

**FACTORS INFLUENCING TURNOVER OF HEALTH STAFF WORKERS
IN PUBLIC HOSPITALS.A CASE STUDY OF: MBAGATHI LEVEL 4 REFERRAL
HOSPITAL IN KENYA.**

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AFRICA.**

1ST, OCTOBER, 2024

DECLARATION

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

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BMLK/5/00088/3/20

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

Signature Date.....

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DEDICATION

To my loving mother Margaret Vugutza and, my brother Bonface Mweresa for your prayers, encouragement and the necessary help I needed during my project work.

ACKNOWLEDGEMENT

First and foremost, I want to thank God for giving me the discernment and fortitude to undertake this research. His direction has been clear at every stage of this process. Additionally, I would like to thank my supervisor, Mr. George Ngaruiya, for his important help and direction. I should give credit to the Mbagathi Level 4 Referral Hospital's management for letting me carry out my research there. We really appreciate the time and feedback provided by each and every reply. I would especially want to thank Silvia Ajema, my research assistant, for her assistance in gathering data. Finally, I would want to express my gratitude to Bonface Mweresa for his unwavering support and inspiration in seeing this project through to completion.

ABSTRACT

Public hospitals' excessive employee turnover was a serious problem since it degraded patient care and placed a burden on healthcare systems. This study examined the variables that influenced turnover of health staff in public hospitals with a focus on Mbagathi level 4 referral hospital with a particular emphasis on important determinants including salary, reward and recognition, performance improvement programs and working conditions. A survey questionnaire was issued to 133 respondents to help examine the influence of these variables on turnover of health staff workers at Mbagathi referral hospital. This study examines the relationship between these factors and employee retention and turnover intentions, guided by Herzberg's Two-Factor Theory and Human Capital Theory. To ensure representation across all hospital departments and staff levels, a stratified sample technique was used to collect data for the descriptive research design. Poor working conditions, insufficient performance development initiatives, and little recognition were found to be important predictors of turnover of health staffs. Another important consideration was salary, with better pay linked to lower turnover rates. These results concluded that in order to retain qualified healthcare workers in public hospitals, healthcare organizations should make investments in bettering work environments, expanding support services, and providing attractive compensation packages.

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A LIST OF ACROYNYS AND ABBREVIATIONS

R&R	Reward & Recognitions
NHSSP	Strategic Plan for the National Health Sector
MDGs	Millennium Development Goals
SDGs	Sustainable Development Goals
HRM	Human Resource Management
GoK	Government of Kenya
SPSS	Statistical Package for Social Sciences
PIP.	Performance Improvement Programs

DEFINATION OF TERMS

The term "human resources for health": describes the range of clinical and nonclinical workers engaged in individual and public health initiatives (Ojakaa, Olango & Jarvis, 2014).

Staff retention: The ability of a company to retain its valuable employees over a long period of time is known as staff retention. This entails the company taking the initiative to create an atmosphere that promotes sustained employee engagement (Michael, 2008).

Turnover intention: describes an employee's voluntary desire to leave their position within a company (Berry, 2010).

Training: encompasses structured processes designed to provide knowledge and enable individuals to develop the skills needed to perform their roles effectively (Armstrong, 2010).

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter discussed the background of the study, the statement of the problem, study objectives, research project questions, significance of the study, scope of the study and conclusion

1.1 Background of the study

1.1.1 Health staff turnover

Staff turnover had a big effect on a company. Often, valuable employees are the ones who think about quitting. Since employees are a vital resource, organizations must concentrate on lowering turnover by keeping them on board. In the competitive market, companies are actively going after the top personnel. Employee departures may be a sign of deeper problems Increased strain on current employees, recruitment costs, lost productivity, client attrition, and knowledge loss are just a few of the costs associated with high turnover. Unwanted turnover costs business money and causes disruptions and inefficiencies.

Because of skilled labor, economic growth, and high turnover rates, keeping staff in Kenya's public sector was significant difficult(Michael, 2008). An organization's human resources have a major impact on its efficacy and efficiency. Any organization's success or failure is largely

determined by its workforce. Maintaining efficient health services and enhancing health outcomes depend heavily on the retention of public health employees. Increased experience, local knowledge, and continuity of service are the results of long-term employment. These benefits are forfeited when a member of the health staff departs, which may result in a shortage of suitable replacements. According to Humphreys and Wakeman (2009), hiring new employees is expensive and time-consuming, and it affects output until they are completely assimilated into the company.

A healthy health system depends on its employees being motivated. The provision of services may be hampered by problems like low motivation. A major challenge in Human Resources for Health is motivation and retention. Health worker turnover is influenced by a number of factors, including compensation, working environment, job satisfaction, and economic possibilities. While paying workers enough is important, other factors, such as infrastructure in rural areas, also affect workforce levels. Healthcare professionals and their families are affected by difficult circumstances such as inadequate housing conditions, workplace safety, and a lack of opportunity for professional development (Global Health Magazine, July 2010). A large percentage of resources must be allocated to human resources, which are essential for bolstering healthcare systems. Public and individual health interventions are handled by a variety of clinical and non-clinical personnel.

Increasing funding for Human Resources for Health (HRH) has many advantages, including improving the health of individuals and families. In addition to improving health, investments in HRH support fundamental human rights and are essential for social fairness and economic growth. For the benefit of such populations, some \$500 million is spent each year on medical

education for African workers who frequently migrate to industrialized nations (Chen L et al.). The UN recognizes that resolving population concerns and guaranteeing service accessibility are critical to accomplishing the Sustainable Development Goals (SDGs) in low-resource environments (UNDP, 2005). For both mothers and babies, putting into practice efficient HRH strategies—such as enhancing competent care during and after childbirth—can save lives. The importance of the health workforce as a primary area for investment and development is emphasized in these texts. In particular, the government uses a number of strategies to guarantee the equitable distribution of healthcare professionals. One important tactic is improving health workforce management by putting in place or strengthening systems to draw in, keep, and inspire medical personnel, particularly in underprivileged areas. In order to eliminate healthcare inequities and advance fair access to high-quality services throughout Kenya, this focused effort is essential. The first step in putting the larger Kenya Health Policy 2012–2030 into practice is the five-year Kenya Health Sector Strategic Plan.

This plan aligns with key national agendas such as the 2010 Constitution and Vision 2030. The strategic plan highlighted critical challenges in attracting and retaining health professionals in Kenya, including high injury rates, unfavorable working conditions and insufficient incentives in remote areas, unequal, low pay, employee satisfaction and career stagnation due to unfavorable guidance. Addressing these issues is essential to strengthening the health workforce and ensuring quality health services throughout the country. The Government of Kenya (GoK) placed a great emphasis on human resource development in the health sector to ensure effective delivery of essential health services. There was growing concern about the significant decrease in the workforce of the public health sector, which affects the delivery of services. Several studies have highlighted the pressure on health workers due to the increase in infectious diseases such as

HIV/AIDS, tuberculosis and malaria, which lead to an increase in the demand for services. The function of HRH in Kenya is multi-faceted, aimed at ensuring an adequate workforce for quality healthcare delivery, equitable distribution of healthcare professionals across the country and maintenance of quality services through rigorous performance management, fair remuneration and a review of the basic human needs essential for the provision of services, especially in difficult environments.

The strategic plan of HRH Kenya aimed to improve the retention of health workers by working to make jobs in the health sector more attractive to reduce staff turnover and improve working conditions in difficult accessories. , a study conducted in Mbagathi District Hospital highlighted staff incompetence as a factor affecting the quality of services, with the majority of respondents agreeing with this observation. Working out this problems, is essential to ensure proficient health services also improve the overall performance of public hospitals in Kenya. The views expressed by Wanjau, Wanjiku and Ayonde in 2012 are consistent with the importance highlighted by Argote (2000) regarding the essential role of qualified health care professionals in providing high quality outcomes and growth of l hospital. Selective employment of qualified personnel is essential to achieve these goals. Brown and Duguid (2003) also emphasize the importance of staff empowerment, treating them as essential partners in hospital operations and offering opportunities for career advancement. Hospitals should strive to retain high-quality physicians and nurses while promoting teamwork among various healthcare professionals to improve the quality of care. The implementation of effective human resource strategies, such as selective recruitment and practices to reduce staff turnover, is essential to promote the quality of services and the sustainable growth of health facilities, as Cohen and Levinthal (2001) have pointed out.

The management of MDH recognizes that the lack of experts is due to factors such as high turnover due to unattractive working conditions as well as the long training required to acquire health care specialized. She admits that the hospital is losing staff to other institutions due to non-competitive working conditions and the lack of attractive work environments. It is essential to address the global shortage of health professionals and implement retention strategies to ensure that staff stays for at least five years after recruitment. Obura's 2014 research highlights the prevalence of 30- to 39-year-old health professionals in MDH, indicating significant turnover in the organization.

