INFLUENCE OF WORK ENVIRONMENT ON EMPLOYEE RETENTION IN LEVEL FOUR AND FIVE HOSPITALS IN MACHAKOS COUNTY

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DECLARATION

I understand that plagiarism is an offence and I therefore declare that this project is my original work and has never been presented in any other institution for any award.

Sign_____   Date_____

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

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DEDICATION

This work is dedicated to my parents George Kioko Luka and Mrs Isabella Malemba who molded my life and without whom I would have no purpose in life.

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LIST OF ACRONYMS AND ABBREVIATIONS

ANOVA	Analysis of Variance
CIDP	County Integrated Development Plan
CO	Clinical Officer
Dr	Doctor
HOD	Head of Department
HRH	Human Resources for Health
HRM	Human Resource management
ICT	Information Communication System
ILO	International Labor Organization
KHP	Kenya Health Policy
KMPDU	Kenya Medical practitioners and Dentist Union
MDGs	Millennium Development Goals
MO	Medical Officer
MoH	Ministry of Health
MS	Medical Superintendent
NACOSTI	National Commission for Science, Technology and Innovation
NCK	Nursing Council of Kenya
OPED	Economic Cooperative and Development
OSHA	Occupational Safety and Health Act
SD	Standard Deviation
SDGs	Sustainable Development Goals
SPSS	Statistical Package for Social Science
TE	Team Effectiveness
UHC	Universal Health Care
WHO	World Health Organization
WHO	World Health Organization
WHR	World Health Report
WOC	Work of Class

ABSTRACT

The purpose of the study was to investigate the influence of working environment on employee retention in public health sector in Kenyan hospitals. Its objectives included: determining the influence of working hours on employee retention in level four and five hospitals in Machakos County; evaluating the influence of information communication systems on employee retention in level four and five hospitals in Machakos County; establishing the influence of job design on employee retention in level four and five hospitals in Machakos County and assessing the influence of teamwork on employee retention in level four and five hospitals in Machakos County. To meet these objectives, the study was carried out in Level 4 and Level 5 hospitals in Machakos County. The department of health services of Machakos will gain from the study by getting to know whether work life influences employee tenure intent and thus affect measures which will reduce employee turnover and lead to effective service delivery, reducing the costs associated with recruitment, training and improving performance of the authority. The proposed research will give stakeholders a better insight into quality work life and how the same determines employee turnover and will help them formulate policies and procedures which will remedy this. The study population was 742 employees who included Medical Superintendents, heads of departments, medical officers, clinical officers, nurses and support staff. A sample of 86 employees was selected. Ten employees were used for the pilot study who were randomly selected from level four/five hospitals in Kitui County. The study utilized descriptive survey design. The data was collected using questionnaires mainly, and a mixture of purposive and stratified sampling technique. The data were then analyzed both inferential and descriptive statistics using the Statistical Package for Social Sciences (SPSS) version 24.0 and findings tabulated accordingly. The study results indicate that working hours (β = -0.358; $p < 0.05$) and the Information Communication System (β = -0.356; $p < 0.05$) in place in hospitals in Machakos County had a significant negative influence on employee retention. Findings also show that job design (β = 0.750; $p < 0.05$) and teamwork (β = 0.724; $p < 0.05$) had a significant positive effect on employee retention. The study recommends that the administration should assess planning of working hours and shifts to align them to employee needs. Further, there is need for the County Department of Health Service to look into the issues such as Information Communication systems with an aim of improving the communication in the county hospitals. The study also recommends increased consultations among the hospital employees to ensure more knowledge sharing and easier problem solving thus higher employee retention by the county. There is also need for the Department to adopt job designs among the employee.

DEFINITION OF SIGNIFICANT TERMS

Employee Retention: The ability to hold onto those employees that an organization needs to keep for a longer period than its competitors (Johnson, 2010).

Human Resources for Health: The different kinds of clinical and non-clinical staff responsible for public and individual health intervention (Ojakaa, Olango & Jarvis, 2014).

Job Design: The specification of contents, methods and relationship of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the employee (Ho, Chang, Shih, & Liang, (2009).

Level 4 hospital: The healthcare facility for clinical care at the sub county level which is the first referral hospital and form an integral part of the sub county health system (Ministry of Health, 2014).

Level 5 hospital: These are referral centres for the Level 4 Hospitals. They are regional health care facilities that provide specialized care, including specialist consultations, life support and intensive care (Ministry of Health, 2014).

Teamwork: is a cooperative process that allows ordinary people to achieve extraordinary results (Scarnati (2001, p. 5).

Work environment: all the surroundings at the workplace including the work system, working conditions, the design of jobs and the relationships that exist between employees and their managers and co-workers (Armstrong & Taylor, 2014).

Work Hours Flexibility: A way of working that suits an employee's needs and work life balance, for example, having flexible start and finish times of work (Jack & Adele, 2003).

Working Conditions: Physical and or psychological factors influencing employees in their day-to-day job activities which largely determine both job performance and work life quality (Shikdar & Sawaqed, 2003).

CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter contains information on the background of the study, dealing with the effects of work environment on employee retention. Enclosed in the chapter are also, problem statements, objectives of the study and research questions. Not leaving out the significance of the study, scope and the assumptions of the study.

1.1 Background of the Study

Retention of employees is part of Human Resource management and planning efforts, thus the ability to hold employees in an organization as relating to the efforts by which employers attempt to retain the employees in their workforce. There is need for, organizations to study why employees leave and why they stay. According to; The International Labor Organization (ILO 2003) has been engaged in promoting the protection of workers, since they are an asset. According to The Occupational Safety and Health Act,(OSHA 2010), it is very to provide for the safety, health and welfare of workers and all persons lawfully present at workplaces, and offer programs for Training and development in their organizations.

According to the World Health Organization (2013), global human resources crisis coupled with poor performance of health workers in the health sector in low and middle-income countries is receiving increased global attention. According to Zahargier and Balasundaram (2011), the most treasured asset in any organization are the employees. By engaging employees in cultivating their performance, an efficacious and highly dynamic organization can be achieved. Therefore, in order to sustain the competitive advantage, employees should be able to display total commitment to the performance ethics that are required. To align with great demands, unpredictable business environments as well intense competition, companies are now forced to greatly improve their performance (Muda, Rafiki & Harahap, 2014).

The international competition for skilled workers has made it relevant for service industry to concentrate more on keeping of skilled personnel. However, talent, an insubstantial asset and dealing with skilled employees create numerous challenges and retention process become more crucial, particularly with this new generation of

personnel extremely mobile and always looking for better opportunities (Bogdanowicz & Bailey, 2002; Correia de Sousa &Van Dierendonck, 2010).

The degree at which employees could have left jobs, over five years that was to follow, was foreseen to go up to 23%. Internationally, it is depicted that in 2008, 192 people will have quit jobs (Biswill, 2013). Predictions are further made by researchers that in India, the degree at which staff quit their jobs is at 26% (Hay Group, 2013), making India to be termed a personnel turnover storm nation. Docquire and Rapoport (2009) reported that in India, greater than one million emigrants globally made India the second to the Philippines among the upcoming countries.

In Africa, numerous studies have attempted to answer the question of what determines employees' intention to leave by investigating possible backgrounds of employee's intention to leave (Kalliath & Beck, 2001) and the studies supported that lack of commitment is the most instant cause of intention to quit (Moore & Loquet, 2004) and commitment to organization can considerably ease the intention to quit (Bagraim & Sully, 2010). Paillé, Fournier and Lamontagne (2011), carried out a research on the multinational organization in Malawi and established that commitment is a multi-foci concept and an employee can be committed to his job, peer, supervisor or organization. Also, in the study, it will be noted that the positive relationship of organization commitment to employee retention. Therefore, it would be contended that if employee's organization commitment level is greatly significant, the chance of their continuation will be high. Bardad (2017) indicated that poor employee retention is resolved by improving employee benefits, motivation and working conditions.

Strengthening the health workforce must be made a key priority for countries if they are to be successful in achieving universal health coverage. Integrated and harmonized approaches are required, that pay attention to critical steps in the "supply chain" of health workers and that also recognize the role that different constituencies in society play. This entails addressing capacity, management and working conditions, as well as a solid understanding of the health labour markets dynamics that affect the production, deployment, absorption in the health system, performance and motivation of the health workforce. Urgent action needed.

The acute shortages and inequitable distribution of health workers within countries are also major barriers to increasing coverage of health interventions to those most in need. Fifty percent of the world's population lives in rural areas, but 75 percent of doctors and 62 percent of nurses serve urban populations. For instance, the capital city of Cameroon, Yaoundé, has 4.5 times more health workers than the poorest province in the country. Approximately 80 percent of the Malawian population lives in rural areas, yet only 30 percent of the country's health staff work there. Migration: Developing countries lose some of their most valuable health workers to richer countries. For example, 75 percent of doctors trained in Mozambique now work abroad. The majority work in Portugal (1,218) and the rest work in South Africa (61), US (20) and UK (16). When significant numbers of doctors and nurses leave, the countries that financed their education lose a return on their investment.

According to a draft budget policy statement (2012), the government sought provide universal health coverage for all Kenyans amongst other objectives. The provision of health care in Kenya by the state has however had mixed results, which have by and large negatively affected the poor and vulnerable societal members. Through an examination of the health care financing system in Kenya, this review demonstrates that there is need for the country to seriously consider universal health care (Nitayarumphong, 2015).

In Kenya, there has been a continuous tussle between the government and Kenya Medical Practitioners and Dentist Union (KMPDU) and Nursing Council of Kenya (NCK). In the year 2016 for example, the ever witnessed longest medical strike in Kenya lasted slightly over one hundred days. This did not go well with other professionals and students in the medical fields who joined the strike. The issues that led to the strike included pay, career progression, working conditions and the work and service environment. Most of the issues that were raised have never been effectively addressed (Kigathi, 2018). This leads to the question; how is the government ready to respond to demands of its employees more so in a field that is lacking sufficient personnel. The current human resource practices established that working environment, supportive supervisor and training & development are the variables most pertinent to surge commitment towards organization. This is because

these issues either prove organizational care and support for employees or generates a sense of belonging and a positive feeling of identification. Therefore, a good employer should be able to know how to attract and retain his employees. In order to accomplish an organizations goals and objectives, the retention of employees has proven to be a very significant factor. For any organization to be able to gain the desired competitive advantage, they need to be able to retain their employees first. With the many changes today in global economics, trade agreements as well as technology, employers need to be very careful because it is such issues that affect the employer/employee relationship (Nyamekye, 2012).

Level 4 hospital is the healthcare facility for clinical care at the sub county level which is the first referral hospital and form an integral part of the sub county health system (Ministry of Health, 2014). Whereas Level 5 hospital are referral centers for the Level 4 Hospitals. They are regional health care facilities that provide specialized care, including specialist consultations, life support and intensive care (Ministry of Health, 2014).

1.2 Statement of the Problem

There are increasing cases of experienced and long serving healthcare workers leaving public hospitals in Kenya and moving to work in places such as United States, South Africa, Europe, and even Somalia, South Sudan and Namibia (Okeyo, 2018). Some healthcare practitioners leave public health institutions for the private health institutions (Kigathi, 2018). This turnover has left many hospitals grappling with staff shortage. This high turnover of healthcare staff from public hospitals could adversely affect the country's attainment of the sustainable development goal (SDG) 3 of ensuring good health and well being for all. Further, high turnover rates in public hospitals could also affect attainment of Agenda 3 of the Kenyan national government that seeks to provide universal health coverage (Wanjala, 2018). To deal with the challenge of high employee turnover in public hospitals, Mwaura, Barasa, Ramana, Coarasa and Rogo (2015) observe that the underlying reasons for health workers attrition in public health institutions should be investigated to enable development of evidence-based and effective policy and planning on human resources in the sector.

For the last couple of years, the Kenyan health sector has been characterized by frequent conflict between the employer and the employees. This saw the Kenyan health sector witness the ever longest strike in the history of the country which lasted slightly over one hundred days. Most Kenyan health sector employees have resolved into private practicing due to poor working conditions in the public sector (Okeyo, 2017). The public health facilities have been left in the hands of the junior doctors as more senior medical officers opt out of the public sector to private practicing or to foreign countries (Kigathi, 2018). Good retention capacity in various Counties in Kenya has been hampered by poor working environment. It is important for the public hospitals in Kenya to know why staff in their organizations keep on leaving their employment. Armstrong and Taylor (2014) who observed that, proper retention strategies are based on understanding the factors that cause employees to leave or stay.

