

**EMPLOYEE RETENTION STRATEGIES ON EMPLOYEE PERFORMANCE IN
THE HEALTH SECTOR CASE OF NYERI COUNTY, KENYA**

VIOLET NYAMBURA NDIRANGU



**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS
ADMINISTRATION OF MOUNT KENYA UNIVERSITY**

MAY 2025

DECLARATION AND APPROVAL

Declaration by Student

This research is my original work and has not been presented for a degree in any other University or for any other award.

Signature 

Date 8/3/2025

Violet Nyambura Ndirangu

MBA/2022/52083

Approval by Supervisor

I confirm that the work reported in this research project was carried out by the candidate under my supervision

Signature 

Date 08/03/2025

Dr. Isaac Gachanja

Lecturer,

Mount Kenya University

DEDICATION

Our three amazing children, Yvette, Declan, and Darius, as well as my dear husband, Daniel, have my whole attention during this study. My sincere appreciation also goes out to my beloved siblings and parents, Mr. and Mrs. Ndirangu and Mrs. Muthuguri. My greatest strength during this research adventure has been your unfaltering support and limitless love.



ACKNOWLEDGMENT

I acknowledge the grace of the Almighty God and the people who have contributed to make this thesis a reality and all their support through the research process. I am grateful to Dr. Isaac Gachanja, my supervisor, for all of the guidance, criticism, and encouragement he gave me while I worked on this study. I am grateful to the Health Department in the County Government of Nyeri who provided necessary data for development of this research. I thank the healthcare workers in Nyeri County who were the respondents in the study. The encouragement and prayers of my loved ones will always be with me. Thank you all.



ABSTRACT

The efficiency and effectiveness of healthcare workers has a direct bearing on the results experienced by patients as a whole, as well as on specific individuals. Nyeri County had been grappling with poor employee performance among healthcare workers in public health facilities. Available studies indicated that employee retention influences employee performance. The purpose of this research was to look at the healthcare industry in Nyeri County and how different retention methods affected worker productivity. In particular, it looked at the ways in which things like pay, working conditions, training, and recognition affect productivity. Both Vroom's Expectancy Theory and Herzberg's Two-Factor Theory served as the foundation for the study. Its intended participants were medical staff, including physicians, nurses, and clinical officers, in public hospitals in Nyeri County. Two hundred forty-eight people participated in the study by filling out a self-administered questionnaire. The researcher conducted a pilot study of the questionnaires with healthcare professionals in Murang'a County. The research rigorously followed ethical standards, including securing permission, guaranteeing voluntary participation, acquiring informed consent, preserving anonymity, and ensuring confidentiality. We used SPSS, the Statistical Package for the Social Sciences, to perform descriptive and inferential statistics on the data with a 95% confidence level. Graphs, pie charts, and tables were used to display the results graphically. Staff retention techniques were shown to have a very favorable relationship with staff performance ($r = 0.843$). In addition, the research found that tactics to keep employees is a strong indicator of how well employees work ($p < 0.001$). In addition, the combined impacts of pay, working conditions, training, and incentives accounted for 71.0% of the variance in employee performance. Pay ($p < 0.001$), workplace ($p = 0.010$), and education ($p = 0.002$) were shown to have a statistically significant impact. Employee retention techniques are emphasized by the study's results. Compensation, working conditions, and opportunities for professional development are three factors that significantly impact healthcare workers' productivity on the job. Researchers concluded that the county administration should set aside enough money budgetary resources to ensure that healthcare workers are compensated competitively. It is also recommended that the hospital management should foster a supportive work culture that promotes teamwork, open communication, and stress management initiatives. This information will help the department to adopt strategies that lower staff turnover and improve service provision. Consequently, the department could improve productivity while decreasing training and recruiting expenses.

TABLE OF CONTENTS

DECLARATION AND APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGMENT	iv
ABSTRACT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES.....	x
LIST OF FIGURES.....	xi
LIST OF ABBREVIATIONS AND ACRONYMS.....	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	7
1.3 Objectives of the Study.....	9
1.3.1 General Objective	9
1.3.2 Specific Objectives	9
1.4 Research Questions	10
1.5 Significance of the Study	10
1.6 Limitations of the Study.....	11
1.7 Delimitations of the Study	11
1.8 Assumptions of the Study	12
1.9 Scope of the Study	12

1.10	Operational Definition of Terms	13
CHAPTER TWO		15
LITERATURE REVIEW		15
2.0	Introduction	15
2.0.1	Employee Performance	15
2.0.2	Employee Retention Techniques	19
2.1	Theoretical Framework	29
2.1.1	Vroom's Expectancy Theory	29
2.1.2	Herzberg's Two-Factor Theory	32
2.2	Empirical Review	33
2.2.1	Remuneration and Employee Performance	33
2.2.2	Working Environment and Employee Performance	34
2.2.3	Training and Employee Performance	35
2.2.4	Rewards and Employee Performance	37
2.3	Summary and Research Gaps	37
2.4	Conceptual Framework	39
CHAPTER THREE		41
RESEARCH METHODOLOGY		41
3.0	Introduction	41
3.1	Research Design	41
3.2	Location of the Study	41
3.3	Target Population	42
3.4	Sampling Procedures and Techniques	43

3.5	Sample Population	44
3.6	Construction of Research Instruments	44
3.7	Testing for Validity and Reliability	47
3.8	Data Collection Methods and Procedures	47
3.9	Proposed Data Analysis Techniques and Procedures	48
3.10	Ethical Considerations.....	50
CHAPTER FOUR		51
RESEARCH FINDINGS AND DISCUSSION.....		51
4.0	Introduction.....	51
4.0.1	Response Rate.....	51
4.0.2	Respondents Demographic Characteristics	51
4.1	Results of Descriptive Analysis	52
4.1.1	Remuneration.....	53
4.1.2	Working Environment	54
4.1.3	Training.....	57
4.1.4	Rewards	58
4.1.5	Employee Performance.....	60
4.2	Results of Inferential Analysis.....	64
4.2.1	Diagnostic Tests.....	64
4.2.2	Regression Analysis.....	68
4.3	Discussion of Results.....	71
4.3.1	Influence of Remuneration on Employee Performance.....	71
4.3.2	Influence of Working Environment on Employee Performance	72

4.3.3	Influence of Training on Employee Performance	73
4.3.4	Influence of Rewards on Employee Performance	74
CHAPTER FIVE		75
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS		75
5.0	Introduction	75
5.1	Summary	75
5.2	Conclusion	76
5.3	Recommendations	76
REFERENCES		78
APPENDICES		86
Appendix I: Consent Form		86
Appendix II: Questionnaire		87
Appendix III: Introduction Letter From MKU		92
Appendix IV: NACOSTI research license		93
Appendix V: Turnitin Report		94
Appendix VI: Research Site Map		95

LIST OF TABLES

Table 3.1 Target Population	42
Table 3.2 Distribution of Sample Size.....	44
Table 3.3 Operationalisation of Variables	46
Table 4.1 Response Rate.....	51
Table 4.2 Respondents Demographic Characteristics	52
Table 4.3 Descriptive Analysis of Remuneration.....	53
Table 4.4 Descriptive Analysis of Working Environment	55
Table 4.5 Descriptive Analysis of Training.....	57
Table 4.6 Descriptive Analysis of Rewards	59
Table 4.7 Descriptive Analysis of Performance.....	60
Table 4.8 Skewness and Kurtosis	64
Table 4.9 Collinearity Statistics.....	66
Table 4.10 Durbin-Watson Test	66
Table 4.11 Test of Homogeneity of Variances	67
Table 4.12 Model Summary of Employee Retention Strategies and Performance.....	68
Table 4.13 ANOVA for Employee Retention Strategies and Performance	69
Table 4.14 Coefficients for Employee Retention Strategies and Performance.....	70

LIST OF FIGURES

Figure 2.1 Conceptual Framework	39
Figure 4.1 Scatter plot.....	65



LIST OF ABBREVIATIONS AND ACRONYMS

CHWs	Community Health Workers
HCWs	Healthcare Workers
MOH	Ministry of Health
NCDs	Non-Communicable Disease
NCRH	Nyeri County Referral Hospital
SMART	Specific, Measurable, Achievable, Relevant, And Time-Bound
UK	United Kingdom
USA	United States of America



Mount Kenya University

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's dynamic public sector landscape, the measurement and enhancement of employee performance within governmental institutions stand as pivotal factors in ensuring efficient service delivery and accountable governance. Employee performance is a multi-dimensional construct encompassing not only the results achieved, but also the behaviours exhibited, the knowledge applied, and the personal qualities brought to bear during the course of work (Diamantidis & Chatzoglou, 2018). This holistic definition recognizes the complexity of performance, including tangible outputs, intangible contributions, and individual characteristics (Rivaldo & Nabella, 2023). One definition of employee performance is the skill with which a worker completes assigned tasks. It includes their degree of proficiency, output, and effectiveness.