1.1.2 Mbagathi Hospital

Mbagathi Hospital was built in the 1950s and initially operated as the Infectious Diseases Hospital (IDH), now It operates as a Level 4 referral hospital serving over one million residents of the Nairobi metropolitan area under the management of the Nairobi County Government.

Mbagathi hospital offered various hospital services for example it offered dental care, radiology, accredited laboratory services, renal, eye, maternity, ENT, orthopedic and pediatric clinics. It also housed a modern forensic department with a capacity of 112 mortuary beds. Currently, Mbagathi Hospital treated about 700 outpatients per day and had a total of 320 beds for inpatient care. The hospital's activities were influenced by different worldwide strategies aimed to improve the health sector. The SDGs forum had a direct impact on the health sector, including zero hunger, good health and well-being, gender equality and partnerships. Kenya Vision 2030 aimed for a high quality of life, transforming the hospital from an infectious disease treatment

center to a Level 4 district referral hospital providing diversified services. This transformation aligned with the Kenya Health Sector Strategy and the Nairobi County Health Sector Plan, with a focus on Universal Health Coverage (UHC) initiatives.

1.2 The Statement Of the problem

The effectiveness and success of the organization depends on the ability to keep the organization afloat (Rampur, 2009). A high turnover rate would make an organization unable to achieve its goals, lose a lot of money in business, and can put the image of the company at risk. But many organizations are estimated to have difficulty retaining employees. There were layoffs in public hospitals. A large annual movement, sometimes from one hospital to another at the same time in the same industry resulted in frequent hiring and high employment costs, customer focus training sessions and lack of retention of employees made them leave the opportunity. Experienced workers share their knowledge and frequent resignations meant that no customers were transferred to new employees, thus losing loyal customers quickly transformed into competitive products (Zografos, 2006). It is good to ensure employees are compensated fairly for their contributions to the organization and is committed to providing advancement opportunities and benefits to employees. A high turnover of employees can have a negative impact on the organization if it is not addressed. Losing staff workers with knowledge and experience and also old customers is not good. Poor customer relationships can lead to customer dissatisfaction, poor sales and other consequences. New sales staff may lose income and jobs. It's good to build relationships and understand customer needs. Some findings identified gaps resulting from poor sampling methodology, a non-representative target group and poor data collection tools. The purpose of this study is to identify the factors that influence the turnover of health staffs in

public hospitals. This study aims to limit or reduce these conditions and improve the turnover of health workers in public hospitals.

1.3 Objectives of the Study.

1.3.1 General objective

Factors influencing turnover of health staff workers in public hospitals, a case study of Mbagathi level 4 Referral Hospital.

1.3.2 Specific objectives

The following research project objectives supported the study.

1. To determine how salaries influence turnover of health staff at Mbagathi Level 4 Referral Hospital
2. To ascertain how the performance improvement program influences the turnover of health staff workers at Mbagathi Level 4 Referral Hospital.
3. To determine how rewards and recognition influences turnover of health staff workers at Mbagathi Level 4 Referral Hospital.
4. To determine how working conditions influence the turnover of health staff workers at Mbagathi Level 4 Referral Hospital

1.4 The Research Questions?

The following research project questions were the focus of the investigation.

1. How does salary condition influence turnover of health staff workers at Mbagathi Level 4 Referral Hospital?
2. How has the performance improvement program condition influence turnover of health staff workers at Mbagathi Level 4 Referral Hospital?
3. How do rewards and recognition condition influence turnover of health staff workers at Mbagathi Level 4 Referral Hospital?
4. How do working condition influence turnover of health staff workers at Mbagathi Level 4 Referral Hospital?

1.5 The Significance of the study

The research project sought to make a significant contribution to the senior management of organizations in the public health sector by examining the problem of staff turnover causes. To my knowledge, therefore, the main objective of the study is to provide explanatory results in this area. This study project thereby attempts to identify the influence of turnover on health workers in the public hospitals.

This study will be important for the Mbagathi Referral Hospital in the creation of effective strategic control program system that will enable the hospital to accomplish its goals. Staff attrition in public hospitals continues to affect the organization skilled and knowledge personnel

as talented staff leave and those who remain may lack the necessary work skills. Therefore, the study would help to find ways to retain staff and develop less competent staff. The study would also benefit HR managers by providing a robust assessment of the effectiveness of turnover reduction and talent management strategies. The study is essential to create sustainable and effective strategies to mitigate the challenges presented by high turnover rates in public hospitals.

1.6 The scope of the study.

The study focused on Mbagathi level 4 referral hospital. It was located in Kenyatta Golf Course, Kibra Sub-County; Woodley/golf area in Nairobi County. It was adjacent to the informal settlement of Kibra. The study aimed to analyze the factors that influence the turnover of health staff in public hospitals with a focus at the Mbagathi Referral Hospital. This study included the collection of data from 150 management personnel. The study period was from April 2024 to October 2024.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The theoretical literature review, conceptual frameworks, Empirical literature review, critiques of the existing literature review on health staff turnover, research gaps, and a summary of the literature were all included in this chapter.

2.1 Theoretical review

Here, the study's main focus was on the theories that described the many elements that influenced the health staff turnover at Mbagathi Level 4 Referral Hospital. The two hypotheses

under investigation were Herzberg's two-factor theory and the human capital theory. Many of the causes of hospital healthcare staff turnover could be explained by this.

2.1.1 Human Capital Theory

The value of human capital in a firm is significantly enhanced by the modern workplace.

Intellectual capital, or the ability to recruit and retain skilled workers, is crucial for businesses.

Employees must be viewed as valued human capital rather than just human resources in order to achieve this. The idea of human capital, which was first proposed by Schultz in 1961 and further elaborated by Becker in 1964, highlighted how an individual's knowledge and abilities affected an organization's performance and output.

Armstrong (2012) asserted that human capital is the organization's human component, which included the group's aggregate knowledge, abilities, and skills that defined its character. An organization's long-term viability is ultimately guaranteed by the capacity of its members to learn, adapt, innovate, and be creative. Human capital encompassed social capital, which referred to the networks that enabled companies to connect and efficiently utilize diverse information, and intellectual capital, which stands for the individual's distinct knowledge and abilities.

Organizational capital, which represents institutionalized knowledge kept in databases and textbooks, is a concept in the field of organizational dynamics this value is taken with important employees when they depart. What truly add value are people's knowledge, skills, and capacities. Consequently, the emphasis ought to be on strategies for luring, keeping, developing, and safeguarding the human resources they represented.

2.1.2 The Two-Factor Theory of Herzberg

It served as the theoretical foundation for this study and was crucial for comprehending the factors influencing the turnover of the public sector health personnel. With an emphasis on intrinsic motivators like performance and reward, Herzberg (1959) claimed that employee motivation is driven by intrinsic values. On the other hand, external factors like compensation and business policies were the source of discontent factors, also known as hygiene factors. Despite not being motivating, cleanliness considerations are necessary for employee satisfaction (Armstrong, 2010). The recruitment and turnover of technical staff at a US Department of Energy construction site were examined empirically using Herzberg's motivation and hygiene criteria (Tamosaitis & Schwenker, 2002). French According to the notion of two components, the study discovered that job satisfaction stems from the nature of work itself, whereas hygienic issues had a substantial influence on turnover. Udechukwu's (2009) study of correctional officer turnover emphasized the importance of hygiene as a retention factor, which runs counter to Herzberg's idea. The author blamed poor working circumstances that impacted employees' hygienic considerations for the high turnover rate in this industry. According to Udechukwu (2009), combating excessive turnover in the correctional officer job required addressing these hygiene concerns through clear career paths and opportunities for advancement. According to a number of studies (Michael, 2008; Netswera et al., 2005; Radioed, 2005; Sutherland, 2004), both internal and external factors—such as competitive salaries they have a significant impact on employees through things like training and demanding work. These findings align with Herzberg's two-factor theory, which highlights the role of both extrinsic and intrinsic motivators—like growth and responsibility—in fostering employee turnover in businesses.

2.2 Empirical literature review.

2.2.1 How salaries influenced turnover of health staff workers.

Pay had a significant impact on employee turnover, especially in high-pressure industries like healthcare. According to Chirwa,(2019) health workers in low- and middle-income nations, like Kenya, struggle with inadequate pay, which lowered job satisfaction and increased turnover rates. For instance, a research conducted in Malawi discovered that health workers frequently go for better-paying jobs in international organizations or the private sector, where the compensation is noticeably higher. Chirwa (2019).