Mwaura, Barasa, Ramana, Coarasa and Rogo (2015) noted that the public sector in Kenya has commercialized most of its services and hence heavily relies on their staff for quality services and product. Similarly, Kigathi (2018), observed that public health institutions need to improve their services for then to be able to provide quality and affordable universal health care. It is through retention of key staff that they will be able to have competitive advantage and assured consistency in provision of quality services. The health workers typical indicators of poor working environment, job dissatisfaction, lack of growth and progression, being overworked, lack of feedback and recognition, little opportunity for decision-making, poor employee selection ,work role ambiguity, poor remuneration terms, poor career progression, work role conflict, work role overload, job stress, and lack of organizational commitment, poor job designs and employee resourcing practices. However, there is a gap in research, on retention of public staff in the Kenyan health sector's context. Machakos County as a devolved unit in Kenya also faces myriad of challenges in effort to retain its public staff working in the health sector. The above compelled the researcher to come up with this study on Influence of Work Environment on employee retention in level four and level five hospitals in Kenya with a particular reference to Machakos Level five and level 4 hospitals in Machakos County.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to investigate the influence of work environment on employee retention in level four and five hospitals in Machakos County.

1.3.2 Specific Objectives

i.   To determine the influence of working hours on employee retention in level four and five hospitals in Machakos County.

ii. To evaluate the influence of information communication systems on employee retention in level four and five hospitals in Machakos County.

iii. To establish the influence of job design on employee retention in level four and five hospitals in Machakos County.

iv. To examine the influence of teamwork on employee retention in level four and five hospitals in Machakos County.

1.4 Research Questions

i.   What is the influence of working hours on employee retention in level four and five hospitals in Machakos County?

ii. What is the influence of information communication system on employee retention in level four and five hospitals in Machakos County?

iii. What is the influence of job design on employee retention in level four and five hospitals in Machakos County?

iv. What is the influence of teamwork on employee retention in level four and five hospitals in Machakos County?

1.5 Significance of the Study

The department of health services of Machakos will gain from the study by getting to know whether working environment influences employee tenure intent and thus affect measures which will reduce employee turnover and lead to effective service delivery, reducing the costs associated with recruitment, training and improving performance of the authority. The proposed research will give stakeholders a better insight into employee retention and how the same determines employee turnover and will help

them formulate policies and procedures on employee retention. Future researchers will benefit from the use of the results from the proposed study. The proposed study will act as a reference point for future studies on that related to employee retention. In addition, the findings of the study will help the County Government in its endeavor to achieve the Kenyan Vision 2030 and the big four agenda.

1.6 Limitations of the Study

A number of factors limited the study. The first one was that, the study main focus was on employees of level four and five hospitals in Machakos County who were expected to report mainly on their work environment and retention. Another limitation was that, respondents were a bit reluctant in discussion touching on sensitive issues, also might be reluctant to be truthful in their answers for fear of victimization. The researcher encouraged them to be as honest as possible since the findings of the study would be beneficial in helping to generate interventions that might improve the work environment and enhance retention were also too busy to respond to the questions in one sitting thus were allowed time. In order to overcome this the researcher, asked simple, short and direct questions.

1.6.1 Delimitations

The study was limited to influence of working environment on employee retention in level four and five hospitals in Machakos County. However most working conditions in Government institutions are similar and cut across the organization. Data were collected only in level four and five hospitals in Machakos County. This is because whatever happens in the national level is reflected in the county level. The study also focused on working hours, information communication systems, job design and employee recognition as the work environment variables influencing employee retention.

1.7 Assumptions of the Study

The researcher assumed that respondents would be cooperative and honest, data collection instruments would be valid and reliable for the study. To address this issue, the researcher asked for honesty from respondents by assuring them that, the data would only be used for research purposes and strict confidentiality would be observed.

1.8 Scope of the Study

The study was carried out in Machakos County with a target of public County hospitals. The various departments that are directly or indirectly involved with provision of Health services in the level four and five hospitals were used in the study. The department of health services was one of the eleven departments in County Government of Machakos.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter is concerned with the review of pertinent literature. It covers both empirical and theoretical literature. The empirical literature focuses on key quality working environment elements conceptualized as on how they influence employee retention while the theoretical literature focuses on theories underpinning the study.

2.2 Theoretical Review

Various theories address employee needs and have been advanced by a number of authors as the basis of retention strategies in organizations. The theories used in this study include equity theory (1965) Expectancy theory (1964), all of which are all relevant to this study.

2.2.1 Equity Theory

This theory was formulated by Adams (1965) and is concerned with the perceptions people have about how they are treated as compared with others. The theory posit that employees seek to maintain equity between the input they bring into a job (education, time, experience, commitment and effort) and the outcome they receive from it (promotion, recognition and increased pay) against the perceived inputs and outcomes of other employees. Failure to find equity leads to various actions one of which may be to leave the organization. This theory will be applied in this study to explain how working hours can influence employee satisfaction and hence influence the decision to stay or leave the organization. Employees usually compare their working hours with the benefits they receive from the organization. Their findings can make them stay or leave the organization (Armstrong & Taylor, 2014).

According to Adams (1965), perceived injustice will lead to dissatisfaction, anger, and guilt. This is mostly when employees feel that they work longer hours which are not commensurate with the benefits that they receive from the organization. People will feel angry and dissatisfied when they are getting less of what they expect in comparison to what they input, and people also will feel guilty if they receive more than their worth. Adams calls this "guilt" when over-rewarded (advantageous

inequity) whereas "anger" reaction is when employees are under-rewarded (disadvantageous inequity). This anger is usually directed toward other people and institutions that caused inequity and sometimes it is self-directed where no other party is targeted for punishment or retaliation.

The major strength of this theory is that, it recognizes that individual inputs such as working hours should be recognized in such a way that equity is experienced. It also shows that individual employees are part of the larger system. This theory therefore guides in understanding what may influence staff to leave a public health facility and join other health facilities locally, regionally or globally. This also guides on how to realize a balanced state between the inputs-outcome ratios. The major weakness in this theory is subjectivity of the comparison process. There is a tendency in human nature to distort their inputs especially in regard to effort, such as working hours, and hence becomes subjective when comparing (Lee, 2003).

Adams (1965) mentioned that when someone feels under rewarded, he or she might either work less as a mean of altering a person's inputs to reduce inequity, or that person might work harder if he or she chooses to cognitively distort the amount of his or her current inputs. The theory does not have a definite answer regarding when one of these two opposed responses will occur. The theory also fails to clarify the construct anger. This is a negative attitude against other individuals and organizations. Equity theory considers only the final distribution of rewards. The procedures, which generate that distribution, are not examined.

The theory thus guides in understanding on what may influence an employee to leave or stay. Employees keep comparing their input in terms of working hours against the rewards they are getting from the organization. Moreover, employees may compare their working hours with the working hours of comparable organizations. When they feel that they are working more hours than their peers or when they feel that their working hours are not being well remunerated by their hospital, they will be inclined to leave the organization. However, employees who feel well rewarded based on the perceived equity of their working hours will stay in the hospital.

Critics of equity theory have also argued that people might perceive equity/inequity not only in terms of the specific inputs and outcomes of a relationship, but also in terms of the overarching system that determines those inputs and outputs. Thus, in a business setting, one might feel that his or her compensation is equitable to other employees', but one might view the entire compensation *system* as unfair (Carrell and Dittrich, 2013).

2.2.2 Expectancy Theory

Expectancy theory is widely used in turnover management. It was developed by Vroom 1964, and later supported by Porte and Lawler (1968) as well as Lawler (1994). Basic to the idea of expectancy theory is the idea that people join organizations with expectations and if these expectations are met, they will remain in the organization (Daly & Dee 2006). According to turnover and retentions frameworks developed from this theory, decision to stay or leave an organization can be explained by examining relationships between structural, psychological, and environmental variables. The expectancy theory is the back bone of this study because it explains whether an employee will remain in an organization or will choose to leave based on their expectations (Daly & Dee 2006). This theory will be used to explain how the information and communication system in place in the organization can influence employee outcomes such as retention.

Theoretical studies relevant to employee motivation like (Johnsrud & Rosser, 2002; Zhou & Volkwein, 2004; Daly& Dee, 2006) employ the model of employee intent to stay that is grounded on expectancy theory which includes structural, psychological and environmental variables. Structural variables include, work environment, autonomy, communication, distributive justice and workload. Psychological variables include job satisfaction and organizational commitment and the environmental variables include availability of job opportunities. Effective communication systems in the organization enhance employee motivation, reduce uncertainty, instill sense of fairness and enhance self efficacy. This can lead to positive job outcomes such as employee productivity, satisfaction and retention. However, poor information and communication system can lead to workplace frustrations, lack of teamwork, low

employee morale and poor performance. These can lead to absenteeism and employee turnover.

The theory emphasizes the critical importance of information and communication system in influencing employee outcomes such as retention or turnover. However, this theory suffers from the a few setbacks. First, it is complicated and involves many variables. Practical applicability of the theory therefore might be a little suspect. In fact, a few experts believe that complexity of the theory makes it difficult not only to test but also to implement. All employees many not have the time, willingness, favorable situation, resources or even the adequate ability to calculate motivation in the way this theory assumes. Similarly, the managers also may be lacking one or more of the above parameters to take a decision of what motivate a particular employee. Quantitative measures of expectancy, instrumentality and valence that are suggested in the theory may not at times be possible or may be too difficult to calculate. Also, whether the formula suggested for motivation can in realistic terms calculate and be applied to motivation is a subject of controversy (Mitchell, Holton & lee, 2001). The relevance of this theory to the study is that Machakos county hospitals are supposed to create a good work environment with effective information and communication system to enable it to attract and retain skilled and experienced employees.

Critics of expectancy theory posits that the simplicity of expectancy theory is deceptive because it assumes that if an employer makes a reward such as a financial bonus or promotion, enticing enough, employees will increase their productivity to obtain the reward. However, this only works if the employees believe the reward is beneficial to their immediate needs (Lawler, 1971). Lawler (1971) argues that since there have been a variety of developments of expectancy theory since its creation in 1964; the expectancy model needs to be updated. Lawler's (1971) new model is based on four claims. First, whenever there are a number of outcomes, individuals will usually have a preference among those outcomes. Two, there is a belief on the part of that individual that their action(s) will achieve the outcome they desire. Three, any desired outcome was generated by the individual's behavior. Finally, the actions generated by the individual were generated by the preferred outcome and expectation of the individual.

2.2.3 Job Characteristics Theory

Job characteristics theory was developed by Hackman and Oldham (1975) to explain how and why core job characteristics influence key job outcomes, such as job satisfaction, job performance, employee retention and turnover intentions. The theory assumes that the design of a job will influence the perception of employees towards the job. This will also influence employee productivity, attitude, and intentions to stay or leave. When a job is designed to utilize a variety of employee skills and to enhance task identity and significance. The employee will be more satisfied with the job and will most likely stay on the job. Other factors that can boost employee stay include task autonomy and feedback (Kigathi, 2018). These core job characteristics influence three critical psychological states, that is, experienced meaningfulness of work, experienced responsibility for work outcomes, and knowledge of the results (Jayaram & Engmann, 2014). These in turn influence the work outcomes which high internal work motivation, high growth job satisfaction, high general job satisfaction, high work effectiveness, low absenteeism rates and low turnover.

Skill variety in job design is the degree to which a job requires a variety of challenging skills and abilities. Task identity is the degree to which a job requires completion of a whole and identifiable piece of work. Task significance is the degree to which the job has a perceivable impact on the lives of others, either within the organization or the world at large. Autonomy is the degree to which the job gives the worker freedom and independence in scheduling work and determining how the work will be carried out. Feedback is the degree to which a worker gets information about the effectiveness of his or her efforts, either directly from the work itself or from others (Hackman & Oldham, 1975). When a job is designed to effectively consider all these aspects, it will be satisfying to the employee and therefore lead to high retention rates. However, a poorly designed job will not provide the expected satisfaction which may lead to high employee turnover.

The relationship between job characteristics and employee retention has been a topic of interest for many years. Much research suggests that job characteristics influence employee retention or turnover (Morris & Venkatesh, 2015). Some job characteristics can constrain an employee by standardizing and structuring work processes, limiting

the number of ways an employee can perform his or her job, and restricting the information and resources required to perform the job. The theory will be applied in this study as it explains how job characteristics emanating from job design can influence employee satisfaction and thereby affecting the decision to stay or leave.