Employee performance can be measured in various ways depending on organizational objectives, job roles, key performance indicators, and the nature of tasks involved. Work outcomes, productivity, quality, initiative, and attitude may all be used to gauge it (Kuswati, 2020). In order to find out where employees are falling short and encourage them to keep getting better, many companies conduct performance reviews once a year or more often when results are satisfactory or better than anticipated.

Setting SMART objectives and monitoring their progress can help you gauge the effectiveness of your work. According to Diamantidis and Chatzoglou (2018) efficiency can be measured by comparing the actual input and output with the expected or standard input and output, and calculating the percentage of deviation or variance. Work quality can be measured by using quality standards or criteria, such as customer satisfaction, error rate, compliance, or feedback. Elsewhere, initiative can be measured by observing the frequency and impact of an employee's proactive behaviours, such as suggesting improvements, taking on extra responsibilities, or resolving issues.

Just like in any sector, employee performance in the health sector is important. This is because it has an impact on healthcare services' price, accessibility, and quality (Leonard & Ottar, 2016). The four aspects of employee performance in the healthcare industry are task, contextual, adaptive, and counterproductive performance, according to Krijsheld et al. (2022). These dimensions reflect how well employees execute their job duties, behave in the workplace, adapt to changing situations, and avoid negative actions. Enhancing staff performance in the healthcare industry may help businesses meet their objectives, please clients, and cut down on waste and inefficiencies. According to Deussom et al. (2022), high-performing healthcare professionals deliver accurate diagnoses, perform procedures effectively, and provide thorough and compassionate care. This leads to better patient outcomes, fewer complications, and improved overall patient satisfaction. Ultimately, the performance of healthcare workers has a significant impact on public health. A knowledgeable and committed staff is essential for successful chronic illness management, efficient prevention, and quick epidemic response (Deussom et al. 2022). Thus, the quality of patient treatment, organisational success, employee well-being, cost effectiveness, and even

community health results are entirely reliant on how well health sector employees do their jobs.

Employee performance in the health business varies by country and region. Poor performance by healthcare professionals is one of the most pressing issues affecting health systems across the globe (Leonard & Ottar, 2016). Although universal health coverage depends on access to high-quality basic healthcare services, research consistently shows that health care providers in low- and middle-income nations often fall short of expectations.

Most (53.8%) of medical professionals overestimated their clinical performance in a Gude et al. (2018) study. Performance was overstated by 22.9% on average. In a similar vein, professionals established goals that were 20.3% above the highest performance criteria and overestimated the performance of their peers. According to Kress et al. (2016), subpar health worker performance in Nigeria impedes the PHC system's effectiveness. Some data on health worker abilities in a Ghanaian research points to shortcomings in excellent practice, however these shortcomings are limited to specialised areas, including prenatal care and intrapartum health services (Asabir et al., 2012). Bresick et al. (2019) discovered discrepancies between PHC staff perceptions of their treatment and the care that PHC consumers actually received in a research conducted in South Africa. Kenya's health industry has also persisted in having poor productivity and missing goals (Nyaboga et al, 2022). Ngeny's (2015) findings demonstrated the poor performance (50–74%) of CHWs. Therefore, there is a need for research on the variables affecting worker performance in the health sector.

Employee performance in the healthcare industry is influenced by a number of elements that affect their efficacy and overall contribution to high-quality treatment. Governance,

leadership, personal abilities, and performance reviews are a few of the elements that might affect employee success in the healthcare industry. Rowe et al. (2018) found many factors, including health system, facility, worker, patient, and political and socio-economic variables, that may be used to predict performance. Nine critical elements affecting healthcare professionals' mental health and productivity were discovered by Nowrouzi-Kia et al. (2022). Depression, anxiety, a lack of support, stress at work, and low productivity are all part of this category. Issues with employment readiness, worries about money and lifestyle changes, concerns about illness transmission, exhaustion or burnout, and so on. In this setting, the effects of staff retention on performance are investigated. In order to improve employee effectiveness, staff retention is essential. The continuous loop of actions intended to foster employee dedication, contentment, and motivation—which eventually lowers turnover and boosts corporate success—is known as employee retention (Singh, 2019). When a company is successful in retaining its employees, it means it has reduced the rate of employee turnover. Staff retention is a top priority for HR departments and planners, say Kamalaveni et al. (2019). It alludes to the tactics used by businesses to retain their employees. A high employee retention rate offers a multitude of benefits to an organization, impacting various aspects including productivity, cost, culture, and overall success (Kurdi & Alshurideh, 2020). High turnover incurs significant costs, including recruitment, onboarding, and lost productivity. Retaining employees minimizes these expenses and maximizes the return on investment in talent acquisition and development. Retained employees are familiar with processes, systems, and company culture, leading to better efficiency and higher productivity (Silva et al., 2019). According to the findings of various studies, employee retention strategies and employee as well organizational performance are inextricably linked (Igbinoba et al., 2022; Khan, 2020; Kurdi

& Alshurideh, 2020). Therefore, in order to better employee performance, organisations must achieve a high employee retention.

Employee turnover in the healthcare sector remains a pressing issue. In 2022, the overall hospital turnover rate stood at 22.7%, representing a 3.2% decrease from 2021, whereas the RN turnover rate was 22.5%, a decrease of 4.6% from the prior year. These increased turnover rates were further exacerbated by the COVID-19 pandemic, say De Vries et al. (2023).

Some of the most important health professionals in developing nations are drawn to wealthy nations. For instance, seventy-five percent of Mozambican-trained physicians are employed elsewhere. Most of them (1,218) are employed in Portugal; the remaining ones (61), (20) in the US, and (16) in the UK. Due to the departure of seasoned healthcare professionals from public hospitals in Kenya to other nations. Kenya has also faced with a scarcity of medical personnel (Okeyo, 2018). The nations that paid for their medical education lose out when large numbers of physicians and nurses depart. Increasing the coverage of health treatments to those most in need is hampered by the severe shortages and unequal distribution of health personnel across nations. A staffing shortfall has resulted from this turnover in several hospitals. Achieving Sustainable Development Goal 3—Promoting Health and Well-Being for All—is the national priority, may be negatively impacted by the significant turnover of healthcare workers from public institutions.

In order to foster a high employee retention rate, organizations have to adopt and implement a variety of employee retention strategies. Silva et al. (2019) indicates that there are many ways that companies try to keep their employees. It's important to offer competitive pay and perks, but that's just the beginning. Other crucial strategies for retaining staff include fostering

a cooperative a supportive workplace that provides opportunities for growth via training and individualized career guidance, soliciting feedback and attending to needs and concerns, offering accommodating work hours and circumstances, demonstrating appreciation, and first recruiting the most qualified candidates (Kamalaveni et al., 2019). These techniques can help employers reduce staff turnover, increase productivity, improve morale, and attract top talent. The current study focused on remuneration, working environment, training and rewards.

From community health centres to tertiary referral hospitals, Kenya's health system is structured into six categories of treatment. In Kenya, the private health industry is expanding alongside the governmental sector. Policies and the sector as a whole are governed by the Ministry of Health enforcing regulations, and conducting supervision (Ministry of Health, 2023). Kenya's health sector faces a dual burden of disease, with communicable diseases such as HIV/AIDS, tuberculosis (TB), and malaria remaining significant public health concerns, NCDs, including cancer, diabetes, and cardiovascular disease, are actually increasing in prevalence (Ministry of Health, 2022). The Kenyan government has made significant investments in the health sector in recent years. As a result, there have been improvements in key health indicators such as infant mortality and maternal mortality. However, there are still significant challenges facing the health sector in Kenya, including financing, inadequate infrastructure, and a shortage of healthcare workers (Ministry of Health, 2023). In the health sector, the Kenyan government has set many ambitious goals, such as bringing maternal mortality reduce infant mortality to 25 per 1,000 live births by 2030 and the overall mortality rate to 100 per 100,000 live births (Ministry of Health, 2023).

There are 47 counties in the country's centre, including Nyeri County. Primary healthcare, which includes vaccination programmes, maternity and child health services, and outpatient treatments, is the cornerstone of Nyeri County's health services. Community-level health institutions provide vital services that guarantee locals have access to the most basic medical care. With programmes designed to assist and treat mental health disorders, mental health services are becoming more widely acknowledged. The first port of call for locals seeking medical attention is Nyeri County's 120 health institutions, which include hospitals, health clinics, and dispensaries, according to the County administration of Nyeri (2024). Serving more than 600,000 citizens, the Nyeri County Referral Hospital is the primary hospital for specialty treatment. Approximately 1,200 healthcare professionals, including physicians, nurses, clinical officers, and community health workers, assist the county. The county has achieved a 95% immunization coverage rate for childhood vaccines, significantly reducing the incidence of vaccine-preventable diseases. The prevalence of HIV in Nyeri County is approximately 4.5%, which is lower than the national average, indicating effective prevention strategies (Ministry of Health, 20224).