According to Wambua et al. (2018), the salary disparity between public and private healthcare facilities in Kenya is a major factor in employee turnover, particularly in public facilities like Mbagathi Level 4 Referral Hospital. The cost of living in cities, where health workers are typically assigned, makes this problem worse. Government incentives like housing allowances helped those who lived in rural areas, but urban health workers sometimes had to deal with rising living expenses without receiving pay raises. correspondents. In Nairobi County, the majority of health workers were unhappy with their pay, citing it as a main reason for quitting their jobs, according to a poll by Muthuri et al. (2021). Additionally, hospitals that provided competitive pay not only succeeded in keeping employees, but also saw improvements in employee engagement and patient care results (Oluoch et al., 2020).

Research indicated that although pay plays a significant role, it is not the sole cause of employee turnover, particularly in referral hospitals , where there are high demands and expectations for service delivery. Higher turnover rates result from health professionals frequently comparing their pay to that of private or foreign settings, where salaries are typically more alluring. Public health care organizations can successfully lower turnover rates by addressing wage concerns with appropriate remuneration, frequent evaluations, and salary structures in accordance with market trends.

2.2.2 How performance improvement program influenced turnover of health staff workers

Performance improvement programs (PIP) aimed to improve employee skills, productivity and job satisfaction making them essential for staff retention. In the healthcare industry where continuous professional development is important staffs were likely to stay and also with medical advances and technology. Kamau and Kariuki ,(2022) indicated that healthcare workers involved in a structured PIP tend to stay longer in their roles, as these initiatives provided opportunities for career advancement, professional development and increased job satisfaction . In Kenyan public hospitals ,PIPs can have a marked impact on turnover rates. A study by Ochieng et al. (2020) in various public hospitals found that the implementation of structured PIPs resulted in a 25% reduction in staff turnover rates,this ttributed to employees feeling more engaged, supported and valued by their employers. PIPs that include continuous training, mentoring and clear career progression paths have been shown to reduce turnover as employees are less likely to leave if they perceive a future in the organization (Ochieng et al., 2020).

Conversely, the lack of effective PIPs can create a stagnant work environment, leaving employees feeling undervalued and disconnected from the hospital's goals. Kamau and Kariuki (2022) indicated that hospitals without effective or well-organized performance improvement programs (PIPs) tend to experience higher turnover rates, as employees seek out organizations that offer opportunities for career advancement. In environments where the workload is heavy and expectations are high, a lack of performance improvement initiatives can lead employees to seek better opportunities elsewhere. It is therefore essential to have well-structured PIPs that meet the professional needs of healthcare professionals to minimize staff turnover and promote a culture of continuous improvement and career development.

2.2.3 How rewards and recognition influenced turnover of health staff workers

In organizational behavior studies, the effect of rewards and recognition on employee turnover has been thoroughly examined. Health professionals are driven by monetary rewards and acknowledgment for their work, much like workers in other industries. Recognition is even more important in the health sector, where the work environment can be especially demanding and stressful. Health workers at Kenyan hospitals who believe their efforts are consistently appreciated are more likely to stick with their employers, according to Njeru and Nyaga (2018). Appreciation not just raises spirits while confirming the value of medical staff's efforts to the hospital and community. This is especially crucial in public institutions where budgetary restrictions may limit the amount of money that may be awarded. Employees' perception of value can be greatly impacted by small acts of recognition, such as peer or supervisor appreciation (Njeru and Nyaga, 2018).

Conversely, inadequate or nonexistent appreciation might result in employee discontent and, eventually, increased turnover rates. According to Kimani and Murage (2021), Kenyan hospitals with ineffective or poorly implemented recognition programs had especially high turnover rates. Health care providers handled large volumes of patients and complex cases, the need for regular and effective recognition is essential. Implementing a strong system to recognize individual and collective efforts, Employee turnover rates can be decreased by creating a more encouraging and engaging work environment through official rewards or unofficial recognition.

2.2.4How working conditions influence the turnover of health staff workers

Staff turnover rates in the health sector were significantly influenced by working conditions, including workload, organizational support, resource availability, and the standard of physical infrastructure. Inadequate working conditions at public hospitals have been linked to higher levels of stress, burnout, and eventually turnover among medical staff, according to numerous researches. Poor working conditions are a major contributing cause to staff turnover in Kenyan public hospitals, according to Lugendo (2020), who also noted that these facilities struggle with personnel shortages, failing infrastructure, and a lack of medical supplies. Encounter high rates of employee turnover.

Given the high patient volume at Hospitals, it is critical to have enough staff and medical supplies to enable medical professionals to perform their duties in an efficient manner.

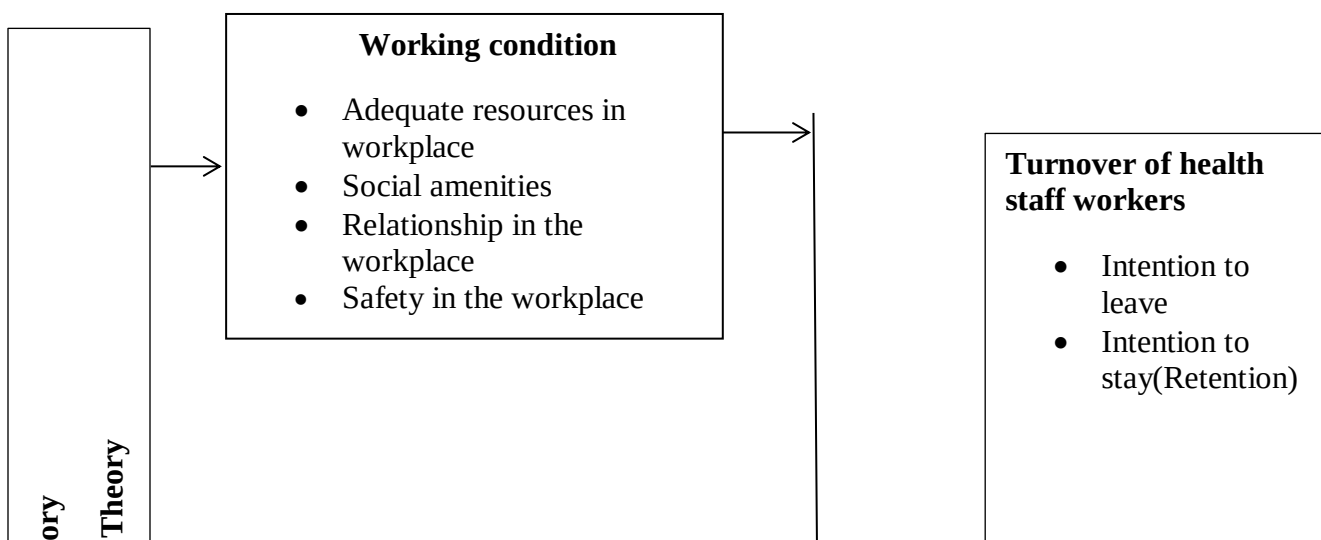
According to Achieng and Omondi (2019), a shortage of personnel not only makes it harder for current workers to do their jobs, but it also causes stress and workplace discontent, which in turn affects the rotation rates of the best pupils. When working in environments where they feel

overworked or underprivileged, health care workers are more inclined to look for jobs at organizations with better working circumstances.

Additionally, Atieno and Omondi (2021) contend that better working conditions can significantly lower staff turnover rates in referral hospitals. This entailed taking care of personnel ratios, making sure that necessary medical equipment is accessible, and encouraging a positive work environment. According to Lugendo et al. (2020), management techniques that encourage candid communication, ongoing evaluation, and successful dispute resolution can also enhance the workplace and lower attrition rates.

2.3 Conceptual Framework

It showed the relationship between the independent variables and the dependent variables of the study project. This conceptual framework depended on four independent variables which included; working conditions, rewards and recognition, performance improvement programs and salary. The dependent variable was the turnover of health staff workers whose indicator was intention to stay (retention) or leave.



