



INFLUENCE OF WORK ENVIRONMENT MANAGEMENT PRACTICES ON THE RETENTION OF STAFF IN PUBLIC HEALTH INSTITUTIONS IN MACHAKOS COUNTY, KENYA.

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ABSTRACT

An attractive and supportive work environment is critical to job satisfaction hence retention. The aim of this study was to investigate the influence of work environment management practices on the retention of health care staff in public health care institutions in Machakos County in Kenya. The study adopted a mixed research design and targeted all the 772 health care staff in the 156 public health facilities in the eight sub-counties in the county. The population was stratified into 8 main strata consisting of doctors, dentists, clinical officers, nurses, physiotherapists, pharmacists, laboratory technicians and radiographers. Respondents were selected through both purposive and stratified random sampling. Interviews were used to collect data from the officers in charge of sub county facilities and the four hospitals while self-administered questionnaires were used on the rest of the respondents. Data was analyzed with the help of the SPSS programme. The finding was that there is a significant positive relationship between the work environment management practices and retention of staff in the public health care institutions in the county. These findings thus suggest that there is need for the Machakos county government to look into the issues of work environment and put in place mechanisms that would address these issues and thus minimize their negative effects on staff satisfaction and commitment hence retention in the health care institutions in the county.

Key words: Retention, Work Environment, Health Care Institutions, Machakos County, Kenya

1.0 INTRODUCTION

Health workers are vitally important for the effective functioning of healthcare systems (Ndeti, Khasakhala & Omolo, 2008). However, health care is one of the sectors highly affected by turnover. An inadequate health workforce (with a high population-to-health worker ratio) contributes to the general deterioration of health indicators (Dolvo 1999; Dolvo, 2002; Dolvo, 2003). Loss of clinical staff from low and middle-income countries is



crippling already fragile health care systems. Health worker retention is critical for health system performance and a key problem is how best to motivate and retain health workers (Mischa, Bidwell, Thomas, Wyness, Blaauw, & Ditlopo, 2008).

According to Chankova (2006), the availability of health personnel in Africa is considerably worse than in other regions of the world and it is one of the major stumbling blocks to the delivery of adequate healthcare. Indeed there are more African scientists and engineers in the USA than in Africa. According to UNECA some 127,000 highly qualified African professionals left the continent between 1960 and 1989. Pang, Lansang and Haines (2002) estimates that 23,000 health care professionals emigrate annually from Africa. By contrast, North and South America, which together have 14% of the world's population but only 10% of the global disease burden, employ 37% of the global health workforce and contribute over 50% of the pool of global health expenditure (WHO, 2006). Malawi in southern Africa now has about 100 doctors and 2000 nurses to serve a population of 12 million people. The hospital beds in many poor countries are full and overflowing. Staff is unable to keep up with the seemingly endless flow of patients near death (Green, 2007). The negative impact of brain drain can be masked in the urban areas of developing countries with higher concentration of public and private health centers, but such effects remain clear in the rural areas.

Like most countries in Africa, the shortage of healthcare workers is not unique to Kenya. Indeed, Kenya is one of the countries identified by the WHO as having a "critical shortage" of healthcare workers. While WHO has set a minimum threshold of 23 doctors, nurses and midwives per population of 10 000 as necessary for the delivery of essential child and maternal health services, Kenya's most recent ratio stands at 13 per 10 000 (WHO, 2010). This shortage is markedly worse in the rural areas where, as noted in a recent study by Transparency International, under-staffing levels of between 50 and 80 percent were documented at provincial and rural health facilities (TI-K, 2011)

In Kenya the brain drain of medical professionals is threatening the very existence of the country's health services. Kenya loses on average 20 medical doctors each month through either brain drain or brain waste (Ndetei et al, 2008). The emigration rate of doctors



currently stands at 51% with main destination being the UK; while the emigration rate of nurses is 8%. Hunt (2009) asserts that nurses in most healthcare organization have some of the highest levels of direct patient contact of any employees. The financial cost of losing a single nurse has been calculated to equal about twice the nurse's annual salary (Atencio, Cohen, Gorenberg, 2007,). The average hospital is estimated to lose highly (Kirigia et al, 2006), about \$300,000 per year for each percentage increase in annual nurse turnover while on average for every doctor that emigrates, a country loses about US\$ 517,931 (Price Waterhouse Coopers, 2007).