1.2 Statement of the Problem

Having high-performing employees is crucial in the healthcare industry. It impacts not only individual patients but also the success of healthcare organizations and the overall health and well-being of society (Leonard & Ottar, 2016). The ideal situation in the public health sector entails a workforce that demonstrates high levels of employee performance. This includes healthcare staff who consistently meet and exceed job-related goals, deliver quality care to patients, adhere to professional standards and ethics, and actively contribute to the

improvement of public health outcomes (Deussom et al. 2022). As per Krijsheld et al. (2022), an ideal scenario would involve workers who are well-versed in their fields, get sufficient guidance and instruction, work in a conducive and supportive environment, and are appropriately recognized and rewarded for their contributions. The Kenyan government has tried to create new guidelines to improve the working circumstances for human resources in the health industry and keep employees by raising salaries, giving them training chances, and allowing them to work in private practices (Kenya Ministry of Health (MOH), 2019). Despite these efforts, employee performance in the health sector was still wanting.

Nyeri County had been grappling with poor employee performance among healthcare workers in public health facilities. This is demonstrated by reduced satisfaction of patients and constant complaints by the public on the services received at public health facilities. Customer satisfaction surveys have consistently registered a satisfaction rate of below 50% with public hospital services which is against the 80% target by the county government (County government of Nyeri, 2021). The low customer satisfaction rate is a critical and tangible representation that pertains to the efficiency of the healthcare system and, therefore, the efficiency of healthcare workers. Patients complain of long waiting times, few ward rounds and negative healthcare worker attitude. In addition, healthcare workers had missed targets regarding immunization coverage, number of outpatient consultations and summary discharges.

Poor employee performance can have widespread public health implications, including the potential for disease outbreaks, increased morbidity and mortality rates, and decreased public

trust in the healthcare system. It can also cause a high rate of staff turnover, which may add up to a lot of money for the county and its taxpayers (Gude et al., 2018).

Poor employee performance can also lead to a shortage of experienced healthcare workers, which can further reduce the quality of care provided. Lengthy wait times indicate inefficiencies in the healthcare system, leading to patient dissatisfaction. Prolonged waiting times can result in frustration, decreased patient trust, and even reluctance to seek medical help when needed. Insufficient ward rounds suggest inadequate patient monitoring and engagement, potentially compromising patient care, timely interventions, and recovery rates (Bresick et al., 2019). This can lead to increased complications and prolonged hospital stays. Despite this problem, studies assessing employee performance and its predictors in Nyeri County were scarce.

1.3 Objectives of the Study

1.3.1 General Objective

To establish the influence of employee retention techniques on employee performance in the health sector in Nyeri County.

1.3.2 Specific Objectives

- i. To determine the influence of remuneration on employee performance in the health sector in Nyeri County.
- ii. To establish the influence of working environment on employee performance in the health sector in Nyeri County.

- iii. To assess the influence of training on employee performance in the health sector in Nyeri County.
- iv. To evaluate the influence of rewards on employee performance in the health sector in Nyeri County.

1.4 Research Questions

- i. What is the influence of remuneration on employee performance in the health sector in Nyeri County?
- ii. What is the influence of working environment on employee performance in the health sector in Nyeri County?
- iii. What is the influence of training on employee performance in the health sector in Nyeri County?
- iv. What is the influence of rewards on employee performance in the health sector in Nyeri County?

1.5 Significance of the Study

Health Services in Nyeri County are benefited by the research with important information on how workers' intentions to remain are influenced by their workplace. The department will be able to utilize this data to launch programs that boost service quality while cutting down on staff turnover. As a result, the department may increase employee performance while lowering recruiting and training expenses. The goal of the research was to fully inform stakeholders on staff retention and how it affects turnover rates. This knowledge facilitates the development of efficient policies and processes for staff retention. Future research will benefit from the

planned study's results, which serve as a benchmark for more staff retention research. The study's findings also assist the County Government in accomplishing the Big Four agenda and Kenya's Vision 2030 goals.

1.6 Limitations of the Study

There were many limitations to the inquiry. The study concentrated on collecting reports directly from the employees. A potential constraint emerged if respondents were hesitant to discuss sensitive issues and reluctant to provide honest answers due to fear of potential victimisation. The researcher emphasised the importance of participant candour since the results may have been used to develop retention and work environment improvement methods. Extra time was given to individuals who were too busy to answer right away. In order to get around this barrier, researchers posed straightforward, uncomplicated questions.

1.7 Delimitations of the Study

Level four and five hospitals in Nyeri County were the only subjects of this research, which sought to determine the effect of staff retention on performance. Only these types of hospitals within the county were included in the data set. Conventional wisdom held that regional patterns reflected those at the federal level. Since these individuals make up the bulk of the healthcare system, researchers focused on them in their study.

1.8 Assumptions of the Study

Participants were required to demonstrate honesty and cooperation, according to the researcher. Furthermore, it was assumed that the data gathering tools used in the research were both valid and trustworthy. To alleviate this anxiety, the researcher requested candour from the respondents, promising them promised the data will be kept completely private and used only for research.

1.9 Scope of the Study

Compensation, working conditions, training, and incentives were independent factors, the performance of the employees served as the dependent variable. Nyeri County was the site of the research. Because of the high rate of NCDs like diabetes, Nyeri County was chosen. For healthcare delivery to be as efficient and effective as possible, employee performance must be optimised due to the increased incidence of NCDs and the resulting demand on resources, especially human resources. According to Ileri et al. (2024), the county's estimated diabetes prevalence is 6.4%, which is three times higher than the national prevalence. It is believed that 8% of people have hypertension. At the primary referral hospital, noncommunicable diseases (NCDs) accounted for over half of admissions and over 55% of hospital fatalities.

The study targeted of public County hospitals because they were the most utilised health facilities by the population and therefore had more healthcare workers compared to private facilities. The research used several departments that are directly or participated in a roundabout way with healthcare service delivery at hospitals on levels four and five. Because they employ a significant number of people, level four and five hospitals were chosen because

the results of this research can be applied to the broader health industry. Information from those who took part in the research was collected using a questionnaire, who included doctors, nurses, and clinical officers. These persons were selected because they formed the majority of the healthcare workers and are therefore resourceful persons in terms of giving information on employee retention techniques. The study covered the performance of employees over a three-year period between 2021 and 2024.

1.10 Operational Definition of Terms

Employee Performance The degree to which workers in Nyeri County's health sector fulfil their role expectations and accomplish their work-related objectives.

Employee Retention Techniques Strategies and practices implemented by Nyeri county department of health encourage employees in the healthcare industry to remain with the county for an extended length of time. Selected techniques include remuneration, working environment, training, and rewards

Remuneration the advantages and pay offered to Nyeri County health sector workers in return for their labour. Salary, incentives, bonuses, and other monetary and non-monetary awards are all included.

Rewards

Incentives and recognition provided to employees for their performance and contributions. Rewards can be monetary or non-monetary.

Training

Training is the process of educating workers in a certain area via planned and organized exercises. It may include on-the-job training, workshops, seminars, and online courses

Working Environment

The physical, mental, and social settings in which health care providers in Nyeri County do their jobs. It encompasses elements like work-life balance, safety, relationships with co-workers and superiors, and workplace culture.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Staff retention techniques and their effects on productivity are the subject of this chapter's literature review. The research factors are covered by both theoretical and practical works. Furthermore, the research's important elements and indicators are shown by outlining a conceptual framework.

2.0.1 Employee Performance

Various authors define employee performance in various ways. Some definitions focus on the achievement of goals and targets, while others emphasize the demonstration of skills and competencies. Employee performance is defined by Pradhan and Jena (2017) as the degree to which workers carry out their duties, reach predetermined targets, as well as aid in the company's general prosperity. Employee performance, according to Diamantidis and Chatzoglou (2018), is defined as the result of doing what the company needs them to do in order to achieve its goals. The capacity to adjust to new situations and enhance team relations are also defined as employee performance (Shields et al., 2015). Taken as a whole, these viewpoints highlight how complex employee performance is.

Both the company and its clients care about how well its employees do their jobs. A high-performing workforce translates to increased productivity, improved efficiency, and enhanced innovation, ultimately propelling organizational growth and competitive advantage of the

organisation (Diamantidis & Chatzoglou, 2018). On the other hand, customer satisfaction is strongly linked to employee performance. According to Budur and Poturak (2021), when employees deliver exceptional service, it enhances the customer experience, promotes committed customers who are happy to recommend our services to others. That is why the success or failure of an organization hinges on the performance of its employees.

Several determinants and constructs influence employee performance, encompassing individual, organizational, and environmental factors. Tuffaha (2020) indicate that individual factors such as motivation, skills, and personality play a role, alongside organizational aspects like leadership, work environment, and training opportunities. Role clarity, feedback mechanisms, and performance management systems further influence how effectively individuals translate their potential into performance. Aryanda et al. (2023) add that the broader environmental context, including industry trends, market dynamics, and technological advancements, can influence employee performance by shaping organizational strategies and priorities. As such context is important in the definition and measurement of employee performance.

Organizations can't assess success, pinpoint problem areas, or make educated choices without measuring employee performance. Common methods of measuring employee performance include Numeric rating scales, 360-degree feedback, Net promoter score (NPS) and Management by objectives (MBO) (Diamantidis and Chatzoglou, 2018; Pradhan and Jena, 2017). According to Pradhan and Jena (2017), the key lies in choosing a combination of methods that provides a comprehensive and objective picture of individual and team performance.