The job characteristics theory is also relevant to this study in that it recognizes the key role played by relationships among employees and team work in the organization in influencing employee motivation, satisfaction and retention. Michael (2008) and Samuel (2009) used the theory to establish motivational variables influencing staff retention in private and public organizations in South Africa. Radivoev (2005) used the theory to study factor influencing retention of Sales Consultant in South Africa. This theory therefore can guide a researcher in establishing influence of job design on employee retention especially in Level four and five in Machakos Hospital.

2.2.4 The Hawthorne Theory

The Hawthorne theory is a series of experiments conducted by Elton Mayo in the years between 1924 and 1932 at the Western Electric factory in Illinois, also called Hawthorne Works. The study was originally focused on manipulating levels of light working environment, in order to find out if that would have any effect on workers' productivity. Workers were split into two groups. The experimenters incrementally increased the intensity of the lights for the first group, while the working conditions of the second group (the control group) remained the same. A marked increase in the productivity of the first group was observed. Later, the experimenters introduced additional variables, such as reduced working hours and more breaks, and again they led to increased productivity. But then, an odd thing happened. Productivity in the first group would increase even after the lights were dimmed. In fact, productivity remained high for the whole duration of the experiment, after which it started to gradually drop down again.

After a careful analysis of his data, Mayo could not help but admit that what he observed was not a direct effect of the particular variables he introduced. Rather, productivity improved due to the unintended effects of the experiment's set-up. The workers increased the effort they put into their work simply because their managers

were showing an interest in their well-being and a willingness to improve their working conditions. Productivity was also boosted by the mere change of

environment, because it acted as a break in the routine of their daily work. The combination of the resulting change of behavior came to be known as the Hawthorne Effect. Of course, it would be foolish to think that these were the only reasons for what the researchers saw. The change in productivity was also ascribed to the fact that somebody was there, observing the workers. That's why sometimes the Hawthorne Effect is referred to as the Observer Effect.

Other parts of the Hawthorne Studies made even more important discoveries related to teams and team building. As part of one of the experiments, Mayo and his colleagues chose two female workers and asked them, in their turn, to choose four more. The six women formed a work group, which had a separate room and a seventh person who was placed to supervise their work. Their behavior was observed for a period of five years. A control group of randomly selected female workers was also observed for comparison. All the women had to assemble telephone relays, so the number of relays they made each day was taken as a measure of their productivity. Like the original experiment, additional variables were also manipulated. The first group had shorter workdays, more breaks and free food during them. Productivity was boosted, but Mayo was once again unable to reduce this result simply to the nature of the changes. For comparison, productivity at the control group remained unchanged.

In the end, Mayo concluded that what caused the upshift in productivity was that the six women were now part of one team and had a sense of belonging. And since they became close, the workers didn't want to look bad in the eyes of others and increased their output. Mayo seems to be right, because once the experiment was over, the women were interviewed and they admitted that the close and intimate atmosphere of the smaller group created a feeling of freedom, which they couldn't enjoy on the big assembly line. And since they were able to talk to each other, they formed a long-lasting friendship. If that's not enough to convince you, listen to this: the productivity of that team continued to rise even after the end of the experiment. This theory

therefore can guide a researcher in establishing influence of team work on employee retention in Machakos Hospital level four and five in Kenya.

2.2 Empirical Review

This section reviews pertinent literature on the conceptualized influence of work environment on employee retention. In this regard, it delves into working hours, information communication systems, Job Design and Recognition.

2.2.1 Working Hours on Employee Retention

Msabaa (2017) conducted a study on the effect of perceived work life balance on employee turnover intent among international humanitarian organization in Kenya. The Population of the study included all the 1860 employees of international Humanitarian Organization in Kenya. The sample of the study was 144 selected through stratified sampling method. The study adopted a descriptive survey research deign. Correlation and regression analysis were used in establishing the effect of perceived work life balance on employee turnover intent among international humanitarian organization in Kenya. The findings revealed that a strong inverse correlation exist between work life balance practices relating to working schedules, employee benefits, employee assistance programs and turnover intent. Perceived work life balance practices were found to have significant effects on turnover intent among the international humanitarian organizations in Kenya.

Lamba and Choudhary (2013) in their study on influence of HR practices on organizational commitment established that one of the consequences of poor implementation work/life balance programs is loss of talented human capital. Workforce planners, who clarify what type of alternative work arrangement is most appropriate for the differing roles of employees, help managers grasp how it can benefit their employees (Lamba & Choudhary, 2013). Proactively instituting flexible work arrangements such as flextime, a compressed work-week, or telecommuting, trust and enabling employees to "*own"* rather than be passive receptors of their work. Managers' acceptance of flexible work arrangements is essential so that their direct reports will ensure that their job security and career paths are not in jeopardy if they choose to take advantage of these programs (Iqbal, Malik & Ghafoor, 2011).

Jack and Adele (2003) in a study on management of employee retention in the hotel industry established that many employees seek jobs where they can establish a

balance between their work and personal lives. They further state that when balance interferes with family time and relationships, there is a high rate of absenteeism and high employee turn-over than when the individual is able to work and meet family needs with the support of organizational programs. When organizations support employees' non-work activities, work objectives are met, and employees are more satisfied and loyal. Work-life balance programs have been demonstrated to have an influence on employees in terms of recruitment, retention/turnover, commitment and satisfaction, absenteeism, productivity and accident rates (Abercromby, 2007).

Williams, Blair-Loy and Berdahl (2013) conducted a research to find out impacts of workplace flexibility which shows that "the most workplace flexibility turns into win situation for both the company and the employee, the research also concluded that flexible working hours increases the employee productivity and allow him to do proper scheduling to move with official and personal life". Employees who are using alternative work schedule are conscious that all the other staff has not been able to utilize it. It is the responsibility of the managers to recognize the staff that will be more productive for opting flex schedule. Employees, who are giving maximum output, will continue to sustain the same output. Supervisor evaluates an employee's capability and job performance with the flexible work schedule while maintaining productivity. By decrease in the time, supervisor believes that they can improve employee confidence, loyalty, thus enhancing productivity. Flexible working intended at making convenience for employees to change when, where and for how many hours they want to work. Flexible working persuades workers to bring in new ideas for the conflicts occurring and they convinced line managers to take flexible working options more sincerely. According to the research when organization environment are not reactive to the needs for substitute work schedule, the probability is that staff work less than their capability.

Cech and O'Connor (2016) note that flexible time effects on employee behavior, it's also found that impact of flexi time is also highly dependent on nature of job like low

wage workers get waged on daily basis at hour regulation so they could not make full use of flexi timing. Vandello, Hettinger, Bosson and Siddiqi (2013) in their research show "the relationship between flexible working hours, personal (family)

responsibilities and gender differences to job satisfaction and commitment toward organization. According to Hurtz and Donovan (2000), better significance is the opportunity that the relationship between personality characteristics and specific work environments may influence performance".

2.2.2 Information Communication Systems on Employee Retention

Although various definitions of ICT exist, Stahl et al. (2010) mention that applying the broad term of ICT allows one to focus on a range of views and technologies. Stahl et al. (2010) goes on by emphasizing that to define ICT it is better to avoid other forms of technologies such as biotechnology, nanotechnology and cognitive technologies (also known as NBIC technologies). For the purpose of this research, the definition provided by Afolabi and Abidoye (2011) seems to fit the desired context as they define ICT as 'the usage of electronic devices such as computers, telephones, internet and satellite systems to store, retrieve and disseminate information in the form of data, text image and others such as Bluetooth, NFC, Wi-Fi, and 3G that can operate to some extent interactively and autonomously.

Altinöz (2008) defines communication as a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates. This means that communication is the transfer of information (a message) from one person to another. Thus, effective communication is therefore the transfer of message, followed by feedback, from the receiver to the sender, indicating an understanding of the message. Multidimensional aspect of the notion of communication along with its analyses from different viewpoints affects its definition, communication is needed to review, conceptualize and direct interaction in an organization.

Employee communication is the dissemination of information which is related to the daily performance of an employer's job and also important if the worker is expected to be an effective member of staff. It connotes a consideration of human beings as a vital resource (Majumder, 2012).

A study carried out by Syallow, Mberia and Bosire (2017) conducted a study on the role of organizational communication on employee Job satisfaction in telecommunication, industry in Kenya. A linear regression Model was used to analyze

the study with the help of SPSS. A sample of 130 employees was selected. The findings of the study indicated that Organizational Communication plays a vital role in ensuring employee job satisfaction.

In a study by Kalla (2005), a model of communication and turnover was theorized that deals with intent to leave as a predictor of employee turnover. To this end, this study highlighted that communication issues are antecedent to employees' affective responses in relation to communication satisfaction and job satisfaction as well as organizational commitment, which eventually lead to employee turnover intension and actual turnover. In this direction, the study shows that managers' methods and strategies of communication have a great deal of impact on subordinates' turnover. Thus, these two variables: manager's communication method and workers' intention to leave are correlated.

Femi (2014) carried out a study on the impact of communication on workers' performance in selected organization in Lagos state, Nigeria. The data for the study was collected through questionnaire with sample population of 120 respondents. The researcher design adopted for this study was descriptive survey. The data was analyzed using static; techniques which included both descriptive and inferential statistics. The results of this study reveal that a positive relationship exists between effective communication and workers' performance, productivity, retention and commitment.

2.2.3 Job Design on Employee Retention

In line with Razzaq and Mujtaba (2013) who conducted a study on job design and employee performance, objectives on the moderating role of employee psychological perception in Pakistan. The study proposed on a new variable known as "Psychological perception" of employee to highlight how employees behave towards a job design. The researcher used descriptive statistics for analysis. A well-designed job according to psychological perception and attitude of employee motivate workers

towards task performance and such employees become highly productive and loyal to the organization. The findings indicated the psychological perception of an employee

has significant positive impact on the relationship of job design and employee performance.

Tufail, Bashir and Shoukat (2017) conducted research on the Impact of Job design on employee's Organizational citizenship behavior and counter –productive work behavior in the banking sector of Faisalabad in Pakistan. Data sampled from 170 frontline managers of the Bank on a Linear regression model. It was found there was a positive and significant relationship between job design and employee organizational citizenship behavior and counterproductive work behavior in the banking sector in Faisalabad, Pakistan.

Al-Ahmadi (2009) in his study on the impact of job design and job performance in the school of Kalmunai Zone in Sri Lanka found that job design factors that highly influenced employees' performance in the organizations. Al-Ahmadi (2009) therefore indicated that the nature of the job itself was found positively correlated with performance, which indicated that satisfaction with amount of variety and challenge in one's job actually influence performance. The sense of job significance, feeling important in eyes of others, realizing ones' competence, and freedom to make decisions are positively related to performance. An implication here was that more attention had to be given to improving task identity, feedback and autonomy so as to improve quality level of job design that can improve employees' performance in achieving quality results.

Samuel, Thornware, John and Andrew (2009) carried out a study on job design and satisfaction in public institutions in Nairobi County. The researcher inquired on work conditions and job design. He sampled people under the age of 40 years to provide information concerning their job satisfaction. The researcher did not sample people in the education sector, pensioners, apprentices, trainees, interns, people in the military or those doing community service. He found out that when assigning an employee to a workplace with an enriched job in the sense that he has a high degree of autonomy

and varied tasks, this will increase the job satisfaction independent of his personal suitability for such a workplace. Enriched jobs increase the satisfaction of all employees.

Weilinghoff (2016) conducted a study on the effect of job design on employee retention and performance. The study focused on job description, job specifications, job rotation and job simplification. This study was conducted in German hospitals and involved a literature review and five semi structured interviews. The study identified the design practices that were largely practiced in the German hospitals. These included job description and job simplification. Job description enabled employees to clearly understand their roles and responsibilities. This made employees more satisfied and engaged which enhanced employee retention and performance. Job simplification enabled jobs to be divided into smaller components thus making them more manageable for employees.

In Sri Lanka, Macf and Mam (2015) investigated the effect of job design on employee satisfaction, engagement, retention and performance. The study applied a correlation design. Data was collected through questionnaires administered to 103 respondents. The study results indicated a positive and significant relationship between job design and employee engagement and retention. Job design involved specification of job roles, clarity in job description, and job enrichment. Job enrichment was practiced by providing employees with additional responsibilities which made them more motivated. Job rotation was also practiced which provided employees with more flexibility and work satisfaction.