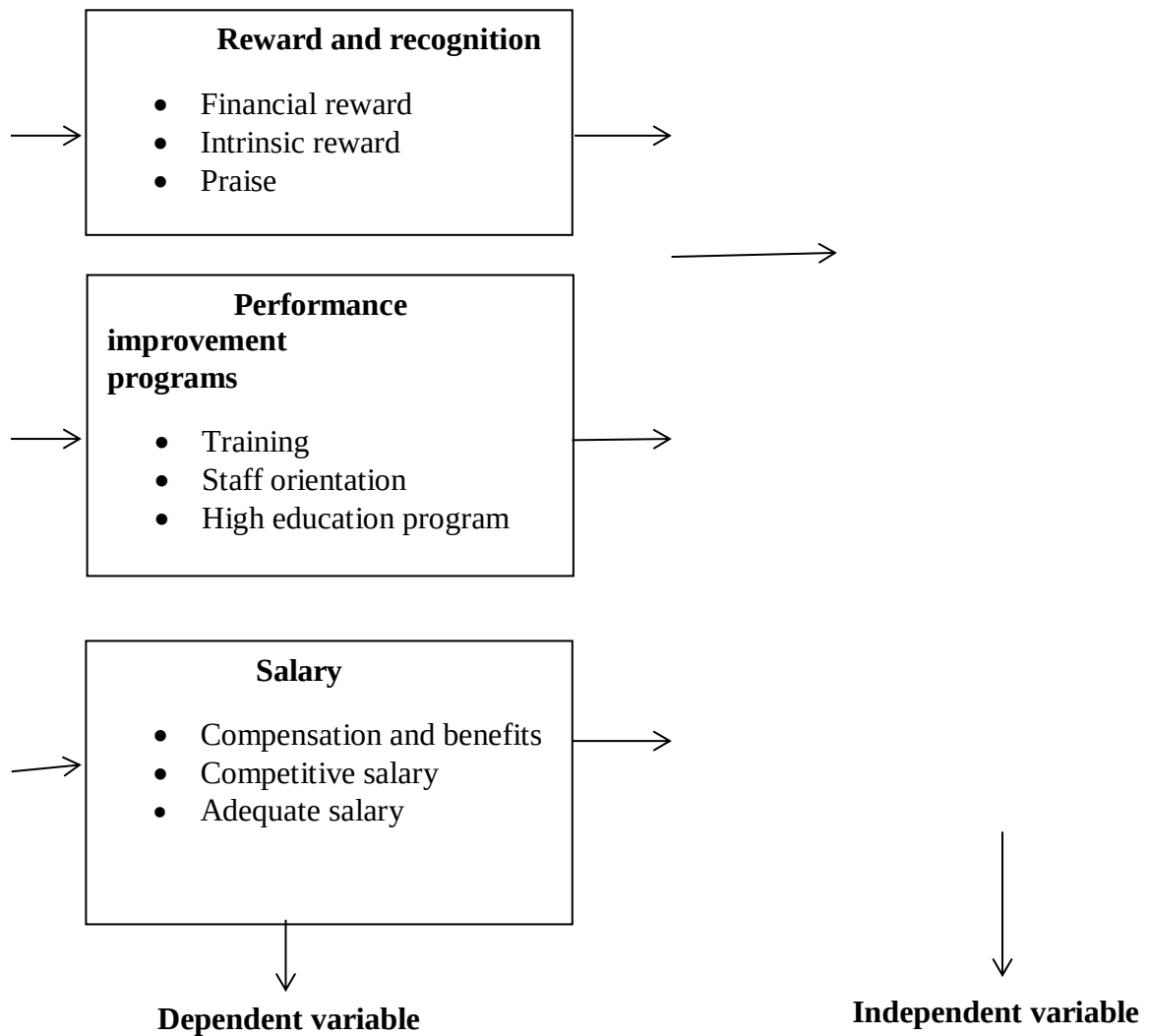


Figure 2.1: The Conceptual Model

2.4 The operationalization of variables.

Table 2.1 The operationalization of variables

Independent variable	Indicator	Measure to use
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Working condition	Job satisfaction and employee retention rates	Questionnaire
Reward and recognition	Employee morale and loyalty	Questionnaire
Performance improvement programs	Participation rates and career advancements opportunities	Questionnaire
Salary	Employee compensation satisfaction and market competition	Questionnaire

Author, 2024

The working conditions were one of the primary considerations in the case of Mbagathi Level 4 Referral Hospital. Positive working conditions, such as the right tools and equipment and a supportive environment, could be used to increase job satisfaction and staff retention rates. Employee loyalty and morale should also be taken into account. This may be achieved by conducting frequent staff surveys to find out how staff members feel about rewards and recognition as well as how to enhance Mbagathi Hospital's recognition performance. The hospital can measure participation in performance improvement programs by keeping an eye on attendance and involvement in professional development and training sessions to ascertain participation rates. They can also conduct a feedback survey to find out how they feel about career advancement. The hospital can operationalize market competition by conducting a market salary survey to compare the level of compensation with industry standards and to ensure competitive remuneration. Lastly, the objective was to ensure that the salary is competitive and adequate in order to achieve staff satisfaction.

2.5 Critiques of Existing Literature

It is important not to undervalue the role that the health workforce plays in a nation's development plan. Indeed, prior research (Humphrey and Wakerman, 2009; Manafa, et al, 2009, Mbindyo, 2009, and Zarebski, 2012) has concentrated mostly on areas of rural and remote due to the worldwide lack of health personnel, particularly in these areas. This has limited the generalizability of the findings because of the significant differences between rural and urban environments, which impacted factors that directly influence staff turnover.

Although physicians and nurses had received the most attention worldwide, a lean medical workforce is also essential to the health sector's success. Neglecting the fact that doctors and nurses collaborate with other staff members might have unanticipated implications, like demotivating other crucial medical practitioners. The complexity of the causes supporting staff turnover was demonstrated by Obura (2014), which focused on the turnover rate of health people and pointed out that the reasons for leaving an organization may not match the reasons for staying. Using both qualitative and quantitative data sources for a thorough analysis, this study attempts to investigate the factors driving staff turnover in public hospitals.

Although the majority of research focused on nurses and physicians, 19% of technicians and laboratory personnel left the health industry between 2005 and 2009 for various reasons (WHO, 2012). The findings of the national correspondents' analysis and evaluation show that there is still a lot to be worked on to be able to know the most effective ways to increase the hiring and retention of health professionals. It is recommended that policymakers can improve the chances of the intervention's effectiveness by establishing favorable conditions for its execution and arranging for public health researchers to speak with actors, educators, and professionals who

carry it out. For a better guide in this area, there is still much work that is needed to be performed so that researchers can produce enough evidence regarding the efficacy of reward and retention measures.

2.6 Research gaps

The Sustainable Development Goals, which are necessary for international collaboration to accomplish particular objectives within predetermined timeframes, are based on the Millennium Development Goals (MDGs). These objectives, which place a high priority on health, have sparked the creation of new initiatives, financing plans, and partnerships. Since health professionals actively promote illness prevention and treatment and are crucial to the operation of the health system, an effective staff is just as important as resources like funds and medications. Nurses and other health professionals have been the subject of many research conducted throughout the years, yet they have not been included in the empirical studies conducted globally. The purpose of this study is to investigate the rate of employee turnover in public hospitals and to identify a workable solution that takes into account all employees. Although there are many interdependent providers that provide hospital care, the published literature mostly focuses on nurses' intentions to maintain their dominance without taking other professional categories' turnover rates into account. This study's goal is to identify the variables that affect the rate of health staff turnover in public hospitals, with a focus on Level 4 Referral Hospital Mbagathi.

2.7 Summary of the Chapter

According to the literature evaluation, maintaining the country's health workforce is crucial to achieving real progress. The study looked at the theory of human capital (1964), and it was determined that the Herzberg (1959) theory was appropriate for its two intrinsic and extrinsic elements, motivation and hygiene, respectively. Conceptual framework was formed in regard to this theory, with the health turnover of health staffs as the dependent variable and the working environment, recognition, performance improvement program, and salary as the independent variables. Organizations can utilize these elements to promote a good employee value proposition (EVP) that will impact public hospital staff turnover.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

The study approach was covered in this chapter. The target population, sampling frame, sampling methods, research design, data collection tools, data analysis, and data presentation were all covered.

3.1 Research design

The primary goal of this study was to investigate the variables that influenced health staff turnover in public hospitals, with a particular emphasis on Mbagathi Level 4 Referral Hospital. Research design, according to Kothari (2004), is the setting up of parameters for data collecting and analysis in an effort to strike a balance between efficacy and relevance. It acted as a paradigm for research directing the gathering, measurement, and analysis of data. A case study design was used for this study project. A case study referred to a popular social science methodology that entailed a thorough analysis of one individual, company or event in order to determine underlying principles and comprehend causality

3.2 Target population

A "universe" or "population" is the entirety of the components studied in an area (Kothari, 2004). The biggest group from where the sample was drawn in this project was referred to as the population. The workers of Mbagathi Level 4 Hospital made up the project population. These could include those who are eligible for a pension as well as contract or permanent employees.

There were 442 in all (Mbagathi, 2024). Workers who work for the company on a temporary or casual .

3.3 Sampling frame

A list of items from which the sample was drawn was known as the sample frame. In this study, the sampling frame was taken from the Department of Human Resource Management and Administration of Mbagathi Level 4 Referral Hospital.