Various models have been developed to understand, manage and measure employee performance effectively. Some common models include the self-renewing cycle, Management by objectives (MBO), Goals, Roles, Processes and Interpersonal Relationships (GRPI) and the balanced scorecard model which offer insights into the factors influencing performance (Budur & Poturak, 2021; Diamantidis and Chatzoglou, 2018; Shields et al. 2015). These models provide frameworks for assessing, analysing, and enhancing employee performance within organizations.

According to Profit.co (2023), employee performance in the aforementioned paradigm refers to each team member's degree of productivity, efficacy, and quality of work. Numerous indicators, Some of the metrics used to measure employee performance include profitability, service quality, employee satisfaction and motivation on the job, and worker productivity. In studies focusing on healthcare workers, indicators commonly used to measure employee performance include efficiency, effectiveness, timeliness, safety and patient-centeredness. Employee performance was measured based on the achievement of employee performance targets (SKP) in Wahyuhadi et al. (2023) study. In a study in Ghana, Aduo-Adjei and Forster (2016) used self-rating, supervisor rating, absenteeism and turnover intention to measure work performance of health workers. Efficiency, effectiveness, productivity and timeliness were also used in Ousman and Worku (2022) study. In a study among medical personnel of Kenyatta National Hospital, Macharia (2022) used employee productivity, quality of service, effectiveness and efficiency.

In a research conducted by Kiiru (2022), the performance of workers was evaluated based on their punctuality, meticulousness, inventiveness, and innovation. Researchers Nyaboga and

Muathe (2022) surveyed medical staff at publicly funded hospitals in Siaya County, Kenya, and recorded data on patient wait times, total number of patients seen, and average length of visit and timely reporting to measure performance of employees. In a study among health workers at Kakamega County General Hospital, Khaemba (2017) used knowledge, innovation, job satisfaction, efficiency and effectiveness to measure performance. Employee performance Ivelia's research (2018) used work happiness, productivity, service quality, and customer satisfaction as its metrics. Four important metrics—efficiency, effectiveness, productivity, and quality of work—will be used to evaluate healthcare personnel performance in Nyeri County in this research. How well a person performs in their job or completes a particular assignment is a measure of their effectiveness (Budur & Poturak, 2021). Medication administration accuracy is one indicator of a healthcare provider's efficacy follow all predetermined procedures for patient care, and converse fluently with patients and coworkers in the medical field. According to Diamantidis and Chatzoglou (2018), efficiency relates to how well an employee utilizes resources (such as time, money, and materials) to accomplish tasks or goals. Efficiency for healthcare workers might involve minimizing wait times for patients, optimizing scheduling to reduce idle time between appointments or procedures, and effectively managing resources such as medical supplies and equipment. Productivity measures the amount of output produced by an employee within a given period of time (Budur & Poturak, 2021). Metrics like the number of patients seen in a certain time period are useful for gauging healthcare personnel' productivity. How many treatments were performed or how much paperwork was filled out. The amount of precision and skill with which a worker completes a job is what Pradhan and Jena (2017) mean when they talk about quality of work.

The quality of work for healthcare workers encompasses aspects such as accuracy in diagnosis and treatment, adherence to clinical guidelines and best practices, and patient satisfaction with the care received.

2.0.2 Employee Retention Techniques

One of the most important tactics for keeping a solid and competitive staff within a company keeps employees from leaving. It refers to a company's ability to keep employees from leaving (Mathimaran et al., 2017). It can also refer to the strategies an organization uses to retain top talent and reduce the risk of employee turnover. High retention rates are often associated with organizational stability, reduced turnover costs, and the preservation of knowledge and skills (Singh, 2019). Retention is crucial for maintaining a skilled workforce, ensuring continuity of operations, and fostering a culture of trust and engagement (Grotto et al., 2017).

There are a number of factors that may be used to measure employee retention. Some examples of these metrics include the following: average tenure, satisfaction levels among new recruits, retention rates across categories, and total retention, total staff turnover, including voluntary and involuntary, expenses related to employee turnover, and absenteeism rate (Singh, 2019).

A company's retention rate measures how many workers it keeps over time. Voluntary turnover rate counts workers who leave the company voluntarily, whereas involuntary turnover rate measures those who depart due to outside circumstances (Khan, 2020). Happy workers remain longer than disgruntled ones. A high absence rate may indicate employee discontent, reducing productivity and teamwork (Kurdi & Alshurideh, 2020).

Employee retention has been measured in various ways in different studies. Kirk (2017) suggests that in order to lower hospital staff turnover, it is important to comprehend the issue, screen candidates for organisational fit, and provide workers with engagement, support, and motivation. It also entails maintaining an adaptable, equitable, cooperative, and secure corporate culture in addition to respecting staff members via communication, acknowledgment, and respect. Similar to this, Knight (2018) contends that in the health care industry, good work environments, management relationships, and training and development are all critical components of employee retention strategies. In a research conducted by Apinde (2018), the M.P. Shah Hospital in Nairobi, Kenya's staff retention was evaluated using three factors: training, work environment, and motivation. In private hospitals in Nairobi County, Yeswa and Ombui (2019) found that plans for career development, employee recognition, salary, and work environment all contributed to staff retention. Thus, compensation, the workplace, training, and incentives will all be considered as employee retention strategies in this research. The fact that the research would take place in the medical field led to the selection of these methodologies. Previous research indicates that compensation, benefits, Important tactics for boosting employee retention and enhancing employee performance include work environment and work style via healthcare service delivery (Aduo-Adjei et al., 2016; De Vries et al., 2023, Kirk, 2017).

Singh (2019) critically analyzed existing literature on employee retention, focusing on recent trends and strategies. The purpose was to identify factors influencing employee departure and to highlight effective retention initiatives. The methodology was descriptive, relying on secondary data from books, reports, newspaper articles, and research journals. The findings showed that a number of variables, such as organisational culture, flexible work schedules, career progression prospects, and leadership style, affect employee retention. It was shown that traditional retention strategies, such as pay and perks, were less successful than modern strategies like employee voice, effective communication, and corporate social initiatives. Recognizing generational preferences and the increasing impact of the gig economy on staff retention were also highlighted in the survey. The results showed that businesses should use a holistic strategy to employee retention, including both time-honored and cutting-edge methods. A welcoming and inclusive workplace, chances for professional growth, and an atmosphere that encourages open dialogue should all be high on the list of objectives. Nevertheless, the research made extensive use of secondary data, which could not accurately reflect the practises and trends in employee retention today. Furthermore, the research offered no empirical proof of the efficacy of the retention tactics that were found.

Raj and Rao (2017) conducted a systematic study in an effort to comprehend the significance of employee retention, how it affects organisational efficiency, and how to guarantee sustained employee engagement and satisfaction. A thorough analysis of the body of research on staff retention tactics was part of the process. The authors reviewed a number of research that looked at several facets of employee retention, such as motivation, work satisfaction, emotional intelligence, and the function of HR procedures. The review combined qualitative and quantitative research to provide readers a complete understanding of the issue. The

findings showed that sustaining organisational productivity and morale requires the implementation of efficient staff retention methods. The relevance of aligning retention strategies with organizational goals, the impact of job satisfaction and chances for professional growth on retention rates, and the contribution of emotional intelligence to improving employee performance were among the key results. Additionally, the research discovered that some programs—like nursing residency programs—significantly increased new graduate retention rates.

According to the findings, companies should take a diversified approach to staff retention, emphasising both the practical and emotional sides of the job. This entails creating a positive work atmosphere, guaranteeing job happiness, and offering chances for professional advancement. The survey underlined how important it is for HR managers to create and execute customised retention plans that take into account each employee's particular requirements and preferences. But there were a number of holes in the research. It made extensive use of previously published material, which may not accurately reflect current trends and procedures in employee retention. Furthermore, longitudinal data, which might provide more profound insights into the long-term efficacy of retention tactics, was not included in the study. Additionally, there was little attention paid to particular sectors or occupations, which could have limited the results' relevance in particular organisational settings. To fill up these gaps and provide more focused suggestions for enhancing employee retention, further research was required.

The relevance of aligning retention strategies with organizational goals, the impact of job satisfaction and chances for professional growth on retention rates. Relatedly, Wahyuhadi et

al. (2023) investigated what works to keep employees around, emphasising the significance of an all-encompassing strategy that includes cultivating talent, achieving a healthy work-life balance, and fostering a great company culture. The study's main takeaway is the need of frequent feedback systems and continual communication in holding on to top talent.

The survey also emphasised how crucial it is to match HR procedures with company objectives, provide competitive pay, and promote an inclusive workplace. The findings suggested that combining these tactics may greatly raise staff retention rates. It is clear from interpreting these findings that companies need to take a multipronged strategy to employee retention, attending to both their professional and personal requirements. Good management and leadership, as well as open communication, are essential to fostering a productive workplace that keeps workers on board. However, the study had certain limitations. It relied solely on qualitative data, which may not capture the full scope of employee retention dynamics. Additionally, the research did not consider industry-specific factors or the impact of technological advancements on retention strategies. A more comprehensive investigation of contextual factors and a mixed-methods strategy might enhance future research.