2.2.4 Teamwork on Employee Retention

Kigathi (2018) through a study in Kenyatta National Hospital assess the factors influencing retention of health workers in the public health sector in Kenya. The study population was all the operational and administrative employees of the hospital. Questionnaires were used to collect qualitative and quantitative data. Study findings established that team work was a key factor in retaining employees in the hospital. Teamwork provided individual self-esteem, encouraged companionship and provide a sense of belongingness. While organizations often focus on the importance of

individual performance, they fail to see how it can destroy morale. Having employees working as a team is something that is crucial in any work place. When employees are

supportive of one another, morale is higher, which leads to increased job satisfaction and Employee retention.

In a study in United States, Jinman (2018) investigated how teamwork can be used as a remedy to prevent turnover amongst public child welfare workers. Respondents to the on-line Survey of Organizational Excellence (SOE) from a mid-western state child welfare agency in 2015 provided the data for this paper. The SOE is a population survey and was offered to all employees of the agency (2,423 survey invitations were sent) with a return rate of 70% providing 1,691 responses. Study findings showed that caseworkers who did not experience cooperation from other workers through sharing information, getting another's perspectives, exchanging resources, and communicating effectively with colleagues and/or a supervisor showed a high likelihood of leaving. These findings provided evidence that teamwork affects the caseworkers' intentions to leave thus advocating for policies and practices that improve the cooperation between employees or between a supervisor and employee.

Cheum (2017) investigated the effects of team building activities as a strategic issue on employee retention in Safaricom Limited. The population of the study constituted all 4,500 employees of Safaricom Limited. Stratified sampling was used to pick employees from the ten existing divisions in Safaricom. A sample of 138 employees was selected for a cross sectional survey. Data analysis was done using SPSS and Excel software. Analysis was through descriptive and correlation statistics. The study findings established that lack of alignment within a team impacted on the outcome of a task or a project and that affected employee satisfaction due to the culture of high performance at Safaricom. Team building activities influenced positive talk outside of the workplace which increased employee commitment towards the organization.

In India, Ansari and Bijalwan (2017) examined the relationship between team effectiveness and employee retention. The study endeavored to highlight the relation among team effectiveness (TE) and the employee's decision to stay with or leave the

organization. The research was conducted to collect the response through questionnaire by the employees working in different organizations of service sector (such as educational institute, banking, insurance, and several others) in Uttarakhand

state. Different statistical tools, such as Cronbach's alpha, coefficient of correlation, t-test, and analysis of variance (ANOVA) were applied to test the hypothesis. The study findings showed that team effectiveness had a significant positive effect on decision to stay in the organization.

Kossivi, Xu and Kalgora (2016) investigated the factors determining employee retention. Teamwork was among the various factors considered. The study collected quantitative data through structured questionnaires. Analysis of the data collected was through descriptive statistics and regression analysis. The study established that teamwork is one of the greatest assets in an organization. When people can work well together and they are motivated, there is a successful environment full of motivated people fulfilling their roles. Team building comes in a lot of forms and with many different goals in mind. An employer might plan team building activities with the goal to improve overall performance by motivating individual workers to feel confident and be their best. Feeling like a member of a team makes the employees feel like they have someone to lean on. This builds trust, and it makes them feel like they are part of something bigger than themselves. People who feel like they are part of a team are more likely to hold on their employment for longer.

Hanaysha (2016) investigated the effect of employee empowerment, teamwork, and employee training on organizational commitment. This study sought to find out the effect of teamwork on organizational commitment in Malaysian higher education context. The study utilized a questionnaire to collected data from 242 employees at the public universities in northern Malaysia. The collected data were analysed on SPSS and structural equation modelling (SEM). The findings indicated that teamwork had a positive and significant influence on organizational commitment. These findings provided beneficial evidence for management in higher education sector to improve organizational commitment among their employees by focusing on teamwork. When employees are committed to an organization, they stay in the organization for a long time.

2.3 Conceptual Framework

Conceptual framework is the diagrammatic conceptualization of the independent and dependent variables. From the diagram, the independent variables, working hours indicated by health & wellness and time allocation and leisure time; information communication system indicated by efficiency and effectiveness, communication and globalization; job design as indicated by ergonomics, task features and work flow and recognition as indicated by remuneration, benefits and promotional trends are conceptualized as influencing Employee retention, indicated by employee turnover, employee performance and reduced absenteeism which forms the dependent variable. The aforementioned aspects forming the study objectives interrelate conceptually as depicted in Figure 2.1.

Figure 2.1: Conceptual Framework

Independent Variables   **Dependent Variable**

Working Hours
- Flexible hours/shifts
- Breaks and off duty
- Time allocation

Information Communication Systems
- Feedback
- Variety of communication channels
- Reliability of communication tools

Employee retention
- Reduced absenteeism
- employee turnover
- employee commitment

Job Design
- Job specification
- Job rotation
- Job enrichment

Teamwork
- Trust of co-workers
- Relationship with other employees
- Adaptability

Source: Author (2018)

Working Hours are the Flexible hours/shifts, Break and off duty and Time allocation aid in employee retention as described by Msabaa (2017) ,the finding revealed that a strong relationship inverse correlation exist between work life balance practices relating to working schedules, employee benefits ,employee assistance programs and turn over intent, thus effects on turnover intent among the international humanitarian organization in Kenya.

Information Communication systems are put in place with feedback, variety of communication, reliability of communication tools, which lead to employee retention as described by Syallow, Mberia and Bosire (2017), in their findings indicated that Organizational Communication plays a vital role in ensuring employee job satisfaction.

Job Design are Job specification, Job rotation and Job enrichment as they relate on employee retention which is also indicated by a study conducted by Tufail, Bashir and Shoukat (2017), who found out that there was a positive and significant relationship between job design and employee organizational citizenship behavior and counterproductive work behavior in the banking sector in Faisalabad, Pakistan.

Teamwork- which are Trust of co-workers, Relationship with other employees and Adaptability in relation with employee retention as indicated by a study carried out United States by Jinman (2018), whose finding stated that teamwork affects the caseworkers' intentions to leave thus advocating for policies and practices that improve the cooperation between employees or between a supervisor and employee.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers research design, target population, sampling procedures and data collection and analysis methods. The chapter also contains validity and reliability of the research tool as well as the ethical considerations during the research process.

3.2 Research Design

This study adopted a descriptive survey design to establish the effects of working environment on employee retention in the Kenyan public health sector. The study was done in Machakos Level 5 and 4. A survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables (Chandan, Singh & Khanna, 2010). Data were collected from members of a targeted population by use of questionnaires. The descriptive research method helps researchers plan and carry out descriptive studies, it is designed to provide rich descriptive details about people, places and other phenomena (Cooper & Schindler, 2011).

3.3 Target Population

In this study, the target population was the employees of the level four and five hospitals in Machakos County. Machakos County has a total of five health facilities which are ranked as either level 5 or level 4 hospitals. They include Machakos level 5 hospital, Kangundo level 4, Kathiani level 4, Mwala level 4, and Matuu level 4 hospital (Machakos, CIDP 2013).

Table 3.1: Target Population

Name of the facility	Facility level	Medical superintendents and HODs	Medical officers	Clinical officers	Nurses	Support staff	No. of employees
Machakos level 5 Hospital	Level 5	2	30	72	160	70	334
Kathiani Sub-County Hospital	Level 4	2	12	18	47	41	120
Kangundo Sub-County Hospital	Level 4	2	9	15	27	42	95
Mwala Sub-County Hospital	Level 4	2	10	16	41	35	104
Matuu Sub-County Hospital	Level 4	2	9	15	33	30	89
Total		**10**	**70**	**136**	**308**	**218**	**742**

Source: Machakos, (CIDP, 2013)

3.4 Sampling Procedure and sample size

According to Kothari (2001), a sampling frame is the list of all features from which the sample is drawn from. It is a comprehensive and precise list of population members. The sampling frame for any random sample is an entire list of whole cases in the population from which sample is derived (Mugenda & Mugenda, 2003). The Purposive sampling frame was obtained from Machakos level 5 and Level 4 in Machakos County for hospital superintendent and head of department due to the fact that they are well conversant with administration issue. Stratified sampling was as well used for other cadres as shown on the Table 3.1. Level five and level four

hospitals were ideal for this study because of the number of employees that they have and the critical services that they offer.

Services offered by level five hospitals include curative and preventive care and promotion of health of the people in the district, quality clinical care by more skilled and competent staff than those of the health centers and dispensaries and treatment procedures such as surgery which are not available at health centers. Other services include laboratory and other diagnostic techniques appropriate to the medical, surgical, and outpatient activities of the hospital, inpatient care until the patient can go home or back to the health center, training and technical supervision to health centers and acting as a resource center for health centers at each district hospital. Services offered by level four hospitals include obstetrics and gynecology, child health, medicine, surgery including anesthesia, accident and emergency services. Other services are non-clinical support services, referral services, contribution to the district-wide information generation, collection planning, implementation and evaluation of health service programmes.

The number of hospital superintendents and heads of departments sampled were 10 (5 are hospital superintendents and 5 are HODs). Further, 10% of the employees (732) in the five facilities were selected. This made a total sample of 86 as indicated on Table 3.2. According to Kothari (2004) a sample size of between 10% and 20% is ideal for descriptive survey design.

Table 3.2: Sample Size

Name of the facility	Sample size	Machakos	Kathiani	Kangundo	Mwala	Matuu	Total
Medical Superintendent	Census	1	1	1	1	1	5
HOD	Census	1	1	1	1	1	5
Medical officers	10%	3	1	1	1	1	7
Clinical officers	10%	7	2	2	2	2	15
Nurses	10%	16	5	3	4	3	31
Support staff	10%	8	4	4	4	3	23
Grand Total							**86**

Source: Machakos, (CIDP, 2013)

3.5 Research Instruments

The questionnaire was the research instrument used. It had both closed-ended and open questions. This enabled the researcher to collect both quantitative and qualitative data. The questionnaire was divided into two parts. The first part contained the demographic information: the age, gender and education level of respondents. The second part had four sections that addressed the four research questions.

3.5.1 Pilot Study

A pilot study is a mock study done before the main study purposely to test the data instruments. It increases the success of the main study as it helps identify and shortcomings of the research tool and fix them in time (Creswell, 2013). Twelve employees (two from each cadre) were used for the pilot study who were randomly selected from level four and five hospitals in Kitui County. These employees were excluded from the main study.

3.5.2 Validity

Validity is concerned with the meaningfulness of research components. When researchers measure behaviors, they are concerned with whether they are measuring what they intended to measure. A good data collection tool should measure exactly what it is intended to measure. This is called validity. Content validity was tested by presenting the questionnaire to the research supervisor and defense panelists who advised on content and face validity.

3.5.3 Reliability

Mugenda and Mugenda (2012) define reliability as a measure of the degree to which a research instrument yields consistent results after repeated trials. This study used Cronbach alpha tool to test reliability. The recommended score was 0.7 (Drost, 2011). The scores for the Cronbach's alpha were 0.819 for employee retention, 0.781 for working hours, 0.884 for information and communication systems, 0.795 for job design and 0.850 for teamwork. All these were above 0.7 which indicated that the questionnaire was reliable.

3.6 Data Collection Procedure

Questionnaires were administered by the researcher to respondents through the drop-and-pick method. Before administration of the questionnaires, the researcher booked appointments with the relevant hospital authorities to administer the questionnaires to the employees, hospital superintendents and heads of departments.

The study used mainly primary data that was collected using semi-structured questionnaires. The questionnaires were administered to the sampled employees of the level five and four hospitals in Machakos County. A total of 86 questionnaires were administered to the sampled potential respondents. This method of data collection was considered appropriate because it achieves the highest response rate as compared to other methods of administering questionnaires.