A 2010 review (NCAPD, KNBS & ICF, 2011) of the health situation in Kenya, performed by the Ministry of Medical Services and the Ministry of Public Health and Sanitation, reveals that improvements in health status have been marginal in the past few decades and certain indicators have worsened. Maternal Mortality Rate (MMR) and Neonatal Mortality Rate (NMR) have worsened over the past few decades, while Infant Mortality Rate (IMR) has only marginally improved. The review shows that disease burden as a result of malaria, tuberculosis and HIV/AIDS, which together account for almost 50 percent of all deaths in the country, have received the most attention GOK (2010) with the government and donors focusing on prevention, treatment and eradication efforts. While infectious diseases continue to be a burden to the Kenyan healthcare system, the incidence of non-infectious diseases such as diabetes, cancer, cardiovascular disease and high blood pressure are on the rise.

In terms of access to health care, Approximately 78 percent of Kenyans live in rural areas, yet a disproportionate share of healthcare facilities are located in urban areas (WHO, 2012). Those in rural areas often have to travel long distances, often on foot, to seek care. According to the World Bank, the index of access to health services (measuring the share of newborns delivered at a health facility) in Kenya, speaks volumes to this disparity. For example, over eight in ten children born in Kirinyaga County, which is located in the central part of the country, are delivered in a health facility. In Wajir, which is located in one of the most remote and marginalized regions of the country, one child in twenty is born in a health facility (World Bank, 2012).



The background has shown that despite the enormous public finances spend in training of healthcare workers in Kenya and the prevalence of diseases, emigration of these workers continues to increase. These revelations prompted the researcher to empirically investigate the influence of working environment on the retention of healthcare professionals in public healthcare institutions in Machakos County.

2.0 OBJECTIVE AND HYPOTHESIS OF THE STUDY

2.1 Specific Objective

The specific objective of the study was to investigate the influence of work environment management practices on the retention of health care staff in public health care institutions in Machakos County in Kenya.

2.2 Hypothesis

The study helped to test the following hypothesis

H₀: There is no significant relationship between work environment management practices and retention of staff in public health institutions in Machakos County, Kenya.

H_a: There is a significant relationship between work environment management practices and retention of staff in public health institutions in Machakos County, Kenya.

3.0 RELATED THEORY AND LITERATURE REVIEW

3.1 Underpinning Theory

Herzberg (1969) two factor theory as cited in Bassett, Jones and Lloyd (2005) provides a theoretical framework for this study. Herzberg argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called “motivators”. These intrinsic variables include achievement, recognition, the work itself, responsibility, advancement, and growth. Conversely, certain factors cause dissatisfying experiences to employees; these factors largely results from non-job related variables (extrinsic). These variables were referred to by Herzberg as “hygiene” factors which, although do not motivate employees; nevertheless, they must be present in the



workplace to make employees happy. The dissatisfiers are company policies, salary, co-worker relationships, and supervisory styles (Bassett-Jones and Lloyd, 2005, Armstrong, 2009). Herzberg (1959) as cited in Bassett-Jones and Lloyd (2005) argued further that, eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state. Motivation would only occur as a result of the use of intrinsic factors. Michael (2008) and Samuel and Chipuza (2009) used this theory to find out the motivational variables influencing staff retention in South Africa.

Empirical studies by Kinnear and Sutherland,(2001), Meudell and Rodham, (1998) and Maertz and Griffeth, (2004) have however revealed that extrinsic factors such as good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organization's. The implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, extrinsic variables such as the work environment should also be considered as an effective retention strategy

3.2 Review of Literature on Work Environment Balance Practices And Staff Retention

Numerous studies have attempted to explain work environment in various areas such as for example employee job satisfaction (Iaffaldano & Muchinsky, 1985), employee turnover, job involvement and organizational commitment (Sjöberg & Sverke 2000). Work environment is one of the factors that affect employee's decision to stay with the organization (George & Jones 2008; Zeytinoglu & Denton, 2005). Hay Group (2007) contends that work environment includes a friendly, well designed, safe physical space, good equipment and effective communication which will improve productivity. Well designed and organized offices and work areas make significant differences to how people feel about their work.

Levi (2002), asserts that people enjoy to work in those organizations that provide positive work environment where they feel they are making a contribution to the achievement of the organization's objectives and moving the organization forward. Bushe, (2012) notes that working conditions refers to a work environment that promotes the efficient performance of job tasks by employees and touches on aspects such as space, tools and equipment, hours of work, internal customer support from the administration departments, nature and



tenure of contract, safety in the workplace, and requisite support from supervisors. All these make job performance easier.