Shastri and Neelam (2018) investigated employee engagement, job happiness, and organizational dedication are some of the many factors that influence employee retention.

The objective was to provide a comprehensive review of the literature on employee retention tactics and to pinpoint the main elements that help companies keep their workforces. Using only secondary data from books and other research papers, the approach used was descriptive in nature. In order to identify the elements influencing retention efforts and investigate the connection between these elements and job satisfaction, the study evaluated a large number

of research studies. Several factors consistently impact employee retention, according to the results. These included intention to leave, comparison of alternatives, organisational commitment, and work satisfaction. The research also found that certain retention tactics—like job flexibility, training, incentive, work atmosphere, and employee participation—are essential for improving employee performance and retention. The significance of the three-part model of organizational commitment proposed by Meyer and Allen—which comprises emotional, continuation, and normative commitment—in comprehending employee attachment to organisations was highlighted.

The interpretation of the results suggested that a strong organizational commitment, fostered through positive work experiences and alignment with organizational values, significantly reduces turnover intentions. Workers who have a strong tie to their company, either emotionally (affective commitment) or logically (normative commitment), are less inclined to quit. The importance of providing chances for professional advancement, having supervisors who are supportive, and creating a work-life balance were all highlighted in the survey as crucial factors in keeping important personnel.

Despite the comprehensive review, the study acknowledged gaps in the existing literature, particularly the need for more refined conceptualizations of organizational commitment and retention factors. It also noted a lack of research in specific contexts, such as the South African medical and IT services sectors, suggesting that further studies are necessary to understand the unique retention challenges in these areas.

The issue of excessive staff turnover brought on by ineffective retention tactics was addressed by Omeoga (2023). A qualitative multiple-case study technique was used. Four company executives from various SMEs in Nigeria participated in semi-structured interviews to gather data, and organisational policy papers were also reviewed. To extract important themes from the data, thematic analysis was used. Organizational culture, management philosophies, and methods of training and development and financial and non-financial rewards were identified as the four primary techniques for employee retention. It was discovered that these tactics worked well for keeping on board seasoned workers and lowering turnover. While good management and leadership practises created a positive work atmosphere, training and development gave people the chance to advance. Employee retention and satisfaction were also influenced by a favourable company culture and a range of monetary and non-monetary advantages. It became clear that SMEs need to take a comprehensive strategy to staff retention that considers both internal and external motivators. The report emphasised how crucial it is to fund people management and capacity-building programmes in order to keep staff members abreast of emerging practises and technology. However, the study had some gaps. It focused solely on the perspectives of business leaders, without considering the views of employees themselves. Additionally, the sample size was limited to four SMEs, which may not be representative of all SMEs in Nigeria.

Employee retention tactics and their implications for further study were thoroughly examined by Naalu (2021). It aimed to comprehend the elements influencing employee attrition and pinpoint practical methods for keeping staff members. A thorough literature study and analysis of several research and empirical data on staff retention and turnover were part of the process. The findings showed that proactive strategies that addressed workers' intentions and

turnover patterns were essential for retention. Retaining employees is largely dependent on factors like job satisfaction, organisational dedication, and appropriate working circumstances. The study emphasized the importance of good HR practices, management and leadership styles, communication, and a conducive working environment in promoting employee retention. Interpreting the results, it was evident that addressing both work-related and personal factors was essential in developing effective retention strategies. The study highlighted that management's understanding of the reasons behind turnover intentions could help in implementing proactive measures to prevent actual turnover. The research also emphasised how fair treatment, gratitude, and acknowledgment may increase employee engagement and lower turnover intentions. But there were significant holes in the research. The precise effect of each retention approach on turnover rates was not clearly empirically analysed. Furthermore, rather than exploring retention tactics particular to a certain business or population, the research mostly focused on generic characteristics. A more thorough analysis of these factors in future studies might help create retention plans that are specific to various organisational settings.

A recent review by De Vries et al. (2023) focused on employee retention strategies and their implications for future research. The purpose of this study was to determine what variables significantly impact employee turnover and to provide solutions to this problem to enhance organizational productivity. A thorough literature assessment of previous studies on employee retention was part of the approach, which focused on the personal and professional aspects that affect employee turnover. The findings showed that proactive approaches that targeted the intentions and actions of workers were essential for retention. Retaining employees is largely dependent on factors like job satisfaction, organisational dedication, and appropriate

working circumstances. The survey underlined how crucial effective HR procedures, management and leadership philosophies, and a positive workplace culture are to fostering employee retention. According to these findings, companies should take a comprehensive approach to staff retention, considering both the internal and external elements that affect workers' choices to remain. This involves making sure HR policies are fair and transparent, creating a welcoming workplace, and acknowledging and rewarding employees for their efforts.

However, the study identified gaps in understanding the specific intentions behind employees' turnover behaviours and the effectiveness of different retention strategies across various organizational contexts. Future research was recommended to explore these areas further, in particular how business culture and individual characteristics in employees affect retention rates

Remuneration encompasses all of an employee's financial benefits, including base salary, commissions, bonuses, overtime pay, and any other types of financial compensation (Martono et al., 2018). It's an important aspect of employee motivation, retention, and overall well-being, as it directly impacts their financial security and quality of life. According to research, competitive pay packages have a favourable correlation with employee engagement, motivation, and satisfaction, which lowers turnover rates and improves worker performance (Anandarajan, 2017). Numerous indicators, including pay level, pay structure, pay mix, pay equity, and pay satisfaction, may be used to assess compensation (Mahmud et al., 2018). In order to promote employee retention, which will eventually result in improved employee

performance, managers must make sure that all workers are accurately listed. Therefore, offering competitive and fair pay is crucial to attracting and keeping skilled medical personnel. It shows that their abilities, knowledge, and contributions are valued by the company.

Work environment refers to the elements that comprise an employee's workplace and impact them. Bangwal and Tiwari (2018) explain that a person's work environment consists of the physical, social, and organizational aspects in which they carry out their duties. It includes everything from the workplace space's layout and style to the interactions between coworkers and the culture of the company. Putri et al. (2019) assert that an employee's well-being, engagement, productivity, and creativity may all be impacted by their workplace. According to earlier research, a good work atmosphere increases employee well-being, lowers stress levels, and promotes job satisfaction—all of which lead to better performance and greater retention rates (Hafeez et al., 2019). The working conditions at healthcare facilities have a significant influence on employee morale, job happiness, and overall health.

Healthcare teams are more likely to collaborate, communicate, and feel like they belong in a healthy work environment. Working environment has been previously measured by using various metrics, such as employee satisfaction, employee engagement, employee turnover, employee absenteeism. In this study, physical environment, company culture and social aspects will be used to evaluate work environment.

Employee training refers to a structured set of activities aimed at enhancing workers' job skills to bolster organisational growth. This procedure is advantageous for employees since it enhances their proficiency and productivity. Employees may benefit from developing broad knowledge and abilities to carry out their jobs well. Yimam (2022) claims that enhanced

productivity, better managerial abilities, lower production costs, simpler access to profitability, and a wider market are all benefits of training for businesses. More significantly, it is abundantly evident that employee performance and the organization's training initiatives are favourably correlated (Renny, 2023). Healthcare professionals must have access to chances for ongoing professional development and training in order to keep current on changes in patient care procedures, technology, and medical practices.

Benefits or bonuses are provided to workers that surpass performance goals or go above and beyond what is expected of them as employee incentives. In exchange for their hard work, employees get monetary, non-monetary, and psychological rewards as part of a company's incentive system (Farooq & Shafique, 2016). Incentives may motivate workers to do better, say Manzoor et al. (2021) by giving them the tools they need to accomplish organisational goals by expanding their knowledge, skills, and capacities. Therefore, offering rewards to employees for exceeding performance goals might encourage them to improve and become more productive. Programmes for rewards and recognition honour the accomplishments, commitment, and efforts of healthcare professionals. They support the maintenance of high standards in patient care and promote good behaviours.

2.1 Theoretical Framework

This study is anchored in the expectancy and two-factor theories.

2.1.1 Vroom's Expectancy Theory

In 1964, as a foundation for motivation, Victor Vroom created Vroom's Expectancy Theory to explain how individuals make decisions and decide what to do in the workplace. Individuals

are more likely to see a project through to completion when they have faith that their efforts will bear fruit, according to the notion.

will provide superior performance, which will ultimately lead to the intended outcome. Additionally, they must also place value on the outcome. (Vroom et al., 2015). Lloyd and Mertens (2018) posit that conduct is driven by intentional decision-making aimed at maximising pleasure and minimising suffering. This theory pertains to the concept of choice and elucidates the cognitive processes that a person undertakes in order to make decisions.

Three basic concepts are included in the theory of expectation: valence, instrumentality, and expectancy. Expectation is the conviction that one's endeavors will lead to the achievement of one's performance objectives. The idea that a person's actions will lead to a predetermined consequence is called instrumentality.