3.7 Data Analysis and Presentation

Data was coded and analyzed by use of SPSS version 23.0. Descriptive and inferential methods were used in analyzing the data. Descriptive frequency of the responses was used to analyze the findings. Regression analysis was used to determine the direction and strength of relationship between the variables under study. The p- values derived from the regression analysis enabled the study to establish the statistical significance of the individual independent variables in influencing employee retention. Analysis of Variance (ANOVA) was used to determine the statistical significance of the overall model and the variables under study. Results were presented in tables and figures for easier presentation. The regression model used was;

$$Y=\beta_O +\beta_1 X_1+ \beta_2 X_2 +\beta_3 X_3+ \beta_4 X_4+ \varepsilon$$

Whereby:

Y = Employee retention

X_1 = Working hours

X_2 = Information and Communication Systems

X_3 = Job Design

X_4 = Teamwork

β_0 = Constant

β_1-β_4 = Regression Coefficients

ε = Error term

3.8 Ethical Considerations

Minja (2009) defines ethical considerations as the norms put in place to govern studies whose research participants are human beings. Ethical conduct in this study was upheld by observing values, confidentiality and anonymity of every individual interviewed. Confidentiality and anonymity usually refer to the assurance that those carrying out the research give to the participants that their identity and involvement in the study will be kept confidential (Drost, 2011). In the present study, confidentiality was considered to be one of the main ethical considerations because the researcher understands the effect that any information that could leak to the members of the public will have on the respondents. Accordingly, any data/information obtained from research participants was treated with high level of confidentiality. The research participants were also requested to participate in the study on a voluntary basis meaning that no one will be forced to participate in the study. Additionally, high level of anonymity was maintained throughout the process of analyzing the data. Accordingly, the names of the research participants or anything that could be used to identify them were not be used anywhere in the analysis process. Other issues that were considered include honesty with which participants strove to depict in answering the research question, and objectivity that was utilized to minimize bias.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study carried out to analyze the influence of work environment on employee retention in Level Four and Five Hospitals in Machakos County. The analysis was aimed at establishing the relationship between employee retention on one hand and information communication systems; job design; and recognition on the other hand.

The researcher first presented descriptive statistics where frequencies, percentages, mean scores and standard deviation to present the summary of measures of the sample as observed during the study. The analysis of descriptive statistics was done based on the collected data on the variables of the study. The descriptive statistics formed the basis for qualitative data analysis for this study. The researcher then presented inferential statistics where the hypotheses were tested.

4.1.1 Response Rate

Eighty-six questionnaires were distributed to the sampled respondents in 5 hospitals which ranked as Level IV or Level V in Machakos County. The study was based on 69 questionnaires having been properly filled and returned, representing 80% response rate. The response rate was considered excellent for analyzing and publishing the findings of the study. According to Babbie (2004) a response rate of 50% is sufficient enough to allow analysis and publishing a study, 60% is considered good and 70% very good.

4.2 Demographic Information

The study began by analyzing data related to the demographics of the respondents which was in terms of gender, age, highest education level and job designation.

4.2.1 Respondent's Gender

The study analyzed the gender of the respondents who returned the questionnaires. The findings are presented in Table 4.1 below.

Table 4.1: Analysis of Respondent's Gender

Gender	Frequency	Percent
Male	20	29
Female	49	71
Total	**69**	**100**

Source: Field Data (2019)

Table 4.1 above indicated that 71% of the respondents were female while 29% were male. While the findings show a fair representation of both genders in this study, the findings clearly depict the fact that most of the employees in surveyed hospitals are female. This is explained by the fact that nurses were the largest sample and as noted by Kenya Nursing Workforce Report (2012) which shows that men nurses are a minority.

4.2.2 Analysis of Respondents Age Brackets

The study wanted to get the age brackets of the employees and the results are in Table 4.2 below.

Table 4.2: Respondents' Age Brackets

Age bracket	Frequency	Percent
Below 25	3	4.3
26-30	19	27.5
31-35	20	29.0
36-40	8	11.6
41-45	5	7.2
Over 51	14	20.3
Total	**69**	**100**

Source: Field Data (2019)

The findings of the study indicated that the respondents were from various age groups as demonstrated in Table 4.2 above. It emerged that 29% the respondents were between the age of 31 and 35 years; those between 26 and 30 years were 27.5%; those who were aged over 51 years were 20.3%; those aged between 36 and 40 years were 11.6%; those aged between the age of 41 and 45 years were 7.2% while those who

were 25 years and below constituted only 4.3%.. The results show age representation across all age groups and thus can be generalized across all the employees' ages.

4.2.3 Highest Academic Qualifications

The study sought to analyze the highest level of academic qualification for each participant. The findings are presented in Table 4.3 below.

Table 4.3: Analysis of the Highest Level of Academic Qualification

Category	Frequency	Percent
Diploma	34	49.28
Bachelor Degree	29	42.03
Master Degree	6	8.70
Total	**69**	**100**

Source: Field Data (2019)

The results presented in Table 4.3 above show that the 49.28% of the respondents had obtained a diploma as their highest level of academic qualification; 42.03 of the respondents had attained a bachelor's' degree as their highest level of academic qualification while those who had attained Masters Level of education were the least at 8.70%. The results demonstrated that the participants had the required literacy level to participate in this study. Besides, the results demonstrate that the Machakos Level IV and V Hospitals employs highly qualified employees.

4.2.4 Employees' Designation

The study also sought information on the job designation of the respondents involved in the study. The results are illustrated in Table 4.4 below.

Table 4.4: Analysis of the Designation

Job Designation	Frequency	Percent
Medical Superintendent	3	4.3
Support Staff	15	21.7
Nurses	29	42.0
Clinical officer	13	18.8
Medical officer	6	8.7
HOD	3	4.3
Total	**69**	**100.0**

The results in Table 4.4 above show that nurses were 42% of the respondents; 21.7% were support staff; 18.8% were clinical officers; 8.7% were designated as medical officers and 4.3% were designated as medical superintendents and equally as head of departments. This result shows that the respondents are representative of the employees working in Level IV and V hospitals in Machakos County.

4.2.4 Employees' Work Experience

The study finally sought information on the number of years which the employees had worked in the Level IV and V Hospitals in Machakos County. The results are illustrated in Table 4.5 below.

Table 4.5: Analysis of the Employees' Work Experience at The County

Work experience	Frequency	Percent
1- 3 years	27	39.13
4-6 years	26	37.68
Over 6 Years	16	23.19
Total	**69**	**100.0**

The results in Table 4.5 above show that 39.13 of the respondents had worked for between one and three years; 37.68 of the respondents had worked in the county for between four and six years while 23.19% had worked for over six years. This is in line with the fact that the counties were operationalized in 2013.

4.3 Working Hours in the Hospitals

The first specific objective of the study sought information on the influence of working hours on employees. To this end, a number of questions were raised as discussed in this section.

The study began by asking the employees the types of hours they work and the responses are shown in Table 4.6 below.

Table 4.6: Analysis of Working Hours Types

Working hour types	Frequency	Percent
Full day	33	47.8
Shifts	8	11.6
Half day	15	21.7
Night	7	10.1
Day/Night	6	8.7
Total	**69**	**100.0**

Source: Field Data (2019)

The results show that 47.83% of the respondents worked a full day; 21.74% worked a half day; 11.59% worked on shifts basis while 8.7% indicated that they worked night and day shifts interchangeably. The results show that the Level IV and V Hospital needs are served by employees working different types of hours. As advised by Cech and O'Connor (2016), it is important for organization to have flexible work schedules. This is very necessary especially in the hospital environment.

The study then enquired about the basis of talks allocation in the hospitals surveyed. The responses are shown in Table 4.7 below.

Table 4.7: Analysis of Basis of Talks Allocation

Basis of talks allocation	Frequency	Percent
Number of Hours	14	20.29
Job Specifications	23	33.33
Job Sensitivity	32	46.38
Total	**69**	**100.0**

Source: Field Data (2019)

The results show that the allocation of talks depend on the three issues with 46.38% of the respondents indicating that the talks are allocated on basis of job sensitivity; 33.33% indicating that the talks are allocated on basis of job specification and the rest 20.29 indicating it is about number of hours worked.

The study then enquired about the forms of breaks which the employees are given in their respective hospitals. The results are shown in Table 4.8 below.

Table 4.8: Analysis of Forms of Breaks Given

Forms of Breaks	Frequency	Percent
Work	37	53.6
Lunch	69	100
Tea	54	78.3

Source: Field Data (2019)

The results show that there was unanimity on lunch break while there was lack of consensus on tea and work breaks as only 78.26% and 53.62% of the respondents who indicated that they enjoyed these breaks. The results could be explained by the fact that due to the nature of their work some employees did not enjoy the tea and work breaks or that there was lack of information on work breaks.

To get a feel of the influence of working hours on Employee retention a number of statements were provided based on five-point Likert scale items as shown in Table 4.9 below, where 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree. The interpretation was done by combining the percentages for responses for strongly agree and agree on one hand and the percentages for strongly disagree and disagree on the other hand. The means and standard deviations were also used to make deductions.

Table 4.9: Working Hours and Employee Retention

Working Hours	1	2	3	4	5	Mean	Std. Dev
			Percent (%)				
I perceive working hours in this hospital to be fair	7	6	9	33	50	4.03	1.20
Working hours in this hospital follows best practices and policies	15	21	22	30	12	3.03	1.26
This hospital honors employee work preferences when scheduling shifts and work hours	18	4	42	25	11	3.09	1.21
The hospital allows employees to have control over their schedule thus creates a culture that demonstrates the value of employees to the organization and recognizes that employees' life off-the-job is important	17	17	31	23	12	2.94	1.259
The hospital honors time-off requests in scheduling work hours	3	3	8	38	48	4.25	.946
Employees participate in work scheduling and arranging working hours	20	12	29	23	16	3.03	1.35

The results show that 83% of the respondents agreed and strongly agreed that they perceive working hours in their respective hospitals to be fair. Thirteen percent indicated that the disagreed and strongly disagreed on fair perception of the working hours while 9% indicated they were neutral on this issue. The item had a mean score of 4.03 and a standard deviation 1.20. Regarding whether working hours in the hospital follows best practices and policies, there were mixed reactions as indicated by 42% who agreed and strongly agreed; 22% who were neutral and 36% who disagreed and strongly with this issue. The item had a mean score of 3.03 and a standard deviation 1.20. There was also lack of consensus on whether the hospitals surveyed honor employee work preferences when scheduling shifts and work hours as indicated by 36% who agreed and strongly agreed; 42% who were neutral and 22% who disagreed and strongly with this item. The item had a mean score of 2.94 and a standard deviation 1.259.

Regarding whether the hospital allows employees to have control over their schedule thus creates a culture that demonstrates the value of employees to the organization and recognizes that employees' life off-the-job is important, there were also diverse responses with 35% of the respondents agreeing and strongly agreeing; 31% who were neutral and 34% who disagreed and strongly disagreed with this item. The item had a mean score of 2.94 and a standard deviation 0.946. According to the 86% of the respondents, the hospital honors time-off requests in scheduling work hours. The item had a mean score of 4.25 and a standard deviation 0.946. There were also mixed reactions on whether employees participate in work scheduling and arranging working hours, as indicated by 39% who agreed and strongly agreed; 29% who were neutral and 32% who disagreed and strongly with this item. The item had a mean score of 3.03 and a standard deviation 1.35. These findings contrast with the observations by Williams, et al. (2013), that involvement of employees in designing work schedules is critical for higher job satisfaction.

4.4 Hospitals' Information Communication System

The second objective of the study sought to find the level of information communication system influence employee retention at Machakos Level IV and V hospitals. Several issues were to shed light on this relationship. The study began by asking which tools and equipment are available for performing tasks in county Hospital Level 4 and 5, so as to provide efficiency and effectiveness in service delivery.

Table 4.10: ICT Tools

ICT tools used	Frequency	Percent
Intercom	9	13
Monitoring screens	15	22
Phones	47	68
Computers	54	78

Source: Field Data (2019)

The results shown in Table 4.10 above indicate that computers are the mostly used as indicated by 78% of the respondents, followed by phones at 68%. Twenty two percent of the respondents were aware of use of monitoring screens in the hospitals while

13% indicated that they were aware of usage of intercom for better service delivery in the hospitals. This finding is in line with Afolabi and Abidoye (2011) findings on the common ICT tools used by organization for better services.

The study then sought to understand the nature of communication which exists in the surveyed hospitals. The results are shown in Table 4.11 below.

Table 4.11: Type of Communication in the Hospitals

Communication typed	Frequency	Percent
Upward	12	17
Lateral	35	51
Downward	64	93
Consultative	23	33

Source: Field Data (2019)

The results show that downward communication was the most popular in the hospitals as indicated by 93% of the respondents; 51% indicated there was lateral communication; 33% indicated that there was consultative communication while 17% indicated there was upward communication in the hospitals. The finding is in line with the fact that the surveyed employees were in different cadres and thus the differences in the type of communication they felt during their working in the hospitals.