Hytter (2008) asserts that in industrial perspective, work environment focuses on physical aspects such as, heavy lifts, noise and exposure to toxic substances. However characteristics of work environment vary in services sector as compared to production sector because it has to interact with the clients/consumers (Normann, 1986). Irshid and Afrid (2012) conquer with this when they note that the interaction between employees and clients or customers move from physical to psychological dimension. They assert that the physiological environment consists of workload, decision, support, stressors, and attitude among others. Working environment that is comfortable, relatively low in physical and psychological stress and facilities attainment of work goals will tend to produce high levels of satisfaction among employees.

In contrast, stressful working environment result to low levels of satisfaction. Daly and Dee (2006) observe that heavy workloads, including assignments to teach large classes may generate and mostly affects employees' retention negatively. Milory (2004) reported that people enjoy working, and strive to work in those organizations that provide positive work environment where they feel they are making difference and where most people in the organization are proficient and pulling together to move the organization forward. Workspace designs have a profound impact on workers and they tend to live with job as long as satisfied (Brill, Weidemann, Olsen, Keable & Bosti, 2001). To keep better privacy and to avoid distractions, the design of office equipment and furniture must be correspondence to it (Redman, Snape, & Ashurst, 2009). Netswera (2005) notes that flexible working hours, a challenging job, a sense of purpose and minimal grievances between staff and employers provide a favorable work environment. The psychological environment, which provides support for handling stress, and physical support infrastructures such as psychologists or a nurse, etc. on site provide a sense of security to employees.

Working environment can give some depressing messages about how much the organization value employees and the standards it expects from them (Armstrong & Murlis, 2007). An independent study conducted by the Society for Human Resource Management, demonstrated that physical work environment contributes a major factor affecting the decision of employee's whether to stay or leave the job (Sutherland, 2004). Access to



friendly and natural environment helps to reduce job stress, depression and apprehension which are beneficial for health environment as well (Steel & Griffeth 2002).

Sutherland (2004) asserts that the focus of organizations must be on how to provide better jobs with great work environment to retain employees. The key to retaining employees is to create an environment employees choose to work in and will stay given the availability of other job opportunities (Winterton, 2011). Organizations can create the necessary environment by meeting the needs of current and future employees. Communication and recognition to employees are essential factors in retaining employees. Organizations must be able to communicate their past, present, and future plans to employees so they are secure with the strength and stability of the organization. Research shows that organizations that are transparent and involve their high performing employees in finding solutions will be able to retain these individuals during downturns in the economy (Ongori, 2008).

The Hay Group study on the work environment also mentioned job autonomy. Job autonomy is defined as the amount of discretion that an employee has in carrying out his work activities (Perez, 2008). The research study demonstrated that job autonomy constitute an aspect of work environment. When employees have some control over their jobs and its outcomes, they feel less stressful and more interested in an organization to stay. Armstrong (2010), identified job autonomy as the degree to which the job provides substantial freedom, independence, and discretion to the individual' in work content, the method for accomplishing the work, and the pace at which work is accomplished. Job autonomy emerged as an important dimension of job outcomes following deCharm's theory of personal causation, which asserted that individuals will cherish behaviour and results that they perceived as stemming from their own choice (Sutherland, 2004). When employees are given the chance to control their own work outcomes, they become owners of the decisions, feel more involved in the organization, and are thus more willing to stay

4.0 METHODOLOGY

Mixed research design was used while questionnaires and interviews were used to collect primary data. The target population was all technical staff in all the public health care



institutions in the county and the respondents were doctors, dentists, clinical officers, physiotherapists, nurses, pharmacists, radiographers and laboratory technicians. Simple random sampling was used to select the medical doctors, clinical officers, nurses and laboratory technicians while convenience and purposive sampling methods were used to identify the dentists, pharmacist's radiographers, physiotherapists and orthopedic technologists. 251 questionnaires were distributed out of which 227 were duly filled and returned giving a response rate of about 90%. 12 interviews were also conducted. Data was analyzed with the help of the SPSS programme.