3.4 Sample and sampling technique

Taking a sample that is typical of the total population is known as sampling. The sample in this study was comparable to the broader group that was examined. A big sample size was not necessary if you are merely interested in basic statistics like mean or event frequency; but, if you were interested in more intricate topics like regression or in-depth analysis, you should aim for a sample size of roughly 200 to 500. For a meaningful evaluation, this kind of magnitude is essential. The sample size ought to correspond with the planned analysis. The sample size in this instance was 133, which was divided as follows:

Staff type	intended population	population sample
Clinical officers	35	11
Dentist	12	4
Lab tech	42	12
Lab tech	10	1
physiotherapist	16	5

Radiographer	12	4
Nurses	130	39
Pharm tech	16	5
Occupational therapist	5	2
Public health officer	12	4
Other professionals	149	45
TOTAL	442	133

3.5 Instruments used in collection of data

For this study, primary and secondary data were gathered. Questionnaires were used to collect primary data from respondents. As Cox (2000) noted, questionnaires were preferred because they were useful instruments for conducting semi-structured opinion collection regarding the study problem. Additionally, according to Fasting (2007), data obtained from questionnaires was objective and unaffected by researchers, guaranteeing its validity and accuracy. Secondary data was obtained from pre-existing sources, such as literature or data that had been gathered by others for other purposes. This information was gathered by looking through published materials including theses, journal articles, textbooks, and reports from NGOs, the World Health Organization (WHO), and other government agencies' audits.

3.6 Pilot test

The questionnaire undergone a pilot study, which was a test run. According to Kothari (2004), the pilot study aided in identifying any questionnaire flaws. The Kisii Level Five Hospital case study was the main emphasis. The degree to which measurements faithfully capture the idea

under study is known as validity. Only five staff members from Kisii Level Five Hospital's mobile cadres of physicians and nurses participated in the pilot study. In order to ensure that the instruments measure what is intended to be measured, the results helped the researcher resolve inconsistencies that arose from them.

3.7 Validity

The most important component is validity, which indicated how well an instrument assessed its intended purpose (Kothari, 2004). To guarantee its authenticity, the questionnaire was therefore created in conjunction with the university supervisor and additional experts.

3.8 Data analysis procedure and presentation

Putting the raw data into SPSS for analysis is part of the data analysis and presentation process. Descriptive statistics capabilities in SPSS made it easier to compare responses from different variables and clearly display how frequently those replies occurred. The data was summarized using descriptive statistics, which included figuring out frequencies and percentages. The gathered data was successfully presented using tables and other graphical representations for improved comprehension and analysis.

3.9 Ethical considerations

Researcher conducted the study with a high degree of ethics and thoughtfulness. Without acting for personal benefit, the researcher carried out the study with honesty and integrity, taking into

consideration the attitudes and cultural norms of hospital employees. Researchers made sure that the employees' information was anonymous, private, confidential, and provided freely.

3.10 Research summary

This chapter checked out on the research methodology, taking the attitudes and cultural norms of those working for the company into account and lastly ethical consideration.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

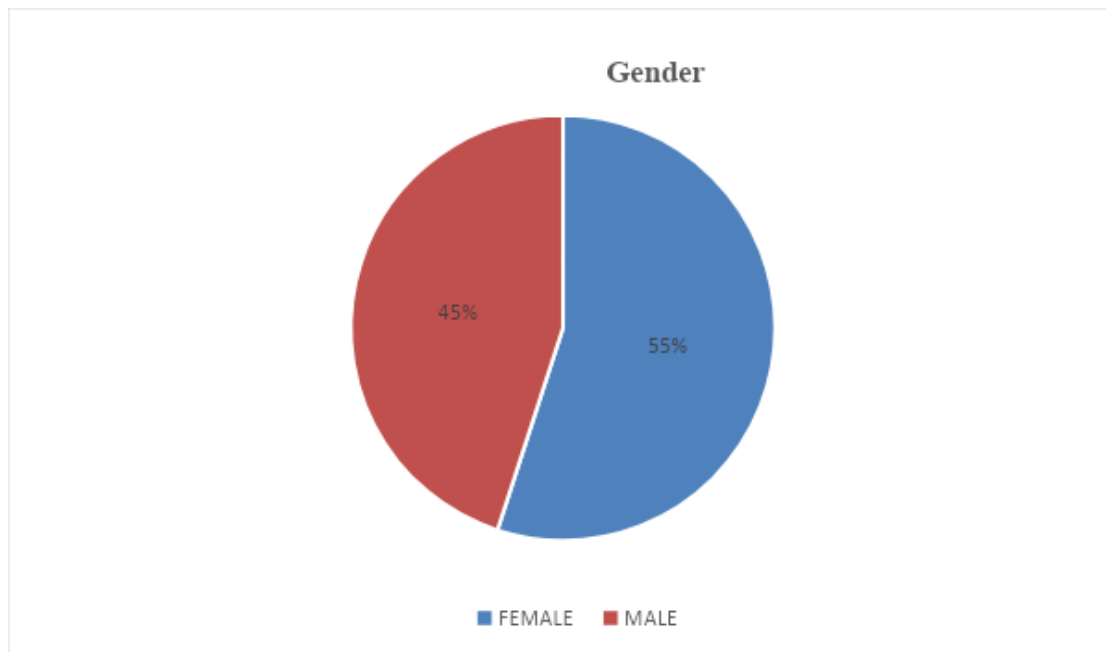
4.0 Introduction

This chapter provided the results and analysis of the study, which was based on the variables influencing turnover of health staffs in Kenyan public hospitals. Both descriptive and inferential statistics were utilized to discuss the project's findings. A 91% response rate was achieved when 120 of the 133 respondents finished and returned the questionnaires. The results of this study were reliable and representative due to the relatively high response rate.

4.1 Research findings and discussion

4.1.1 Information about respondents

Figure 4.1: Distribution of Gender

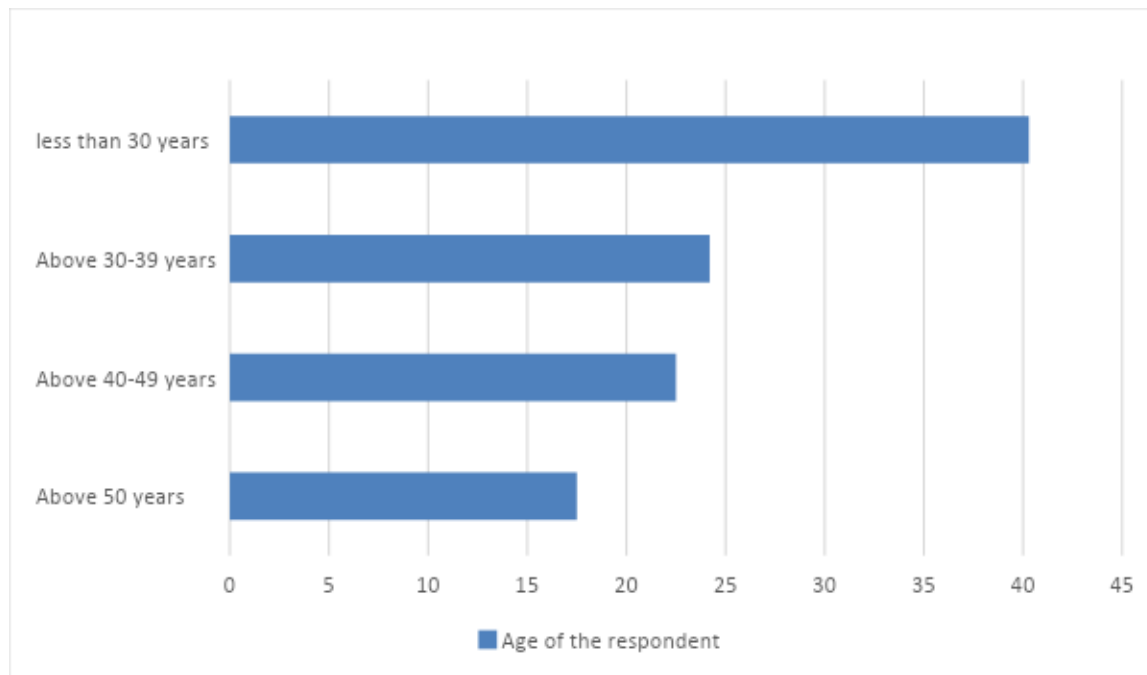


Author, 2024

According to Figure 4.1, the majority of study participants 54.9% were women, while 45.1% were men. This disparity was exacerbated by the prevalence of female-oriented professions like nursing in Kenya. Men were more likely to work in professions like medical, physiotherapy, dentistry, health officials, and technicians, in particular. Given that all genders were suitably participating, this showed that there was no gender bias in the study.

4.1.3 Age

Figure 4.2 Respondents Age



Author, 2024

Table 4.4 The distribution the respondents age by frequency and percentage.