To understand the nature of the link between Information Systems in the hospitals the respondents were asked to rate six statements using the same Likert scale used in Table 4.12 below. A similar approach in interpretation was taken using percentages, mean scores and standard deviation.

Table 4.12: Information Communication Systems and Employee retention

Information Communication System	1	2	3 Percent (%)	4	5	Mean	Std. Dev
There are adequate tools and systems for effective information and communication in the hospital	46.4	34.8	0	13	5.8	1.97	1.236
There is effective communication between employees and management in this hospital	0	1.4	8.7	68.1	21.7	4.10	0.598
Employees in this hospital are well trained on how to use the information and communication systems	0	1.4	7.2	56.5	34.8	4.25	0.651
Staff requests regarding information and communication system matters are acted upon effectively.	21.7	30.4	34.8	10.1	2.9	2.42	1.035
The hospital has adopted current ICT systems which has led to improved service delivery	15.9	30.4	33.3	17.4	2.9	2.61	1.046
There are clearly laid down structures and policies for communication in this hospital	-	-	1.4	52.2	46.4	4.45	0.53

The results show that 81.2% of the respondents disagreed and strongly disagreed that there are adequate tools and systems for effective information and communication in the hospital. Eighteen-point eight percent indicated that they agreed and strongly agreed on adequacy of ICT tools and systems. The item had a mean score of 1.97 and a standard deviation 1.236. According to the 89.8% of the respondents there is effective communication between employees and management in the surveyed hospitals. The item had a mean score of 4.10 and a standard deviation 0.598. these findings suggest that though the systems and tools of communication are not adequate, there is good communication between employees and management.

Regarding whether the hospitals had adopted current ICT systems which has led to improved service delivery, there were diverse responses with 46.3% of the respondents disagreeing and strongly disagreeing; 33.3% were neutral and 5.51% who agreed and strongly agreed with this item. The item had a mean score of 2.61 and a standard deviation 1.046. This suggested that the hospital was yet to adequately adopt current ICT systems for communication. Further, as per the responses of 98.8% of the respondents, there are clearly laid down structures and policies for communication in the surveyed hospitals. The item had a mean score of 4.45 and a standard deviation 0.53. These findings imply that the hospital has clearly laid down structures and policies for communication. These findings are in line with Femi (2014) who found an association between adoption of ICT systems and better performance as well as Employee retention.

4.5 Job Design in Hospitals

The third objective of the study was seeking the link between job design and employees' retention in Level IV and Level V Hospitals in Machakos County. The first query was about the methods of design which are practiced in the hospitals. The results are shown in Table 4.13 below.

Table 4.13: Job Design Methods in the Hospitals

Job design methods	Frequency	Percent
Enrichment	7	10
Enlargement	13	19
Rotation	63	91
Simplification	9	13

Source: Field Data (2019)

The results show that job rotation is the most popular job design method in the surveyed hospitals as indicated by 91% of the respondents. The respondents were divided on other job design methods with 19% indicating use of job enlargement; 13% indicated use of job simplification. The findings are in agreement with two studies (Weilinghoff, 2016; Macf & Mam, 2015) who also found usage of these job design methods in German hospitals and Sri Lankan organizations.

The study the enquired about the characteristics which the hospital bases their job designs. The results are shown in Table 4.14 below.

Table 4.14: Basis of Job Design in Hospitals

Basis of job design	Frequency	Percent
Autonomy	19	28
Feedback	28	41
Skills variety	54	78
Task identity	59	86
Task significance	62	90

Source: Field Data (2019)

The results show that task significance, task identity and skill variety were the characteristics which the hospitals mostly focused on when designing their jobs, as indicated by 90%, 86% and 78% of the respondents.

The study investigated the influence of job design on employee retention in line with scale and interpretations. The results are in Table 4.15 below.

Table 4.15: Job Design and Employee retention

Job Design	1	2	3	4	5	Mean	Std. Dev
			Percent (%)				
There is adequate variety of duties in my work to make it more interesting	15.9	17.4	26.1	20.3	20.3	3.12	1.356
Standards of ergonomics are realistic in this hospital	-	23.2	55.1	21.7	-	2.99	0.675
The current status of my office environment is a source of motivation in my job	17.4	30.4	24.6	18.8	8.7	2.71	1.214
The job I do is meaningful to the welfare of patients	-	-	-	26.1	73.9	4.74	0.442
I regularly receive feedback regarding my work performance from my supervisor	-	13.0	-	60.9	26.1	4.00	0.891
My job description is precise and elaborate	-	10.1	-	59.4	30.4	4.10	0.843
I am responsible for the outcomes of my job	13.0	7.2	5.8	30.4	43.5	3.84	1.4

Regarding whether there is adequate variety of duties in the respondent's work to make it more interesting, there were mixed reactions as indicated by 40.6% who agreed and strongly agreed; 26.1% who were neutral and 33.1% who disagreed and strongly with this issue. The item had a mean score of 3.12 and a standard deviation 1.356. This suggests that variety in duties was not a key factor in job design in the hospital. There was also lack of consensus on whether standards of ergonomics are realistic in the hospitals surveyed as indicated by 21.7% who agreed, 55.1% who were neutral and 23.2% who disagreed with this item. The item had a mean score of 2.99 and a standard deviation 0.675. The results also show that there were diverse responses on whether the status of respondents' office environment is a source of motivation in their jobs with 27.5% of the respondents agreeing and strongly agreeing; 24.6% being neutral and 47.8% having disagreed and strongly disagreed with this item.

The results show that all the respondents were in agreement that the job they do is meaningful to the welfare of patients. The results also show that there is regular

feedback from supervisors in the hospitals surveyed as indicated by 87% of the respondents who agreed and strongly agreed while 13% disagreed with the item. The item had a mean score of 4.00 and a standard deviation 0.891. The results show that the job description of the respondents is precise and elaborate as indicated by 89.8% of the respondents who agreed and strongly agreed with the item as well as a mean score of 4.10 and a standard deviation of 0.843 posted on this item. Majority of the respondents (73.95) were also in agreement that they were responsible for their outcomes. The results seem to imply a misunderstanding or lack of awareness of the hospitals' employees job designing thus the mixed reactions. There are some employees who are well informed on the job designing in the hospitals while others are not well informed. As noted by Al-ahmadi (2009) understanding job designing by employees is necessary is connected to sense of pride and thus one is able to take care of the welfare of their clients especially in the case of hospital where these are patients needing special care.

4.6 Teamwork in the Hospitals

The study's fourth objective was regarding the influence of teamwork on Employee retention in surveyed hospitals. The study began by enquiring on whether there were clear team policies in Machakos County Level IV and V hospitals where all the respondents indicated they were aware of these policies. The study the sought to understand the types of teams formed in the hospitals and the results are illustrated in Figure 4.8 below. The results show that job specific teams (93%), task-oriented teams (91%) and departmental teams (71%) are the ones formed most of the times.

Table 4.16: Teams Formed in Hospitals

Teams	Frequency	Percent
Self managed teams	6	9
Cross functional teams	8	12
Virtual teams	37	54
Problem solving teams	39	57
Department teams	49	71
Task oriented teams	63	91
Job specific teams	64	93

Source: Field Data (2019)

The study then sought the frequency with which the hospitals conducted team building activities. The results show that the hospitals surveyed do not conduct any team building activities. The study then went on establish the nature of teamwork practices in the hospitals using the five-point Likert scale and the results are resented in Table 4.17 below.

Table 4.17: Nature of Teamwork

Teamwork	1	2	3	4	5	Mean	Std. Dev
			Percent (%)				
The employees in this organization trust each other	-	-	2.9	53.6	43.5	4.41	0.551
There are team-based rewards in this hospital	36.2	37.7	13	13	-	2.03	1.014
Teams in this hospital share responsibility for achieving the team goal	2.9	1.4	7.2	55.1	33.3	4.14	0.845
I have a good relationship with my fellow team members	-	-	-	59.4	40.6	4.41	0.495
Each team member in my team is empowered to contribute their skills and experience	-	-	13	58	29	4.16	0.633
There is effective communication amongst team members	-	-	-	56.5	43.5	4.43	0.499

It emerged that the employees in this organization trust each other as indicated by 97.1% of the respondents who agreed or strongly agreed on this item. This is in line

with Kossivi et al. (2016), who found that teams tend to boost employees' trust amongst each other. Majority of respondents (73.9) rejected the item that there are team-based rewards in this hospital. Regarding whether teams in the hospitals share responsibility for achieving the team goal, 88.4% of the respondents agreed or strongly agreed strongly; 7.2% were neutral while 4.3% disagreed or strongly disagreed. There was evidence that each team member is empowered to contribute their skills and experience as indicated by 87% who agreed and strongly agreed while only 13% were neutral on this issue. The item had a mean score of 4.16 and a standard deviation 0.633 hence indicating that management in the hospital engaged in employee and team empowerment thus enabling employees to contribute their skills and experience effectively. There is effective communication amongst team members as indicated by a mean score of 4.43 and a standard deviation 0.499. The findings are supported by Hanaysha (2016) who found that teams empowered employees to perform their roles better.

4.7 Employee Retention in the Hospitals

Employee retention was the dependent variable in the study and had three main indicators namely employee turnover, employee commitment and absenteeism. This section provides the responses on a Likert scale items related to these indicators. The interpretations were based on percentages, mean scores and standard deviation. Table 4.18 below provides for the results on employee turnover.

Table 4.18: Employee Turnover

Employee Turnover	1	2	3	4	5	Mean	Std. Dev
			Percent (%)				
I have no intention of leaving this hospital in the near future	-	21.7	33.3	43.5	1.4	3.25	0.812
Employees in this hospital are generally satisfied	-	27.5	31.9	36.2	4.3	3.17	0.89
Employee rarely leave this hospital	1.4	8.7	1.4	59.4	29	4.06	0.889
Employees are happy working in this hospital	1.4	23.2	34.8	33.3	7.2	4.16	0.633

There was lack of consensus on whether the respondents had intention of leaving their respective hospitals standards as indicated by 44.9% respondents who agreed, 33.3% who were neutral and 21.7% who disagreed with this item. The issue posted a mean score of 3.25 and a standard deviation of 0.812. There were mixed reactions on

employee satisfaction as indicated by 40.7% respondents who agreed, 31.9% who were neutral and 27.5% who disagreed with this item. The issue posted a mean score of 3.17 and a standard deviation of 0.89. It emerged that the employees in the hospital rarely leave the hospital as indicated by 88.4% of the respondents who agreed or strongly agreed on this item. The issue posted a mean score of 4.06 and a standard deviation of 0.889. There were mixed reactions regarding whether respondents were happy working in the hospitals as indicated by 40.5% of the respondents who agreed or strongly agreed; 34.8% who were neutral and 24.6% who disagreed or strongly disagreed.

Table 4.19 below provides for the results on employee commitment as indicated by the respondents.

Table 4.19: Employee Commitment

Employee Commitment	1	2	3	4	5	Mean	Std. Dev
			Percent (%)				
Employees speak positively of the hospital organization to friends and family	-	1.4	-	71	27.5	4.25	0.526
Employees refer patients and people seeking health services to this hospital	-	-	1.4	69.6	29	4.28	0.482
Employees in this hospital strictly adhere to work ethics	-	-	20.3	56.5	23.2	4.03	0.664
Employees of this hospital are loyal to the hospital	-	2.9	23.2	50.7	23.2	3.94	0.765

It was clear that employees speak positively of the hospital organization to friends and family as indicated by 98.6% of the respondents who agreed or strongly agreed as well as a mean score of 4.25. It was also evident that employees refer patients and people seeking health services to this hospital as indicated by 98.6% of the respondents who agreed or strongly agreed and a mean score of 4.28. It also emerged that employees in this hospital strictly adhere to work ethics as indicated by 79.7% of the respondents who agreed or strongly agreed and a mean score of 4.03. Employees of the surveyed hospital are also loyal to the hospitals as indicated by 73.9% of the respondents who agreed or strongly agreed and a mean score of 3.94.