Valence, as defined by Vroom et al. (2015), refers to the value or attractiveness that a person assigns to a certain outcome (O). Thus, the intensity of a specific motive ascribed by an individual to an anticipated result of a significant decision or choice is determined by the combination of valence, instrumentality, and anticipation.

The idea states that systems, desires, and perceptions all play a role in shaping motivation.

Baakeel (2018) indicates that perceptions refer to how individuals perceive the relationship between their effort, performance, and outcomes. Preferences refer to how individuals' value different outcomes and rewards. Systems refer to how organizations design and adopt behaviors, policies, and procedures that influence employee motivation (Vroom et al., 2015).

The psychological links between an employee's expectations, instrumentality, and valence

beliefs act as a motivational force that directs behavior towards avoiding discomfort and seeking satisfaction.

This research, which aims Vroom's Expectancy Theory was useful in determining the impact of employee retention initiatives on employee performance. According to this notion, workers' expectations about the connection between performance and effort are crucial (Vroom et al., 2015). According to the present research, workers' desire to perform will be influenced by their expectations on the efficacy of retention strategies, including compensation, the working environment, training, and incentives. Employee motivation will be impacted by how they see the benefits and desirability of retention strategies including compensation, incentives, training opportunities, and a nice work environment. When workers anticipate financial benefits for their hard work, they are more inclined to put forth their best effort with better pay, a more favourable work environment, training chances for career advancement, or other benefits.

Despite the strength of this theory in predicting employee motivation and performance, several criticisms have been levelled against its premise. Since many people in the actual world believe that performance and incentives are highly correlated, the theory is seen as utopian (De Simone, 2015). The key premise of the theory is that incentives are the primary motivators for individuals. Social connection, autonomy, and job satisfaction are three more factors that research suggests could impact motivation. Additionally, the theory is biased and yields invalid findings when used to between-subject designs (Min et al., 2020). Nevertheless, despite these drawbacks, the theory provides insightful information about how motivation functions and may be improved in a professional context.

2.1.2 Herzberg's Two-Factor Theory

In his 1964 paper "Work-Related Problems as the Causes of Job Dissatisfaction," Frederick W. Herzberg proposed Herzberg's Two-Factor Theory, a model job satisfaction survey that pinpoints the most important aspects impacting workers' drive and contentment on the workplace. This idea, which goes by the name "two-need system," divides the world into two parts: the motivators and the hygiene aspects. Job happiness and performance are driven by motivators, whereas discontent might result from insufficient hygiene aspects. Taylor's Scientific Management and Maslow's Hierarchy of Needs are foundational works upon which this theory expands (Li, 2018; Bexheti & Bexheti, 2016; Hur, 2018). Essentially, it states that these two sets of factors influence workplace motivation.

The key elements of the theory include hygiene factors (extrinsic) and motivational factors (intrinsic), which collectively influence job satisfaction and motivation. Factors such as pay, corporate rules, the quality of the work environment, and job security are examples of what are known as "hygiene factors" (Vijayakumar and Saxena, 2015). On the other hand, factors that foster intrinsic motivation include things like praise, personal development chances, responsibility, and public acknowledgment of one's efforts (Hur, 2018). The idea posits that motivators are the primary drivers of both genuine work happiness and enhanced performance, while hygienic considerations are necessary to prevent discontent but do not bring about either on their own.

In the current study, motivational factors align with the retention techniques such as training and rewards while hygiene factors correspond to retention techniques like remuneration and the working environment. Recognising employees' achievements and providing a clear career

path, a manager can enhance their motivation and, subsequently, their performance. In addition, ensuring fair compensation, providing a positive and supportive work environment, and addressing any issues related to company policies or interpersonal relations, managers can prevent job dissatisfaction and create a foundation for employee performance. By differentiating between "hygiene" elements like pay and working conditions and "motivational" ones like opportunities for advancement and financial compensation, comprehend the effects of various retention tactics on worker productivity, Herzberg's theory provides a helpful foundation.

There are certain limits to Herzberg's Two-Factor Theory. Some detractors contend that Herzberg's approach may have shortcomings with regard to validity and dependability, especially with regard to the critical incident technique used in data collecting. They also assess the trustworthiness The reliability of the study's data and methods that led to its conclusions (Alshmemri et al., 2017). The theory's creators are also charged of ignoring other elements that might influence motivation, including individual characteristics, expectations, and objectives (Sanjeev & Surya, 2016). Despite these drawbacks, A number of effective management strategies and analyses of employee motivation have made use of the two-factor approach in a variety of corporate scenarios.

2.2 Empirical Review

2.2.1 Remuneration and Employee Performance

Employee performance and pay have been the subject of many studies. Observations and in-depth interviews were used by Ismail (2020) to show that pay significantly improved employee performance. This is seen by the way employees behave when accomplishing the

tasks assigned to them, especially when they are given more responsibilities. e performance. Masea (2016) discovered that regulated SACCOs in Kenya adopted. Researchers in Nigeria's Zamfara State found a robust positive link between salary and performance among workers at Abdul Gusau Polytechnic and the State College of Education. When it comes to keeping employees motivated, salaries, remuneration, bonuses, and incentives are crucial (Carlin, 2017). Paying employees more improved their output, according to a study by Onyekwelu et al. (2020) of Nigerian bottling firms. According to Masea (2016), competency-based compensation structures were adopted by regulated SACCOs in Kenya, leading to a notable increase in organizational efficiency. The Nakuru County government commissioned research by Mwangi et al.(2017), which found that the Equal pay structures and fair remuneration were shown to be the most strongly correlated with work satisfaction, followed by the review process. Widiastutik et al. (2022) found the opposite to be true, stating that salaries did not directly impact worker productivity, job rotation made a notable and beneficial difference.

2.2.2 Working Environment and Employee Performance

Workplace circumstances' effects on employee productivity have been researched extensively. Zhenjing et al. (2019) found that employees may perform better in an environment that supports them. Similarly, employees were far more dedicated and capable of achieving their goals when they felt respected and appreciated at work. Training and development, appropriate workload, support from managers and colleagues, employee perks, and the physical work environment were all factors in Shammout's (2022) study that measured the work environment. Each factor had a significant and positive correlation with worker output, according to the findings. Employee performance in the local government is greatly

impacted by the physical and non-physical elements of their workplace, according to research done on workers in Padang City, Indonesia. Fithri et al. (2019) discovered that although interactions with colleagues were crucial in the non-physical work environment, noise, safety, air circulation, and cleanliness were crucial in the physical work environment.

Alemu's (2022) research at Ethiopia's Wollo University indicated a positive linear link between certain workplace factors and workers' output. The study's focus was on how things like office layout, monetary incentives, management styles, and leadership all play a role. Performance in the workplace was positively affected by work-life balance, training and development, and other similar initiatives. Notably, there was a robust linear link between job performance and work-life balance and salary. At the same time as the other variables had a somewhat favorable association.

Similarly, research that included mobile communications firms in Nairobi City County found that Work-life balance, leadership styles, training, incentives, and the physical workplace all have a role. On the other hand, the results showed that workers were unhappy with the way their company handled promotions and management (Nanzushi, 2015). Furthermore, the physical, psychological, and policy contexts were shown to be important in Njeri's (2022) study at KCB. Employee performance was positively affected by all of these factors, including work-life balance.

2.2.3 Training and Employee Performance

Several studies have looked at how training affects workers' productivity. Halawi (2018) studied two Omani enterprises and found that the training programmes were beneficial to both

the company and their employees. Employees reported improving their jobs outside of the classroom, learning how to conduct high-quality work, receiving positive comments on their performance reports, and feeling more content inside. Yimam (2022) demonstrated that training evaluation, training delivery style, training needs assessment, and training design all significantly enhanced employees' performance using a 2019 training sample of administrative personnel from Bahir Dar University in Ethiopia. Employee engagement, rather than training, was the main predictor of employee success, according to regression analysis results from a study conducted in Uganda's health sector. Employee performance was significantly predicted by employee engagement by 44.7%. Training and employee performance have a very favorable link, according to the findings of the research (Sendawula et al., 2018).

A research carried out by Kirigia (2017) at Kenya Power and Lighting Company discovered that all elements pertaining to training significantly affected employee performance. A similar robust relationship between staff performance and organizational variables was shown by Okumu et al. (2018) as well as factors like teaching techniques, training materials, and the dissemination of information inside Kenya's judicial system. But policies didn't affect performance outcome prediction in a statistically meaningful way, according to their analysis.

According to studies, most workers at Kakamega County General Hospital have participated in some kind of training session since starting work there, and that training had a beneficial effect on their productivity. Most trainees said that training increased their communication, performance, loyalty, and work ethic in addition to their communication skills (Khaemba, 2017).