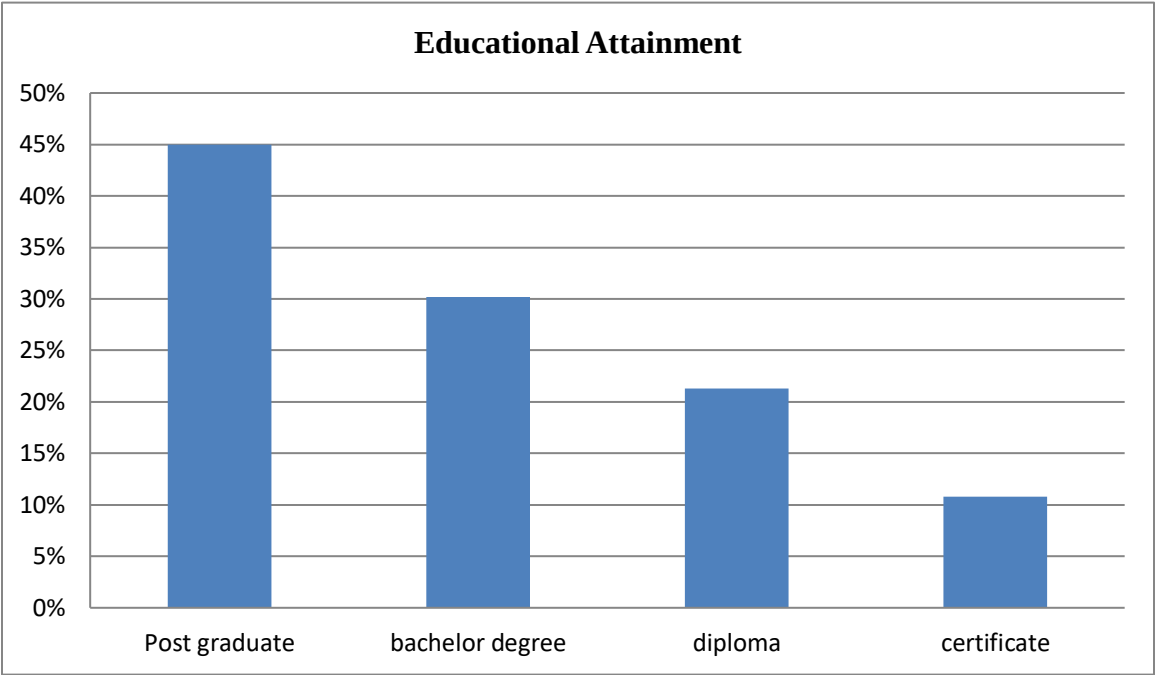
Years of age N	N (%)
Less than 30	49(15.8%)
30-39	29(24.2%)
40-49	48(40.3%)
Over 50	24(19.8%)

Author, 2024

According to the statistics in table 4.4 above, a sizable percentage of participants—40.3%—were between the ages of 40 and 49, while only 15.8% were fewer than 30. This suggested that the mbagathi hospital staffs were getting older.

4.1.4 Educational attainment levels

Figure 4.3: Maximum educational attainment



Author, 2024

Table 4.5 The distribution of the respondents educationl attainment levels by frequency and percentage.

Educational attainment levels	N (%)
Postgraduate	54(45%)
Bachelor's degrees	36(30.2%)
Diploma	26(21.3%)
Certificate	4(3.5%)

Author, 2024

Table 4.6 displayed the education attainment distribution among research participants. The study found that the majority of health staffs—45%—had postgraduate degrees, with bachelor's degrees (30.2%) and diplomas (21.3%) followed closely behind. The lowest percentage of

respondents (3.5%) held certificates. This implied that the vast majority of the study's staff members possessed a maximum educational attainment, allowing them to read, understand, and appropriately responded to questions.

4.2 Working conditions

4.2.1 How working conditions influenced turnover of health staffs at Mbagathi level 4 referral hospitals.

Health staff turnover at level 4 Mbagathi referral hospital was influenced by working circumstances. Given that 90% of the study participants were permanent staff members and retirees at Mbagathi Hospital. From table 4.6, majority of them (51.5%) felt that their jobs were secure. Although a sizable majority of 43.2% acknowledged that there was good access to medications, 80% of respondents believe that hospital workloads are too high, while 20.8% disagreed. Staff shortages during key informant interviews and qualitative analysis was connected to this workload issue. The referral hospital's health staff turnover was influenced by working circumstances.

Social support and good working conditions were found to be essential for retaining employees and lowering turnover. According to an interviewee, the presence of social amenities at Mbagathi Level 4 Referral Hospital encouraged public health professionals to remain there. Retaining employees in healthcare facilities required a positive working relationships and environment.

4.2.2 Level of agreement on the statements relating influence of working conditions on turnover of health staff at Mbagathi level 4 referral hospital

Table 4.6. Shows the level of agreement on the statements relating influence of working conditions on turnover of health staff at Mbagathi level 4 referral hospital

Work condition	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The workload was favorable	13(10.8)	10(8.3)	20(16.7)	25(20.8)	52(43.3)
I have tool and equipment to do my job correctly	7(5.8)	39(32.8)	39(32.8)	24(20.4)	7(5.8)
I have good access to medication and drugs i	12(9.8)	52(43.2)	36(30.1)	17(18.9)	4(3.0)
I can access clean drinking water and electricity	33(27.3)	69(57.7)	12(10.1)	4(3.7)	1(1.1)
There is job security	21(17.9)	62(51.5)	23(19.1)	9(7.3)	5(4.2)

Author, 2024

From table 4.6 above 10.8 strongly agreed the workload was favourable while majority 43.3% strongly disagreed this influenced the turnover of health staffs.

The results of the study, consistent with previous research conducted in Kenya, highlighted that factors such as a weak health system, poor living conditions, unfavorable workloads and limited opportunities for professional development contribute to the sector health of employees to live their work. These driving factors can lead to high turnover and affect staff motivation and retention, ultimately affecting the quality of health services provided. It was essential to address these challenges to improve staff turnover rates and ensure the sustainability of the public health sector workforce (AMREF, 2012).

Working conditions should be improved to reduce the turnover of health personnel and promote retention. To improve staff turnover and especially staff retention, the respondent recommends improving working conditions in specific areas. One of the main suggestions is to hire more staff to reduce the ongoing workload, especially for clinical staff.

4.3 Recognition and Reward

Table 4.7: Whether Recognition and Reward influenced turnover of Health Staffs

Respondent view	Frequency	Percentage
Yes	97	80.7
Not at all	23	19.3
In total	120	100

Author, 2024

The study's findings in Table 4.7, indicated that majority 80.7% agreed that rewards and recognition had an influence on the turnover of health staffs at Mbagathi Level 4 Referral Hospital. in contrast to 19.3% of the population.

4.3.1 The extend to which reward and recognition influenced turnover of health staffs

Table 4.8 showed the extend to which reward and recognition influenced turnover of health staffs

Extend	Frequency	Percentage %
Very large	36	30.2
Large	49	41.0
Moderate	23	18.3
Minor	12	10.5
In total	120	100

Author, 2024

From table 4.8 above, according to the results, 41% of respondents said they were largely influenced., 10.5% specified a minor extend and 18.3% notice a moderate extend These results suggested that rewards and recognition had a major influence on health staff turnover at the Mbagathi level 4 referral hospitals.

4.3.2 Level of agreement on the statements relating influence of reward and recognition on turnover of health staff at Mbagathi level 4referral hospital

Table 4.9 Shows the level of agreement on the statements relating influence of reward and recognition on turnover of health staff at Mbagathi level 4referral hospital

Reward and recognition	Strongly agree	Agree	Neutral	disagree	strongly disagree
When employees receive rewards, they feel that the hospital values them.	62(52)	10(8)	4(3)	4(3)	—

Recognition and praise serves as a powerful intrinsic rewards that motivate healthcare workers to meet expectations	22(19)	39(33)	48(40)	7(5)	4(3)
Health staffs are its engines. Rewards are the organization's fuel,	33(27.5)	12(10.0)	4(3.3)	2(1.7)	69(57.5)
Rewards are an essential tool for improving health workers.	44(36.7)	69(57.5)	2(1.7)	1(0.8)	4(3.3)

Author, 2024

The purpose of the study was to determine the degree of agreement among participants about how rewards and recognition influenced turnover. Most participants (52%) thought that highly compensated staff members felt appreciated by the hospital 57.5% agreed that rewards were essential tools for improving health workers while 3.3%disagreed.33%stongly agreed that recognition and praise served as a powerful intrinsic rewards that motivated healthcare to meet expectations hence it was evident that reward and recognitions influenced turnover of health staffs at Mbagathi hospital.