5.0 FINDINGS

5.1 Hypothesis

In order to achieve the objective for this study, the null hypothesis, there is no significant relationship between work environment management practices and retention of health care staff in Machakos County in Kenya was formulated and tested. The statistical test results (ANOVA, regression and correlation analyses) of the hypothesis at 95% confidence level were as follows

Table 1: ANOVA Results on Role of Work Environment Management Practices on Retention of Health Care Staff

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	635.236	1	635.236	16.612	.000 ^b
Residual	8603.839	225	38.239		
Total	9239.075	226			

a. Dependent Variable: Retention

b. Predictors: (Constant), Work environment

The P(0.000) is less than alpha (0.05). The researcher therefore rejected the null hypothesis and adopted the alternative hypothesis and concluded that with the data obtained there is significant relationship between work environment management practices and the retention of health care staff in Machakos County Kenya (F 16.612, df=1, and P<0.05). Thus



work environment management practices play a significant role in the retention of health care staff in public health care institutions in Machakos County.

These findings are in line with the findings from an independent study conducted by the Society for Human Resource Management which demonstrated that physical work environment contributes a major factor affecting the decision of employee's whether to stay or leave the job (Sutherland & Jordaan, 2004). Indeed Winterton, (2011) asserts that the key to retaining employees is to create an environment employees choose to work in and will stay given the availability of other job opportunities.

A correlation analysis show no significant relationship between work environment management practices and retention ($r=0.126$, at either $\alpha =0.01$ or 0.5). The positive value of the correlation however show there exists a positive relationship at an alpha value higher than 0.05 . The simple regression analysis ran also gave a low Karl Pearson's product moment coefficient $r=0.262$ which suggests a weak relationship. The adjusted r squared= 0.065 value indicate that only 6.5% of the change in retention of staff in public health institutions in Machakos County can be attributed to work environment management. This is represented in table 2 below.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.262 ^a	.069	.065	6.184

a. Predictors: (Constant), Work_environment

However the beta $\beta=0.203$ value is significantly higher than 0 and hence a linear relationship $R=54.069+0.203WE$. These values are as shown in table 3 below.

Table 3: A Simple Regression Analysis Correlation Coefficients

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	54.069	3.585		15.081	.000
	Work_environment	.203	.050	.262	4.076	.000



a. Dependent Variable: Retention

The findings imply that the work environment management practices are not good and a lot needs to be done to improve them so that the correlation coefficient improves.

5.2 Role of Work Environment Management Practices on the Retention of Health Care Staff

In the research objective the researcher was to explore the role of work environment management practices on the retention of staff in public health care institutions in Machakos county; Kenya. To meet this objective, four research questions were formulated. The first question sought to find out if in the respondents' opinion, work environment management practices affected staff retention. The respondents were required to tick against Yes if they thought they affected or against No if they thought it never affected staff retention. The responses were as shown in table 4.24 below.

Table 4: Work Environment Management Practices Influence Staff Retention

Response	Frequency	Percentage
Yes	192	87.7
No	27	12.3
Total	219	100.0

Majority (87.7%) of the respondents indicated that work environment management practices affected staff retention while 12.3% felt it did not affect staff retention.

In the second question the researcher sought to get the respondents' views about work environment management practices in their institutions. The respondents were requested to react to various statements on this issue by ticking whichever was applicable at their workplace on a five point likert scale of Strongly Agree (SA), Agree (A), Undecided (UN), Disagree (DA) and strongly disagree (SDA). The closer the responses are to five, the higher their dissatisfaction with the work environment management practices. A score of 3 would indicate indecisiveness while scores significantly below 3 shows dissatisfaction with work



environment management practices. The responses obtained were quantified using frequencies and percentages and tabulated as follows:-

Table 5: Role of Work Environment Management Practices on Retention of Health Care Staff

Statement	Response											
	SA		A		UD		DA		SDA		TOTAL	
	F	%	F	%	F	%	F	%	F	%	F	%
Retention is enhance because there are sufficient working tools	0	0	0	0	0	0	118	52	108	48	22	100
because working tools are provided as and when needed	0	0	0	0	0	0	106	47	119	53	22	100
because office space is sufficient	37	17	51	23	0	0	73	33	63	27	22	100
because offices are well furnished	0	0	0	0	0	0	114	51	111	49	22	100
because offices and working rooms are well ventilated	47	21	77	34	0	0	64	28	38	17	22	100
because offices and rooms are well lit	47	21	88	39	0	0	64	28	27	12	22	100
because working area is free of pollution of noise and dust	44	20	83	36	0	0	72	32	26	12	22	100
because workspace is well designed to provide privacy	0	0	0	0	0	0	135	60	90	40	22	100
because protective gear is provided where necessary	0	0	0	0	0	0	129	58	93	42	22	100



because risk allowance is sufficient	0	0	0	0	0	0	89	40	134	60	22	100
because offices are well furnished	0	0	0	0	0	0	118	53	103	47	22	100
because workload is manageable	38	17	51	23	0	0	77	34	58	26	22	100
employees are involved in decision making	0	0	0	0	0	0	105	47	116	53	221	100
Retention is enhanced because of job security	45	20	51	23	0	0	84	37	44	20	224	100
there is support by colleagues supervisors and administrators	59	26	96	43	0	0	46	21	23	10	224	100
there are minimal conflicts at the work place	0	0	0	0	0	0	133	59	93	41	226	100
there is provision of support to handle work stress eg psychologist	0	0	0	0	0	0	101	45	123	55	224	100