2.2.4 Rewards and Employee Performance

Numerous investigations of the connection between employee performance and incentives have been conducted. According to a research conducted in the USA by Hickenlooper et al. (2022), non-financial benefits including responsibility, career opportunities, awards and recognition, and employee involvement in decision-making may all boost employee performance at JPMorgan Chase & Company. The primary conclusions of the Manzoor (2021) study, which was carried out in Pakistan, showed that intrinsic incentives greatly raise worker motivation and output. According to recent study by Nkoungas (2023), incentives, performance, attractiveness, and retention were all positively correlated. Both monetary and non-monetary incentives are equally significant for motivating workers and altering their behaviour in relation to performance, the study's results indicate. Uzochukwu et al. (2023) found that a large pay and salary incentive structure significantly affects the service quality offered by hotel industry personnel in Nigeria. This is because such a system encourages employees to apply their creativity in the job. Waithira's (2018) research at Farm Concern International (FCI) found that the company's present recognition practices were significantly affecting worker performance.

2.3 Summary and Research Gaps

A large body of research indicates that pay rates significantly affect productivity in the workplace. As an example, Ismail (2020) found that pay is a major factor in motivating workers to do better. As an example, Ismail (2020) found that pay is a major factor in motivating workers to do better research shown a robust and favorable relationship between pay and productivity on the job.

Furthermore, the results of the research conducted by the Nakuru County Government show that elements of compensation, such as income and the cycle of remuneration reviews, were highly correlated with job satisfaction, which may have an indirect effect on worker performance. There is, however, little proof of this in the medical field. This research will thus ascertain how compensation affects worker performance in Nyeri County's health sector.

All of the studies that were considered reached the same conclusion: the workplace has an effect on workers' productivity. Numerous studies indicate that a happy work atmosphere greatly improves employee performance, including those by Zhenjing et al. (2019), Shammout (2022), Fithri et al. (2019), Alemu (2022), and Njeri (2022). This beneficial influence is felt in many facets of employee conduct and results, including degree of dedication, capacity for achieving goals, and general success at work. Nevertheless, different research use different work environment indices. In order to close this gap, this research will assess the work environment in Nyeri County's health sector using the physical environment, corporate culture, and social factors.

Research has shown that training improves employee performance, which in turn affects corporate results. Research from Ethiopia, Uganda, and Kenya repeatedly demonstrates that employee performance is improved by training. Performance improvement is greatly aided by elements like training design, delivery method, needs analysis, and evaluation. The research' combined data shows that training is essential for raising employee performance via increased engagement, knowledge, skills, and satisfaction. However, the private sector is where the bulk of the research are conducted. The present research will concentrate on the public health sector in order to close this gap.

All of the analysed research concluded that employee performance is positively and substantially correlated with incentives. Several performance indicators, including attractiveness, are favorably connected with incentives, according to the research, retention, and service delivery quality. This implies that in order to boost employee motivation and behaviour. This is why monetary and non-monetary incentives play an essential role in enhancing performance. Nonetheless, there weren't many researches in the medical field.

2.4 Conceptual Framework

The study's variables and indicators are shown in the conceptual framework in figure 2.3.

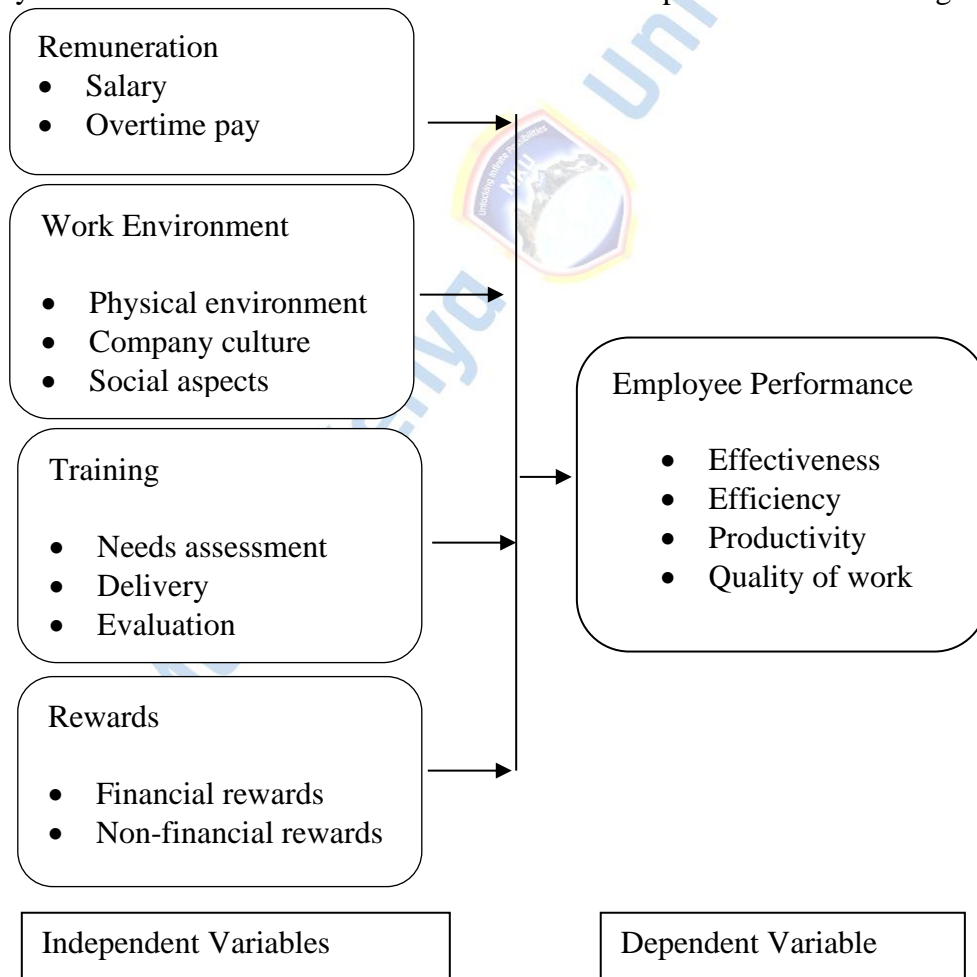


Figure 2.1 Conceptual Framework

Source: Researcher (2024)

Figure 2.1 shows that compensation was the independent variable and employee performance was the dependent one working environment, training and rewards are the independent variables. Effectiveness, efficiency, productivity, and quality of work were used to measure employee performance. These indicators were informed by past studies. Remuneration of employees was assessed by studying the salary, overtime pay and bonuses. Physical environment, company culture and social aspects were used to measure work environment. As shown in figure 2.1, needs assessment, delivery and evaluation were used to measure the training variable while the rewards variable was evaluated by means of monetary and non-monetary incentives provided to staff.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter describes the methods used to carry out the current research, which aims to investigate how health sector employees in Nyeri County fared after implementing retention tactics. It lays out the study's setting, population of interest, and sampling methods in great detail and offers a thorough rationale for the selected research design. It goes on to detail the research tools, data gathering and analytic procedures, and ethical issues that were present in the study.

3.1 Research Design

Research design refers to a thorough and systematic strategy for gathering data in an empirical research endeavour (Kothari, 2017). This research used a descriptive survey approach Patten (2016) is defined as a structured and systematic approach to data collection using descriptive survey research with the main objective of offering a comprehensive and precise depiction of the features, behaviours, views, or attitudes present within the target population. Because of its affordability, generalizability, dependability, and adaptability, this design was chosen.

3.2 Location of the Study

Nyeri County was the site of the present investigation. The county included 1 referral hospital which was Nyeri county referral hospital and 6 level 4 hospitals comprising Othaya subcounty hospital, Karatina subcounty hospital, Mukurweini subcounty hospital, Mt. Kenya Hospital,

Naromoru subcounty hospital and Ihururu sub county hospital. There were also 107 health centres and dispensaries across the county. The study concentrated on tier 4 and 5 facilities because they were the largest facilities which means that they have the most doctors, nurses and clinical officers. As such results from these facilities can be generalised to other facilities.

3.3 Target Population

The study targeted healthcare workers in health facilities in Nyeri County. The sampling frame comprised a population 650 which includes 103 doctors, 451 nurses and 96 clinical officers from 6 tier 4 and 1 tier 5 county run health facilities as shown in table 3.1. These persons were preferred because they form the vast majority of healthcare workers in the county. They were also in direct contact with patients compared to other healthcare workers.

Table 3.1 Target Population

	Medical officers	Clinical Officers	Nursing officers	Total
Nyeri county referral hospital	52	41	211	304
Othaya subcounty hospital	3	7	30	40
Karatina subcounty hospital	27	20	108	155
Mukurweini subcounty hospital	15	11	61	87
Mt. Kenya Hospital	5	7	21	33
Naromoru subcounty hospital	1	9	12	22
Ihururu sub county hospital	0	1	8	9
Total	103	96	451	650

Source: County government of Nyeri (2024)

3.4 Sampling Procedures and Techniques

The research used Slovin's algorithm to compute a sample. The minimum sample size needed to estimate a statistic may be found using Slovin's approach with a specified margin of error (Tejada & Punzalan, 2012). This formula was used because of its simplicity and the precise knowledge of the population's actual number.

$$n = N / (1 + N e^2)$$

$$n = 650 / (1 + 650 * 0.05^2) = 247.65$$

So, a total of 248 people were included in the investigation. Because the study population served a wide variety of purposes and was located in a wide variety of locations within the university, stratified random sampling was used. Stratified sampling involves dividing the population into distinct and non-overlapping groups, known as strata. Within each stratum, a sample is chosen using a specific design (Kothari, 2017). The strata in this research are comprised of different health facilities. This approach is used because it effectively represents the population under study by dividing the total population into several groups before using random sample techniques (Mohajan, 2017). This strategy guaranteed that every profession and facility was included in the final sample, as shown in Table 3.2.