The third component of employee retention studied was absenteeism. Table 4.20 below provides for the results on absenteeism as reported by the respondents. The results show that there are very few cases of absenteeism in the hospitals as indicated by 71% of the respondents who agreed or strongly agreed as well as a mean score of 4.01. It was also evident that hospital employees are absent only when they have permission or when they have an emergency as indicated by 78.2% of the respondents who agreed or strongly agreed and a mean score of 4.19. It also emerged that employees communicate effectively when they fail to report to work as indicated by 78.2% of the respondents who agreed or strongly agreed and a mean score of 4.14. Employees of the surveyed hospitals provide valid reasons for their absence as indicated by 92.8% of the respondents who agreed or strongly agreed and a mean score of 4.36 posted on this item.

Table 4.20: Absenteeism

Absenteeism	1	2	3	4	5	Mean	Std. Dev
			Percent (%)				
There are very few cases of absenteeism in this hospital	-	4.3	24.6	36.2	34.8	4.01	0.883
Employees in this hospital are absent only when they have permission or when they have an emergency	-	10.1	11.6	27.5	50.7	4.19	1.004
Employees communicate effectively when they fail to report to work	-	5.8	15.9	36.2	42	4.14	0.896
When employees are absent, they provide valid reasons for their absence	-	2.9	4.3	46.4	46.4	4.36	0.707

4.8 Correlation and Regression Analysis

The correlation and regression analysis results are presented in this section. First, the study sought to establish the association that existed amongst the study variables. The summary of the results in presented in Table 4.21 below.

Table 4.21: Association between Work Environment Factors and Employee Retention

		Working hours	Information Communication System	Job design	Teamwork	Employee retention
Working hours	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	69				
Information Communication System	Pearson Correlation	.407**	1			
	Sig. (2-tailed)	.001				
	N	69	69			
Job design	Pearson Correlation	-.430**	-.454**	1		
	Sig. (2-tailed)	.001	.000			
	N	69	69	69		
Teamwork	Pearson Correlation	-.405**	-.506**	.582**	1	
	Sig. (2-tailed)	.002	.000	.000		
	N	69	69	69	69	
Employee retention	Pearson Correlation	-.491**	-.496**	.748**	.721**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	69	69	69	69	69

**. Correlation is significant at the 0.01 level (2-tailed).

Findings in Table 4.21 indicate that working hours (r = -0.491; p=0.00 < 0.05) and Information Communication System (r = -0.496; p=0.00 < 0.05) had a significant negative relationship with employee retention. These findings suggest that the management of working hours and the information and communication system was not effective enough and hence negatively associated with employee retention.

The findings in Table 4.21 also show job design (r = 0.748; p=0.00 < 0.05) and teamwork (r = 0.721; p=0.00 < 0.05) had a significant positive relationship with

employee retention. These findings suggest that there was effective job design and team management at the hospital which enabled these two factors to have a positive association with employee retention.

To answer the research questions, regression analysis was run to ascertain the nature of the effect of the work environment factors on employee retention. The overall means for each variable were used to undertake the regression analysis. In the regression analysis, tests were conducted at 5% significance level.

The results of the model's coefficient of determination are presented and discussed in Table 4.22 below.

Table 4.22: Model Fit

R	R Square	Adjusted R Square	Std. Error of the Estimate
.787	.620	.596	.498

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Working hours, Information Communication System, Job design and Teamwork

The study findings in Table 4.22 above indicate that the four variables considered in the study (Working hours, Information Communication System, Job design and Teamwork) had a positive association with employee retention (r = 0.787). Further, the results show that working hours, Information Communication System, job design and teamwork explained 62% of the change in employee retention in the surveyed hospitals in Machakos County (r squared = 0.62). This suggests that. 38% of the change in employee retention is explained by other factors that were not included in the model.

The analysis of variance was also assessed and findings are presented in Table 4.23 on the table below.

Table 4.23: Analysis of variance

Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Regression	25.869	4	6.467	26.080	.000
Residual	15.871	64	.248		
Total	41.739	68			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Working hours, Information Communication System, Job design and Teamwork

The results in Table 4.23 above show that the regression model had a significant predictive power (f = 26.08; p=0.00 < 0.05). These findings suggest that working hours, information communication system, job design and teamwork could significantly predict employee retention in hospitals in Machakos County.

Lastly, the significance of the coefficients (Working hours, Information Communication System Job design and Teamwork) was assessed. The tests were conducted at 5% significance level. The study results are presented in Table 4.24 below.

Table 4.24: Significance of the Coefficients

Regression variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.197	.721		-.273	.786
Working hours	-.358	.123	-.047	-2.911	.008
Information Communication System	-.356	.137	-.832	-2.599	.017
Job design	.750	.279	.164	2.689	.011
Teamwork	.724	.351	.324	2.064	.043

a. Dependent Variable: Employee retention

$$Y = -0.358X_1 - 0.356X_2 + 0.750X_3 + 0.724X_4 + \varepsilon$$

The study results in Table 4.24 above indicate that working hours had a negative and significant influence on employee retention ($\beta = -0.358$; $p < 0.05$). These findings indicate that working hours are managed in the hospitals that negatively influences employee retention. The findings also show that the Information Communication System in place in hospitals in Machakos County had a significant negative influence on employee retention ($\beta = -0.356$; $p < 0.05$). These results show that the information communication systems in the hospitals were not effective and therefore they contributed negatively to employee retention. Findings also show that job design had a significant and positive effect on employee retention ($\beta = 0.750$; $p < 0.05$). These findings suggest that jobs in the surveyed hospitals were designed effectively, which contributed positively to employee retention. Lastly, the findings show that teamwork had a significant positive effect on employee retention ($\beta = 0.724$; $p < 0.05$). These findings indicate effective teamwork in the hospitals thus contributing to employee retention in the hospitals.

CHAPTER FIVE
DISCUSSIONS

5.1 Introduction

This chapter gives a short synopsis of the study. It includes a section resenting a summary of key findings, conclusion and recommendations proposed by the study.

5.2 Summary of Key Findings

The study was guided by four objectives and the summary is put under these objectives.

5.2.1 Working Hours and Employee retention

The study established that working hours had a negative and significant influence on employee retention (β=-0.358; p <0.05). These findings indicate that management of working hours displeased employees and hence negatively affected their intention to stay. The study found that the employees perceive working hours in their respective hospitals to be fair as indicated by a mean score of 4.03 and that the hospital honors the time-off requests in scheduling work hours as indicated by a mean score of 4.25. Respondents were neutral on the statement that working hours in the hospital follows best practices and policies with a mean of 3.03. This finding indicates mixed reactions on whether employees participate in work scheduling and arranging working hours. This indicates that some employees may be participating in scheduling of their work hours while others may not be participating, hence there is need to balance between the night and day shifts had negative significance. Some ways to improving on this could be coming up with some rewards to motivated employees beyond working hours to motivate employees beyond working hours. The rewards can be either extrinsic or intrinsic such as bonuses, salary raise, gifts, promotion, and recognition; these findings are in agreement with the observations by Williams, et al. (2013), which issues such as: involvement of employees in designing work schedules is critical for higher job satisfaction and consequently employee retention.

5.2.2 Information Communication System and Employee retention

The study found that Information Communication System in the surveyed hospitals in Machakos County had a negative significant influence on employee retention (β=-0.356; p<0.05). These results imply that employees were not satisfied with the systems of information and communication in the hospitals. These findings are in line with Femi (2014) who found an association between adoption of ICT systems and better performance as well as employee retention. Further, the study found that there

is clearly laid down structures and policies for communication in the surveyed hospitals as indicated by a mean score of 4.45. However, findings indicated that there were no adequate tools and systems for effective information and communication in the hospital as indicated by a mean of 1.97.There should be allocation of funds through sufficient budgeting or other health management source such as support partners and World Health Organization. These could be form of donations or monetary forms to ensure the ICT coverage is sufficient in terms of staffing and training. Other forms employee development programmes is necessary to create awareness and improve service delivery. Employees should be sensitized on the usage of Intercoms for efficient communication in the Level five and four hospitals. These should be placed in strategic positions with availability of internet connections, and involve the global technological aspects. It is key for employers to improve ICT utilization among health professionals so as to enhance the effectiveness and efficiency of health care hence enhance employee retention in level four and five hospitals.

5.2.3 Job Design and Employee Retention.

The study results show that job design had a significant and positive effect on employee retention ($\beta = 0.750$; $p < 0.05$). 1). The regression results show that job design has a significant positive influence on Employee retention in the hospitals, which led to employee to perform the organizational activities in the most efficient and effective manner. These findings are in agreement with two studies (Weilinghoff, 2016; Macf & Mam, 2015) who also found usage of job design methods in German hospitals and Sri Lankan organizations were helpful in retaining employees. The study found that job rotation was the most popular job design method in the surveyed hospitals whereas it indicated that job enlargement and job simplification were rarely used. Employees perceived the jobs that they did to be meaningful to the welfare of patients as indicated by a mean score of 4.74. However, employees were neutral on the statement that the current status of their office environment is a source of motivation in their jobs as indicated by a mean of 2.71. These findings indicated that employees were satisfied with most aspects of job design; this has an implication of high productivity, technical efficiency and quality of work. Level five and four hospital will also stand to benefit as the worker becomes competent in several jobs rather than specializing in only one area will reduce monotony and boredom which in the long run improve tasks completion, efficiency and job satisfaction Management should ensure there are efforts to people's jobs, seek greater scope for personal

achievement, recognize employee, allocate challenging work asignments,work and offer more opportunities for individual advancement among others to enhance employee retention.

5.2.4 Teamwork and Employee Retention

The study findings indicated that teamwork had a significant positive effect on employee retention ($\beta = 0.724$; $p < 0.05$). The findings are supported by Hanaysha (2016) who found that teams empowered employees to perform their roles better and thus are more loyal to the institution they are working for. Moreover, the study found that the employees in the surveyed hospitals trust each other in line with Kossivi et al. (2016), who found that teams tend to boost employees' trust among each other. Teamwork had a mean score of 4.16 and a standard deviation 0.633 while team-based rewards had a mean score of 2.03. These findings above indicated that the hospitals had effective teamwork processes but lacked in team-based rewards. Finally, the benefits of teamwork will enable foster creativity and learning, blend complementary strengths, build trust, improve conflict resolution skills, promotes a wider sense of ownership, encourages healthy risk-taking and development of strong relationships among co-workers. This is vital because it will help employees to communicate more freely as well as encourage one another to work on their strengths and talents; which is key to the success of any organization hence improving employee retention in level five and four hospital in Machakos

CHAPTER SIX
CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusion

Despite some aspects such as building trust by hospital teams in line with Kossivi et al. (2016), the results on influence of working hours on Employee retention showing a significant negative influence imply that the current working hours and scheduling in the hospitals are faced with shortcomings. Some of these shortcomings were noted as being lack of incorporating the views of hospital staff when scheduling and inconsistency in following scheduling best practices. The finding can be explained by the fact that there has been a chronic shortage of hospital staff and thus the challenges with the working hours had a negative influence on Employee retention.

With regard to information communication systems, it also emerged that they have a negative influence on Employee retention in the county hospitals. This is despite Kenya being hailed as a pioneer in technological innovations which should be felt across all areas especially in the health facilities. That the health workers in the county hospitals are not feeling the benefits of technological advances is a worrying finding for not only HRM practitioners but also for the county and national leaders; the private sector as well citizens who are consumers of health services and who will also immensely benefit from hospital employees' use of beneficial information communication systems as they will be able to share knowledge on how to treat ailing Kenyans better and efficiently. The results regarding the existing job design issues in the hospitals seems to imply a misunderstanding or lack of awareness of the hospitals' employees job designing thus the mixed reactions.There are some employees who are well informed on the job designing in the hospitals while others are not well informed. As noted by Al-ahmadi (2009) understanding job designing by employees is necessary is connected to sense of pride and thus one is able to take care of the welfare of their clients especially in the case of hospital where these are patients needing special care. The indicate finding that teamwork boosted trust among the hospital employees given the importance of teamwork from support staff to the administrators and further with the county leadership, if the hospitals are to serve the patients and their families in a dignified manner and for employees to be satisfied with their jobs. This is in line with Kossivi et al. (2016), who found that teams tend to boost employees' trust amongst each other. By serving patients better the employees will develop.

6.2 Recommendations

The study recommends that there is need for the Department of health Services to look into the issues such as Information Communication systems with an aim of improving the communication in the county hospitals. Better communication among employees and also with patients and their family members will enhance Employee retention and thus the counties will not incur recruitment costs.