The table shows that all the respondents in each case either strongly disagreed or disagreed that retention was enhanced because there were sufficient work tools, work tools were provided as and when needed, offices were well furnished and because workspace was well designed to provide privacy. All again representing 100% in each category either disagreed or strongly disagreed that retention was enhanced due to provision of protective gear when necessary, because risk allowance was sufficient, employees, because employees were involved in decision making, because there were minimal conflicts in the work place or because there was provision of support to handle work stress from specialists such as psychologists. Instead they indicated that all these practices were either absent or insufficiently. 60% disagreed that retention was enhanced because the workloads were manageable. However 161 (72%) either agreed or strongly agreed that retention was



enhanced due to support from supervisors and colleagues while 135 (60%) felt it was due to teamwork. Generally the responses indicate that despite the high value attached to work environment, the work environment management practices were not good, work tools were insufficient, offices were poorly furnished, risk allowance was insufficient, employees were not involved in decision making and there weren't support to manage work stress.

In general 71% out of the 219 respondents either disagreed or strongly disagreed that retention was enhanced due to existence of good environment management practices while 10% were undecided. The mean response was 3.79 with a standard deviation of 0.604. The total score on the responses was thus 68.22 which is significantly higher than half of 90 (the expected maximum score). The work environment management index obtained by dividing the total score by the maximum possible score is 0.758 which is significantly higher than 0.5. These responses and values signify a high level of dissatisfaction with the work environment management practices. Figure 1 below shows a summary of responses on the work environment management practices.

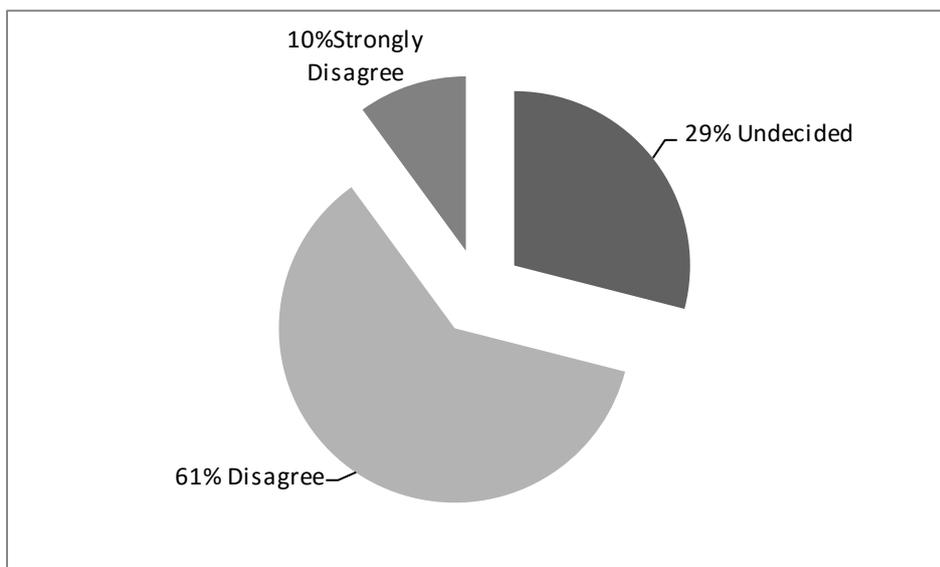


Figure 1: Level of Agreement with Work Environment Management Practices

To answer the third question which was on the respondents opinion on other aspects of work environment management practices that played a role in staff retention, the respondents cited amount of workload, quality of infrastructure such as safety of buildings,



number of staff, physical security, working space, delegation, work schedules and managerial/ supervisor support. Others were division of work, presence of well ventilated, lit and furnished offices, disability friendly facilities, availability of medical supplies like drugs and other essentials like protective materials and equipment and availability of staff houses. The nature of political relationship, clientele relationship and embracing of technology were other practices cited. However all these were rated as being poor in almost all the health care institutions in the county.