4.4 Performance improvement program

Table 4.10. Whether Performance improvement program influenced turnover of health staffs

Respondent view	Frequency	Percentage
Yes	94	78.2
Not at all	26	21.8
In total	120	100

Author, 2024

From table 4.10 above, majority 78.2% responded yes while 21.8% responded no. This showed that the performance improvement program influenced turnover of health staffs at Mbagathi level 4 referral Hospital.

Table 4.11 shows the extend to which performance improvement performance influenced turnover of health staff workers

Extend	Frequency	Percentage
Very large	24	20.1
Large	76	63.5
Moderate	17	13.8
Minor	3	2.6
In total	120	100

Author, 2024

The purpose of the study was to determine the extend o which turnover was influenced by performance improvement programs. According to table 4.11, 63.5% indicated a large extend, 20.1% indicated a very large extend, 13.8% said they had a moderate extend and 2.6%

indicated a minor extend . This implied that performance improvement program influenced turnover of health staffs at mbagathi level 4 hospital..

4.4.2 Level of agreement on the statements relating influence of performance improvement program on turnover of health staff at Mbagathi level 4referral hospital

Table 4.12Shows level of agreement on the statements relating influence of performance improvement program on turnover of health staff at Mbagathi level 4referral hospital

Performance improvement program	Strongly agree	Agree	Neutral	Disagree	strongly disagree
The hospital offers excellent training programs compared to other organization	29(41.2)	30(25.4)	13(10.7)	5(3.2)	23(19.5)
The hospital is willing to investments in the professional growth of its health staff workers.	15(12.5).	33(27.9)	18(14.7)	5(4.4)	49(40.4)

The hospital frequently provides financial assistance to attend workshops and conferences in order to help any professional development.	41(34.2)	26(22.7)	27(22.1)	17(14.3)	
Health staff members' decision to leave is influenced by training chances abroad.	34(27.8)	26(21.8)	18(15.4)	24(20.3)	—
I am satisfied with the hospital's performance improvement initiatives in the hospital	12 (9.4)	42(18.7)	12(9.7)	34(28.5)	40(33.7)

Author, 2024

Table 4.12 showed that a greater percentage of respondents—41.2%—agreed that the hospital offered excellent training programs compared to other organizations while 19.5% disagreed. Relating to the perceived percentage rise brought about by the skill training, it's interesting to note that 72.2% disagreed that they were satisfied with the performance improvement initiatives in the hospital this influenced the turnover rates which made other health staff members seeking other employment. This showed that performance improvement program had an influence on turnover of health staffs at mbasthi level 4 referral hospital. In order to lower turnover and increase retention and motivation, it is imperative that all Cadres have equal access to performance improvement program opportunities. By putting these recommendations into practice, the hospital can foster a culture that values continuous training and professional

development for all employees. Ultimately improving retention and general job satisfaction while lowering health staff turnover.

4.5 Salary

4.5.1 Whether salary influenced turnover of health staffs

Table 4.13 Shows whether salary influenced turnover of health staffs

Respondent view	Frequency	Percentage %
Yes	110	92
Not at all	10	8
In total	120	100

Author, 2024

According to the results in table 4.13, 92% of the respondents indicated yes, whereas 8% disagreed. This suggested that pay was a significant factor in Mbagathi Hospital's health personnel turnover. According to the survey, salary influenced turnover of health staff at Mbagathi level 4 hospital.

4.5.2 The extend to which pay (salary) influenced turnover of health staffs.

Table 4.14 Shows the extend to which salary influenced turnover of health staffs.

Extend	Frequency	Percentage
Very large	30	31.7
Large	60	50
Moderate	14	11.8

Minor	8	6.6
In total	120	100

Author, 2024

Determining the extend to which salary influenced turnover of health staffs was the aim of the study. According to the findings in table 4.14, half of the participants reported having a large extend , 31.7% reported having a very large extend,11.8% reported having a moderate influence, and 6.6% reported having a minor influence. This suggested that the turnover of health staff at Mbagathi Hospital was significantly influenced by salary.

4.5.2 Level of agreement on the statements relating influence of salary on turnover of health staff at Mbagathi level 4referral hospital

Table 4.15 shows the level of agreement on the statements relating influence of salary on turnover of health staff at Mbagathi level 4referral hospital

Pay(salary)	Strongly agree	Agree	Neutral	Strongly disagree
Adequate benefits and compensation package can improve the profitability and performance of a firm.	98(81.9)	19(16.2)	2(1.9)	—

Efficient salary plan can shape performance and job satisfaction	38(31.7)	60(50)	14(11.7)	8(6.7)
When it comes to benefit offers, employers may try to stay competitive.	52(43.0)	43(36)	17(14.0)	8(7.0)
Pay is viewed by employers as a major cost component of production and as an essential motivator for luring in the best applicants, retaining valuable employees, boosting morale, and driving performance.	20(16.7)	70(58.3)	10(8.3)	20(16.7)

Author, 2024

The purpose of the study was to evaluate respondents' agreement with statements regarding the influence of salary on turnover of health staffs at Mbagathi Hospital.

From table 4.15 above Most respondents 81.9% strongly agreed that employee benefits and pay improved the productivity and profitability of the company. Pay is viewed by employers as a major expense and an essential instrument for attracting new employees, lowering attrition, improving retention, and improving performance. Performance and job satisfaction can both be improved by an efficient pay plan . Beyond their immediate expenses, Dale and Olsen (2000) pointed out that fringe benefits can drastically lower turnover.it was evident that a good pay increased retention hence lowering turnover.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

This chapter presented an overview of the research project guided by specific research objectives and questions, conclusions drawn from the results and recommendations to improve the turnover of the health workforce in the public sector, as well as recommendations for further research.

5.1 Summary of key findings

The general objective of this study was to analyze the factors influencing turnover of health staff workers in Public Hospitals in Kenya: A Case Study of Mbagathi Level 4 Referral Hospital In this context, the four specific objectives of the study were to determine the influence of salary, reward and recognition, performance improvement program and working conditions on the turnover of health staff workers .Below is a summary of the study's findings in relation to these specific objectives.

5.1.1The influence of working conditions on turnover of health staffs.

The main aspects of the work environment in a public hospital included work safety, workload, availability of equipment and supplies needed to do the job and social amenities, access to services public in the place of work and in the place of residence. A significant majority thought they had job security. Less than half of the respondents felt they had the necessary equipment to do the job correctly and safely. Most of the respondents felt that the workload was not

manageable. From the qualitative analysis, most of the respondents thought that the workload was heavy. Therefore, ensuring that only referred patients were admitted for treatment to be able to gain a better patient-health worker report for the hospital, bearing in mind that Mbagathi Level 4 Referral Hospital is ideally a referral hospital. Work conditions negatively influenced intention to leave. However, the results showed that a one unit improvement in working conditions will reduce the turnover rate of staff intending to leave Mbagathi Level 4 Referral Hospital.

These results of the study indicated that the working conditions influenced the intention to leave and, on the contrary, it influenced the turnover of health staffs.

5.1.2 The influence of recognition and reward on turnover of health staffs

The results of the research highlighted that recognition and reward had a significant impact on the turnover of health personnel in Mbagathi Level 4 Referral Hospital. Employees acted as the driving force of an organization, with recognition and rewards serving as fuel. Motivated healthcare workers showed efficiency and commitment to be able to attain hospital goals compared with those who don't possess such character. Recognition and reward makes a well-rewarded employee feel appreciated by the hospital they serve. It is essential that hospitals establish correct measures to recognize and reward outstanding employee performance. These processes should encourage employees to use their creativity, skills and expertise to support the business without external incentives. Clear communication of these procedures to all employees

was essential, ensuring transparency and fairness while eliminating human manipulation and bias. According to the results, healthcare workers value recognition and reward, hence influencing their intention to stay or leave the hospital. It was therefore essential that public hospitals recognize the importance of rewarding and recognizing their staff, since this had the effect of reducing turnover rates and improving the retention of health personnel.

5.1.3 The influence of performance improvement program on turnover of health staffs

Performance improvement program allowed workers to take on more challenging tasks, achieve personal career goals and improve work performance, which was particularly beneficial for young health professionals. Training was essential from the employees' point of view because it recognized their strengths and opened up opportunities for professional development. Key aspects of training included availability of training opportunities, satisfaction with training provided, and implementation of training policies, comparison with other organizations and satisfaction with training practices. The study examined the influence of performance improvement program on health staff turnover in public hospitals in Kenya. Most of the respondents believed that the skills acquired through the training programs could be transferred without problems to similar organizations, indicating their adaptability. However, respondents generally did not agree on the fairness of implementing training policies and regular financial support for professional development activities. However, a significant percentage of respondents were satisfied with the training practices in their foundations. Most of the respondents said that the training program offered in the hospital helped to reduce the turnover of health personnel and increase the retention. A large number of respondents agreed that

implementing a performance improvement program for their hospital's healthcare staff had an impact on turnover by reducing turnover and improving retention.