The study also recommends increased consultations among the hospital employees to ensure more knowledge sharing and easier problem solving thus higher employee retention by the county.

There is also need for the Department of health Services to enhance awareness on job design among the employees. The administrators need to explain the benefits of job design methods such as job rotation to ensure employees do not feel victimized.

Lastly, the study recommends that scholars should provide more empirical evidence on employee retention to help hospitals in better management of their staff.

6.3 Suggestions for Further Research

General Suggestion

A similar research but which is more in-depth is also a advocated , acknowledged and recommended as an area of further research in the public hospitals in Kenya especially now that the health function has been devolved, according to the 2010 Constitution of Kenya.

Academia Recommendation

The study suggests that a comparative study should be undertaken in other county managed hospitals in Machakos and further across Kenya on the nature of work environment and how this affect Employee retention, satisfaction and health services delivery.

Policy Recommendation

Future study should be undertaken to investigate other aspects of HRM in county hospitals which are not covered in this study such as leadership styles and adapting to innovations in the health sector and how the influence Employee retention and performance as per the Act of Parliament on Employment Act Chapter 226 (2007).

Practice Recommendation

The study suggests that an in-depth probe should be undertaken to determine the correlation between each of the identified aspects of hospital working environment and how they affect Retention of employees, as per Kigathi (2018).

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APPENDICES
APPENDIX I: INTRODUCTION LETTER

Regina Wakio

P.O Box 55376 – 00200,

Nairobi.

TO WHOM IT MAY CONCERN

RE: RESEARCH QUESTIONNAIRES

I am a master's student at South Eastern Kenya University. I am currently carrying out a research project on influence of work environment on employee retention in Level five and four Hospitals, Machakos County Government.

Your organization has been chosen to be part of this study. I would like to request for your assistance in filling the questionnaire.

The information provided will be used exclusively for academic purposes. The information obtained will be treated with utter confidentiality.

Your co-operation will be highly appreciated.

Yours sincerely,

Regina Wakio

APPENDIX II: QUESTIONNAIRE

Please tick your options where applicable.

SECTION A: Demographic Information

The following five questions are concerned with demographic data. Please, indicate your selection by checking the box which describes your demographic characteristics.

- **Gender:**   Male [ ]   Female   [ ]

- **Age Bracket:**

        Up to 25   [ ]   26 –30   [ ]   31– 35   [ ]

        36 – 40   [ ]   41– 45   [ ]   Over 50 [ ]

- **Highest education level:**

Secondary level   [   ]   Certificate level   [   ]

Diploma level   [   ]   Degree level   [   ]

Masters level   [   ]   PhD level   [   ]

- **Designation:**

HOD   [   ]   Medical Officer   [   ] Clinical Officer [   ]

Nurses   [   ]   Support   [   ] Medical superintendent [   ]

- **Number of years working in the county government?**

        Less than 5 years   [   ]   6-11 years   [   ]

        12-17 years   [   ]   18-23 years   [   ]

        24-29 years   [   ]   Above 30 years [   ]

SECTION B: Influence of Working Hours on Employees Retention

- What types of hours do you work?

Full day   [ ]

Shifts   [ ]

Half day   [ ]

Night   [ ]

- How are talks allocated in this hospital

According to number of hours   [ ]

According to job specifications   [ ]

According to sensitivity of the job   [ ]

Other --

- What forms of breaks are you given in this hospital? (tick all that apply)

Tea break   [ ]

Lunch break   [ ]

Work break   [ ]

Other ----------------------------

- Kindly indicate your level of agreement with the following working hours influences on employee retention in the organization.

  Use the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

Working Hours	1	2	3	4	5
I perceive working hours in this hospital to be fair					
Working hours in this hospital follows best practices and policies					
This hospital honors employee work preferences when scheduling shifts and work hours					
The hospital allows employees to have control over their schedule thus creates a culture that demonstrates the value of employees to the organization and recognizes that employees' life off-the-job is important					
The hospital honors time-off requests in scheduling work hours					
Employees participate in work scheduling and arranging working hours					

SECTION D: Information Communication System

- Which tools and equipment are available for the tasks in county Hospital Level 4 and 5 so as to provide efficiency and effectiveness in service delivery (tick all that apply)?

Laptops / desktops   [ ]

Phones   [ ]

Hard disks to store information   [ ]

Intercom   [ ]

Others

Specify_____

- What type of communications exists in this hospital?

Down ward communication   [ ]

Upward communication   [ ]

Lateral communication   [ ]

Other

Specify_____

- Kindly indicate your level of agreement with the following Information Communication System influences on employee retention in the organization. Use the scale: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree

Information Communication System	1	2	3	4	5
There are adequate tools and systems for effective information and communication in the hospital					
There is effective communication between employees and management in this hospital					
Employees in this hospital are well trained on how to use the information and communication systems					
Staff requests regarding information and communication system matters are acted upon effectively.					
The hospital has adopted current ICS which has led to improved service delivery					
There are clearly laid down structures and policies for communication in this hospital					

SECTION E: Job Design

- Which methods of design are practiced in this hospital? Tick all that apply

Job simplification   [ ]

Job rotation   [ ]

Job enlargement   [ ]

Job enrichment   [ ]

Other _____

- In designing jobs, which characteristics does this hospital focus on? Tick all that apply

Skill variety   [ ]

Task identity   [ ]

Task significance   [ ]

Autonomy   [ ]

Feedback   [ ]

- Kindly indicate your level of agreement with the following Job Design influences on employee retention in the organization.

  Use the scale: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4 = Agree; 5= Strongly Agree.

	1	2	3	4	5
There is adequate variety of duties in my work to make it more interesting					
Standards of ergonomics are realistic in this hospital					
The current status of my office environment is a source of motivation in my job					
The job I do is meaningful to the welfare of patients					
I regularly receive feedback regarding my work performance from my supervisor					
My job description is precise and elaborate					
I am responsible for the outcomes of my job					

SECTION F: Teamwork

- What are the types of teams formed in this hospital? Tick all that apply.

Job specific teams   [   ]

Task oriented teams   [   ]

Department teams   [   ]

Problem-solving teams   [   ]

Virtual teams   [   ]

Cross-functional teams [ ]

Self-managed teams [ ]

- Are there clear team policies in, Machakos Level 5/4 level Hospitals?

  i. Strongly disagree [ ]

  ii. Disagree [ ]

  iii. Neutral [ ]

  iv. Agree [ ]

  v. Strongly agree [ ]

- Does the organization conduct team building activities?

  i. Never [ ]

  ii. Seldom [ ]

  iii. Sometimes [ ]

  iv. Usually [ ]

  v. Always [ ]

- Use the scale: 1= Strongly Disagree; 2= Disagree; 3= Neutral; 4 = Agree; 5= Strongly Agree.

	1	2	3	4	5
The employees in this organization trust each other					
The organization organizes team building activities					
There are team-based rewards in this hospital					
Teams in this hospital share responsibility for achieving the team goal					
I have a good relationship with my fellow team members					
Each team member in my team is empowered to contribute their skills and experience.					
There is effective communication amongst team members					

SECTION G: Employee Retention

- On a scale of 1 to 5, please indicate you level of agreement with the following employee retention attributes as applies in your organization, where 1= Strongly Disagree (SD); 2= Disagree (D); 3= Neutral (N); 4 = Agree (A); 5= Strongly Agree (SA).

Employee turnover	1	2	3	4	5
I Have no intention of leaving this hospital in the near future?					
Employees in this hospital are generally satisfied					
Employee rarely leave this hospital					

Employees are happy working in this hospital					
Employee Commitment					
Employees speak positively of the hospital organization to friends and family					
Employees refer patients and people seeking health services to this hospital					
Employees in this hospital strictly adhere to work ethics					
Employees of this hospital are loyal to the hospital					
Absenteeism					
There are very few cases of absenteeism in this hospital					
Employees in this hospital are absent only when they have permission or when they have an emergency					
Employees communicate effectively when they fail to report to work					
When employees are absent, they provide valid reasons for their absence					

Thanks for your Cooperation

APPENDIX III: BUDGET FOR THE RESEARCH PROJECT

NO	ITEM DESCRIPTION	QUANTITY	RATE	AMOUNT
1	Transport for research project proposal preparation and data collection	lump sum		10,000
2	Project typesetting	20 copies	600	12,000
3	Printing papers	2 reams	800	1,600
4	Binding booklets	10 copies	100	2,000
5	Subsistence during data collection and report completion	lump sum		3,000
6	Other Expenses (Airtime and Data bundles)			7,000
			TOTAL	Ksh.40,600

APPENDIX IV: TIME FRAME FOR THE PROJECT

Topic search	August					

Concept paper	2018					
Concept paper		September 2018				
Chapter 1			October 2018			
Chapter 2				November 2018		
Chapter 3					December 2018	
Proposal corrections						January-April 2019
Final Document						May 2019

APPENDIX VI: SEKU RESEARCH APPROVAL

SOUTH EASTERN KENYA UNIVERSITY
OFFICE OF THE DIRECTOR
BOARD OF POST GRADUATE STUDIES

P.O. BOX 170-90200
KITUI, KENYA
Email: info@seku.ac.ke

TEL. 020-4213859 (KITUI)

Email. directorbps@seku.ac.ke

Our Ref: D61/MAC/20598/2015

DATE: 27th February, 2019

Kioko Regina Wakio
Reg. No. D61/MAC/20598/2015
Masters of Business Administration
C/O Dean, School of Business and Economics
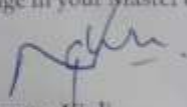
Dear Wakio

RE: PERMISSION TO PROCEED FOR DATA COLLECTION

This is to acknowledge receipt of your Master in Business Administration Proposal document entitled: *"Influence of Work Environment on Employee Retention in Level Four and Five Hospitals in Machakos County"*.

Following a successful presentation of your Masters Proposal, the School of Business and Economics Board of Examination in conjunction with the Directorate, Board of Postgraduate Studies (BPS) have approved that you proceed on and carry out research data collection in accordance with your approved proposal.

During the research work, you will be closely supervised by Dr. Sedina Misango. You should ensure that you liase with the supervisor at all times. In addition, you are required to fill in a Progress Report *(SEKU/ARSA/BPS/F-02)* which can be downloaded from the University Website.

The Board of Postgraduate Studies wishes you well and a successful research data collection exercise as a critical stage in your Master of Business Administration.

Prof. Felix Ngunzo Kioli
Director, Board of Postgraduate Studies

Copy to: Deputy Vice Chancellor, Academic, Research and Students Affairs (Note on File)
Dean, School of Business and Economics
Chairman, Department of Business and Entrepreneurship
Director, Machakos Campus
Dr. Sedian Misango
BPS Office   To file

ARID TO GREEN   ISO 9001: 2015 CERTIFIED   TRANSFORMING LIVES

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APPENDIX VII: AUTHORIZATION FROM MACHAKOS HOSPITAL

GOVERNMENT OF MACHAKOS

MACHAKOS HOSPITAL

A LEVEL 5 REFERRAL FACILITY

P.O. Box 19 - 90100
MACHAKOS.
Tel. No.2021685, 20 24141/2,3 2020260,20 21325
Fax : 044-2021979
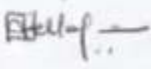Email-machakoshospital@yahoo.com

Medical Superintendent's Office
P.O. Box 1223 – 90100
MACHAKOS.
Tel. No. 044-2021979
Fax : 044-2021979
13th February, 2019

TO WHOM IT MAY CONCERN,

CADRES	MACHAKOS LEVEL 5	MATUU LEVEL 4	KANGUNDO LEVEL 4	MWALA LEVEL 4	KATHIANI LEVEL 4
MEDICAL SUPERITENDENT	1	1	1	1	1
HEAD OF DEPARTMENT	1	1	1	1	1
MEDICAL OFFICERS	30	12	9	10	9
CLINICAL OFFICER	72	15	15	16	12
NURSES	160	30	42	35	47
SUPPORT STAFF	70	30	42	35	41
SUB TOTAL	332	87	110	98	118
TOTAL		732			

(SOURCE : MACHAKOS CIDP 2013)

Regards,

Dr. Hellen Nzuki
Medical Superintendent
MACHAKOS LEVEL 5 HOSPITAL

Medical Superintendent
P. O. Box 1223–90100,
MACHAKOS
MACHAKOS HOSPITAL
A LEVEL 5 REFERRAL FACILITY

APPENDIX VIII: NACOSTI RESEARCH PERMIT