In the fourth question the respondents were requested to outline some of the work environment management practices which they felt needed to be put in place to enhance retention. Their responses included provision of conducive working environment characterized by proper communication both vertical and horizontal, involvement in decision making, a conducive organizational climate and work place civility. They also felt that some of the facilities were too small and required expansion, that storage spaces should be expanded and provided for in each department, and that operational spaces should be well cleaned, ventilated, lit and furnished. Safety in the working space should be enhanced as some cited that they were prone to insecurity incidences especially during night shifts while others felt that protective gears and equipment should be readily available to minimize exposure to health hazards while on duty. Working tools and other supplies such as drugs need to be readily available and provided as and when required and water supply required to be improved. Indeed some facilities did have readily available water supply and this exposed the staff and patients to serious health hazards.

Others felt that the work places should be well designed to provide privacy and that the staff should be housed within the institutions because at times they would be on call at night and security would be more certain if they were in a close proximity. In the absence of housing, some felt that provision of transport facilities would come in handy especially given that they sometimes were on duty until late. Disability friendly facilities such as ramps, walk-ways wash rooms and sitting facilities needed to be provided as almost all facilities did not have a provision for this which posed lots of challenges to the physically disabled staff.



To deal with the issues of workloads they felt staffing levels should be improved, technology embraced and team work improved through team building exercise for this would encourage members to assist one another where possible. Public awareness also needed to be created on the role of health care staff to manage public expectations and employee clientele (patients) relationship while the supervisors also need to be friendlier. The staff on contract should be engaged permanently as this would enhance their commitment hence retention.

6.0 CONCLUSION AND RECOMMENDATION

6.1 Conclusion

The results showed that majority of the respondents said that work environment management practices such as provision of adequate work tools, proper design of the workplace to ensure privacy, provision of protective gear and risk allowances, involvement indecision making, stress management, manageable workloads and supervisor support among others enhance retention of staff in public health care institutions. The results showed a significant positive relationship between the work environment management practices and retention of staff in the public health care facilities in the county ($F = 16.612$, $df = 1$, and $P < 0.05$). The findings are in line with those of Milory (2004) who reported that people enjoy working, and strive to work in those organizations that provide positive work environment where they feel they are making difference and where most people in the organization are proficient and pulling together to move the organization forward. Indeed workspace designs have a profound impact on workers and they tend to live with job as long as satisfied (Brill, Weidemann, Olsen, Keable & Bosti, 2001).

However, majority of the respondents were dissatisfied with the work environment management practices in place. For instance they said that work tools were insufficient, offices were poorly furnished, and risk allowance was insufficient, employees were not involved in decision making and that there weren't support to manage work stress. The coefficient of determination r squared of 0.065 confirms this for it shows that work environment management practices account for only 6.5% of a unit change in retention of staff in public health institutions in the county.



6.2 Recommendations

Based on the findings, the following recommendations were made which the county government of Machakos, other county governments and even the national government should put in place to address these issues if Kenya is to achieve its vision 2030 plans on the health sector.

To improve the work environment, a conducive working environment characterized by clear channels of communication should be established. In particular, upward communication should be encouraged so that the staff can be able to express their views, give feedback on performance and express their dissatisfactions. Involvement in decision making, a conducive organizational climate and work place civility should also be embraced. The county government should also allocate some funds for expansion of facilities to provide for the medical needs of the ever increasing population. Physical and mental health is paramount as outlined in the Occupation Safety and Health Act, 2007 part VI on health general provisions. Therefore operational spaces should be well cleaned, ventilated, lit and furnished. Safety in the work place should be enhanced through staff housing and provision of protective gears as some of the respondents indicated they were prone to insecurity incidences especially during night shifts while others felt that protective gears and equipment were not readily available predisposing them to health hazards while on duty. Facilities be equipped with working tools, drugs and other facilities necessary for efficient operations. Most areas in the county have acute water shortages and therefore the county government needs to look for alternative water sources such as boreholes for the facilities to improve hygiene and reduce exposure of the staff and patients to health hazards. The staff should be housed within the institutions and disability friendly facilities such as ramps, walk-ways, wash rooms and sitting facilities be provided as almost all facilities did not have a provision for this which poses lots of challenges to the physically challenged staff. Staffing levels should be improved to make workloads manageable, technology embraced and team work improved through team building exercise. The staff on contract should be engaged permanently as this would enhance their commitment hence retention.



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