your highest education level?

Certificate   ( )

Diploma   ( )

Graduate   ( )

Post Graduate   ( )

Section B

Indicate the extent to which the following factors influences employee turnover employee

turnover in Wendo private hospital, Kiambu, using a 1- 5 scale where 1 -Strongly disagree,

2 – Disagree, 3 - Neither agrees nor disagrees, 4 – Agree, 5- Strongly agree

Tick on the right against each statement

Factors affecting employee turnover					
Employee Training	1	2	3	4	5
I am not comfortable with the training that is given in my organization					
The training that is giving in this organization does not add value					
I will not hesitate to join another organization that has better training programme and packages					
The organization offers training more than twice in a year					
I receive relevant training that improves my skills					
Working Conditions	1	2	3	4	5

The working conditions of my organization is what is making me to stay					
I am encouraged by the way mutual respect is handled in my organization					
I have good relationships with my fellow employees					
My organization recognizes good working condition as an important work value					
I am motivated by the deliberate acts to ensure good working environment by my organization					
Leadership	1	2	3	4	5
The leadership in my organization is what is encouraging me to stay					
The mangers in this organization treat employees with fairness and equity					
The leadership in this organization is very effective					
My organization monitors the leadership behavior					
The leadership in my organization motivates the employees					
Workplace Conflict	1	2	3	4	5

The professional climate of respect in my organization is what is making me to stay					
I am encouraged by my involvement in decision making in my organization					
My organization's conflict resolution methods are effective					
I am encouraged to stay in the organization because of the effective conflict resolution methods					
My organization works hard to ensure work conflict is minimum					
Communication	1	2	3	4	5
The communication process in my organization is effective					
My manager consults with me about the workability of a project					
I appreciate the communication tone used in manager-staff communication					
My manager is approachable making it easy to communicate emerging issues					
My firm encourages staff members to raise their concerns					
Tenure	1	2	3	4	5

I can comfortably stay in my organization for more than five years					
I am stagnated in one position since I joined my organization					
I keep advancing in skills and achievements in my organization					
If I was given other employment options I would choose my organization over them					
My organization allows me to grow holistically					
Rewards	1	2	3	4	5
I enjoy the rewards offered by my organization					
I am given bonuses based on my performance in my organization					
The evaluation of performance in my organization is fair and translates into rewards					
Rewards are given based on individual and group performance					
My organization offers other non-monetary rewards					
Wages and Salary	1	2	3	4	5

I am satisfied by the salary my organization offers					
I am fairly compensated based on my position and my skills development					
My organization regularly reviews the employees' wages and salary					
My salary ranges to the salary offered in the market					
I am compensated my salary in a timely manner					
Supervision of employees	1	2	3	4	5
My manager is concerned about my health and safety					
I have manageable and less stressful workload					
I am flexible to work at any time as long as I deliver my work in time					
My manager communicate with me with respect					
I enjoy the way my supervisor ensures clarity with me after giving an task					