5.1.4 The influence of salary on turnover of health staffs

The results of the research highlighted that salary has a significant impact on the turnover of health personnel in Mbagathi Hospital Level 4. Benefits and salaries of health workers are essential to improve the performance and profitability of the hospital. Health workers see compensation as a major cost element and an essential incentive to attract the right candidates, retain talented staff, motivate performance and encourage positive behavior. A well-designed pay system influences level of performance and improves job satisfaction. Employers should aim to keep their benefits packages competitive to successfully attract and retain the best talent. The qualitative analysis revealed that the issue of salaries was an important factor leading to the departure of health workers, since they considered that some aspects of remuneration and benefits were unfair for certain categories of staff. Compensation played a vital role in motivating and reducing employee turnover. Although the hospital offered competitive salaries based on qualifications, a significant number of health workers felt that their salary was unfair. Improving working conditions and living standards was seen as more effective in reducing migration than simply raising wages. Low wages were particularly demotivating for health workers, making them feel undervalued and overworked, especially when they worked overtime without adequate pay. Compensating factors such as family health care, salary, compensation, and benefits were strongly associated with retention. Health care professionals prioritize family support and value compensation that directly benefits their dependents. Family health care was

even more important than salary for many respondents, especially for mid-career health professionals with families.

5.2 The study recommendations

This research can be applied to compensation policy and practice. If it was clear that the hospital has no control over the salaries of health workers, it can improve non-monetary incentives such as recognition. Compensation over which the hospital has control must be distributed equally to all staffs. Job evaluations should be done to improve salary alignment.

The field of medicine was constantly evolving and therefore the hospital must continue to support staff to participate in local and external training to develop their skills. Family support programs should be implemented because most workers are married and health professionals are at their peak when they already have a family. Performance improvement programs, such as training policies, should be followed to create a sense

Recognizing exceptional performer and connecting compensation to the performance can greatly help reduce healthcare workers turnover. When employees feel appreciated for their hard work, it fosters a stronger bond with the hospital, ultimately reducing staff turnover. Promoting work-life balance by encouraging team cohesion and expressions of gratitude can improve health workers' well-being, making them more satisfied and less likely to leave their role. Improving the work environment, including the implementation of safety measures, can help reduce stress levels among staff, contributing to a more positive work environment.

5.3 The study conclusion

In order to recruit and retain healthcare professionals, inspire their performance, and promote positive behavior, businesses see salary as a crucial cost driver and incentive, according to the report. As a result, higher compensation was found to lower the Mbagathi Referral Hospital's staff turnover rate. The study also found that public hospitals' effectiveness depended on health staff professionals' willingness in sharing their knowledge and ideas, highlighting the value of rewarding and acknowledging their efforts to lower hospital staff turnover. The study also revealed that Mbagathi level 4 hospital's turnover rate increased as a result of a lack of opportunity for performance development initiatives. A number of factors have been identified, including working conditions, reward and recognition and salary.

5.5 Additional fields of study

The project was limited to Mbagathi referral hospital. A survey could be conducted in public hospitals in Kenya, especially now that the health function has been decentralized. The independent variables may be the same, but their level of influence is different for rural hospitals. Since Mbagathi was a referral hospital, it can face challenges that do not exist in rural hospitals. The decentralization of health services may affect the turnover of health personnel. The study recommended that a comprehensive study be done on the impact of turnover on hospital profitability

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION



Date: 27th September 2024

TO WHOM IT MAY CONCERN

IMALI BRIGHTER GUDAI- BMLK/5/00088/3/20

This letter serves to introduce the above named who is a **Bachelors of Management and Leadership (BML)** student and is interested in carrying out research on Factors Influencing Turnover of Health Staff Workers in Public Hospitals. A Case Study of Mbagathi Level 4 Referral Hospital.

Any assistance accorded to her in pursuit of this study will be greatly appreciated.

Yours Sincerely,

Dr. Juster Nyaga

Dean, School of Management and Leadership



APPENDIX 2: QUESTIONNAIRE

The purpose of the questionnaire below, dear respondents was to ascertain the Factors influencing turnover health staffs in Kenya: a case study of Mbagathi level 4 referral hospital. Please check the appropriate responses in the designated space (✓) or provide the necessary information; if necessary, please be specific and explicit. The supplied data will only be utilized for scholarly purposes.

SECTION A: RESPONDENTS INFORMATION

1.What is your gender ()Male () Female

2.Your Age in years (tick the appropriate one)

()Less than 30

()From 30-39

() From 40-49

() More than 50

3.Years/months you have worked for this hospital?

_____yy_____mm

4.Highest Educational attainment completed (tick the appropriate one)

() Certificate

() Diploma

() Bachelors

() PHD

5 Your designation(tick appropriate one)

() Physicians () Clinical officers () Medical lab technologists () Dental technologists ()
 Dentists () Health record keeping () Environmental () Radiographers () Radiologists () ECG
 technologists () Nurses () Occupational therapists () Orthopedic technologists () Medical
 physiotherapists () Pharmacists () Nutritionists () Medical engineers () Medical Educationists
 () Lab technologists () Professionals in Other programs

SECTION B:SALARY

Does salary influence turnover of health staff workers at Mbagathi Level 4 hospital ?

Yes []

No []

If yes please explain.....

.....

.....

What is your level of agreement with the following statements relating to influence of salary on
 turnover of health staff workers at Mbagathi Level 4 hospital ?Scale

1=strongly agree 2= agree 3= moderate 4= disagree 5=strongly disagree

Salary	1	2	3	4	5

An effective remuneration program can help shape performance and improve job satisfaction					
Adequate benefit and compensation packages can enhance organizational performance and profitability					
Employers see pay as a significant cost element in production and as a crucial incentive for attracting Right job candidates,as well as keeping valuable staffs,driving performance and productivity					
Employers may attempt to maintain competitiveness with respect to benefit offerings					

SECTION C:REWARD AND RECOGNITION

Does reward and recognition influence turnover in Mbagathi Level 4 Referral Hospital?

Yes []

No []

If yes please

explain.....

...

.....

What is your level of agreement with the following statements that relate to influence of reward and recognition on turnover in Mbagathi Level 4 hospital? Scale

1=strongly agree 2= agree 3= moderate 4= disagree 5=strongly disagree.

Reward and recognition	1	2	3	4	5
the real successes of companies originate from employees' willingness to use their creativity, abilities and know-how in favour of the company and it is organization's task to encourage and nourish these positive employee inputs by putting effective reward practices in place					
Praises and recognition serves as a powerful intrinsic reward as a motivating tool that encourages health staff to meet expectations.					
Reward had been identified to be a vital instrument in health workers performance					

A well rewarded staff feels that he/she is being valued by the hospital he/she is working for					
Health workers are the engine of organization vehicles while reward is the fuel					

SECTION D: PERFORMANCE IMPROVEMENT PROGRAM

Does performance improvement program influence turnover of health staff workers at Mbagathi Level 4 hospital ?

Yes []

No []

If yes please

explain.....
.....

What is your level of agreement with the following statements that relating performance improvement program influence turnover of health staff workers at Mbagathi Level 4 hospital ?
Scale 1=strongly agree 2=agree 3= moderate 4= disagree 5=strongly

disagree.

	1	2	3	4	5
Performance improvement programs					
The training opportunities offered within the hospital are good compared with other organisation					
Financial support is given regularly by the hospital to attend conferences and workshops to enhance any professional growth.					
The performance improvement program are offered regularly					
The performance improvement program in the hospital are satisfying					

SECTION E:WORKING CONDITION

Does working conditions influence turnover of health staff workers at Mbagathi Level 4 hospital ?

Yes []

No []

If yes please

explain.....
.....

Indicate your level of agreement with the following statements relating effects of how working conditions influence turnover of health staff workers at Mbagathi Level 4 hospital ?

Scale 1=strongly agree 2= agree 3= moderate 4= disagree 5=strongly disagree.

Working conditions	1	2	3	4	5
The workload is favourable					
I have the equipment i need to do my jobwell and efficiently eg xray,blood pressure cuffs					
If at work and at residence i have access to clean water and electricity					

The Hospital has good access to drugs and medication					
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Thank you for your response!

APPENDIX 3: RESEARCH STUDY BUDGET

No	Activity	Cost
1	Writing the proposal	2000
2	Review of the literature (travel expenses and photocopying) typing, copying, binding, and printing.	10,000
3	Collecting data	3,000
4	Writing research reports	6,000
5	Assembling and revising	7,000
6	Travel, lodging, phone, and transportation expenses.	4,000
7	Grand total	32,000