Table 3.2 Distribution of Sample Size

	Medical officers	Clinical Officers	Nursing officers	Total
Nyeri county referral hospital	20	16	80	116
Othaya subcounty hospital	1	3	11	15
Karatina subcounty hospital	10	8	40	58
Mukurweini subcounty hospital	6	4	23	33
Mt. Kenya Hospital	1	3	8	13
Naromoru subcounty hospital	1	3	5	9
Ihururu sub county hospital	0	1	3	4
Total	39	37	170	248

Source: Researcher (2024)

3.5 Sample Population

Random number generation with the help of Microsoft Excel was conducted to recruit respondents. To achieve this, the researcher made a numbered list of each of the categories of the population. Thereafter, using the random function of Microsoft Excel, the desired number of respondents was drawn. For instance, among medical officers, the researcher obtained a list of the medical officers in the facility and assign them numbers. Thereafter numbers were randomly generated using the rand() function. These were the respondents in the study. The procedure was repeated for the 3 categories across 7 facilities as enumerated in Table 3.3.

3.6 Construction of Research Instruments

To collect the necessary data for this investigation, the researchers used a self-administered questionnaire.

The researcher developed a questionnaire comprising several sections (A-F) to gather data on the various variables in the study. The initial section (A) gathered demographic information,

specifically gender, age, education, and work experience. Sections B-E gathered data on the independent variables: remuneration, working environment, training, and rewards. Data on the dependent variable, employee performance, was collected in section F. Here is the operationalization of variables presented in Table 3.3.



Table 3.3 Operationalisation of Variables

Type of variable	Study Variable	Latent variable	Measurement	Type of data	Measurement scale	Source of data	Tests to be conducted
Dependent	Employee performance	Effectiveness	The extent to which a HCW follows established protocols for patient care	Quantitative	Ratio	Questionnaire	Descriptive
		Efficiency	Extent to which HCWs manage resources such as medical supplies and equipment.				
		Productivity	The number of patients seen or treated within a given time period				
		Quality of work	Extent of patient satisfaction with the care received.				
Independent	Remuneration	Salary	Satisfaction with salary received	Quantitative	Ratio	Questionnaire	Descriptive Correlation Regression
		Bonuses	Presence and satisfaction with bonuses received				
		Overtime pay	Presence and satisfaction with overtime received				
Independent	Working environment	Physical environment	Extent to which HCW workspaces are clean, well-equipped and safe	Quantitative	Ratio	Questionnaire	Descriptive Correlation Regression
		Company culture	The level of collaboration and effective communication among team members				
		Social aspects	Diversity and work-life balance among HCWs				
Independent	Training	Needs assessment	Identification the specific knowledge, skills, and competencies that need to be addressed.	Quantitative	Ratio	Questionnaire	Descriptive Correlation Regression
		Delivery	Methods and channels of training				
		Evaluation	Gathering feedback from HCWs about their training experience				
Independent	Rewards	Financial rewards	Presence of overtime pay, bonuses and health insurance	Quantitative	Ratio	Questionnaire	Descriptive Correlation Regression
		Non-financial rewards	Presence recognition and appreciation, professional development opportunities and employee assistance programs				

3.7 Testing for Validity and Reliability

How well a survey measures the target variables is what survey validity is all about in the field of survey research (Cohen, 2017). The researcher built the questionnaire using indications to guarantee the study's validity described in the theoretical framework and used instruments that had already been verified. In order to ascertain if the questionnaire adequately measured the target variables, the researcher's supervisor examined and expertly assessed it.

When a measurement remains consistent over a period of time, we say that it is reliable (Mohajan, 2017). The researcher ran a pilot test on the questionnaire before collecting the main data to make sure it was reliable. Prior to conducting a full-scale study, researchers conduct a pilot study to evaluate and improve research tools and methods. The participants in his pilot study were healthcare professionals from Murang'a County. For this stage's data analysis, we used SPSS 28 for Windows, which stands for Statistical Package for the Social Sciences. We used Spearman's Rank Correlation Coefficient to find out how consistent the questionnaire was within. It is a method for statistically assessing the degree and direction of correlation between two quantitative variables (Lee et al., 2018). A cut-off of 0.7 was used whereby items scoring 0.7 and above was deemed to have acceptable reliability while those below were reviewed. A coefficient of 0.83 was obtained in the analysis indicating reliability of the questionnaire.

3.8 Data Collection Methods and Procedures

Notifying healthcare providers was the first stage in gathering data workers of the study. This was done by putting posters in the healthcare workers stations as well as social media

WhatsApp and Facebook groups. The questionnaire was then coded in the Microsoft Forms environment. The next step was to provide the responders with a link to the permission form and questionnaire so they could complete it. Data collection was carried out over two weeks.

3.9 Proposed Data Analysis Techniques and Procedures

Data analysis involved the use of both descriptive and inferential statistics, conducted with the aid of SPSS. Frequencies, percentages, averages, and standard deviations were some of the descriptive statistics used to portray the results. Using these numbers, we were able to better organize and simplify information on key performance metrics, staff retention tactics, and demographics. To further investigate the connection between retention methods and performance, regression analysis was used. Here is the regression model that was used for the study:

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

Where:

Y = Employee performance

C = Constant

B₁ - β₄ = Co-efficient

X₁ = Remuneration

X₂ = Working environment

X₃ = Training

X₄ = Rewards

Diagnostic tests were performed to verify compliance with essential statistical assumptions, such as normality, linearity, multicollinearity, homoscedasticity, and autocorrelation.

The residuals, or errors, of the regression model must follow a normal distribution for the model to be considered normal. We used skewness and kurtosis statistics to check this assumption; normally, a range of -2 to +2 is considered acceptable. Values that fall outside of this range indicate that there are substantial non-normalities. According to linearity, the connection between the dependent and independent variables is assumed to be straight. Using scatter plots, we can see that this assumption is supported by the data, which shows a linear trend. When there is a significant degree of correlation between independent variables, it is called multicollinearity. There was an evaluation based on VIF and tolerance levels. Acceptable VIF values were below 5, which indicates little multicollinearity among the predictors.

When we say that the residual variance is homoscedastic, we mean that it is constant across all levels of the independent variables. We used Levene's test for equality of variances to see whether this assumption held water. Homoscedasticity is supported by a non-significant result ($p > 0.05$), but heteroscedasticity is suggested by a significant result. In order to fix it, you may have to alter the data or utilize strong standard errors. The assumption of non-correlation between residuals is important to autocorrelation, which is especially useful with time-series data. This was evaluated using a test statistic ranging from 0 to 4 using the Durbin-Watson

Test. If the number is near to 2, then there is no autocorrelation. If it is less than 1 or more than 3, then there is positive autocorrelation. Tables, pie charts, and bar graphs were used to graphically display the study's findings so that they could be easily understood and used.

3.10 Ethical Considerations

Ethical principles of approval, voluntary participation, informed consent, anonymity and confidentiality were adhered to. We contacted Mount Kenya University (MKU) to get their stamp of approval for this study's ethical aspects. Authorisation to gather data was secured from the Health Department of the County Government of Nyeri. Only healthcare personnel who desired to participate in the research were engaged, contingent upon providing written informed permission. The identities of the respondents were kept confidential and not disclosed. Additionally, the researcher was concerned about protecting the privacy of the collected information. The data was encoded and securely stored.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents the study's results, which looked at how staff retention tactics affected the performance of employees in Nyeri County's healthcare sector. The impact of pay, benefits, working conditions, training, and incentives on productivity is the primary emphasis of the study. The findings are presented using descriptive and inferential statistics.

4.0.1 Response Rate

The researcher surveyed 248 healthcare personnel from various Nyeri County institutions. Table 4.1 shows that 92.3% of participants participated in the study, which is high enough to warrant extrapolating the results.

Table 4.1 Response Rate

Cadre	Sample	Respondents	Response rate
Medical officers	39	36	92.3
Clinical Officers	38	32	84.2
Nursing officers	170	161	94.7
Total	247	229	92.3

Source: Field data (2024)

4.0.2 Respondents Demographic Characteristics

The demographic data was subjected to descriptive analysis and results summarised in Table 4.2.

Table 4.2 Respondents Demographic Characteristics

		Count	Table N %
Indicate your gender	Male	66	28.8%
	Female	163	71.2%
Indicate the group where your age falls.	<20 years	19	8.3%
	21-30 years	0	0.0%
	31-40 years	75	32.8%
	41-50 years	89	38.9%
	>50 years	46	20.1%
What is your highest level of education?	Diploma	103	45.0%
	Higher diploma	42	18.3%
	Degree	55	24.0%
	Postgraduate degree	29	12.7%
How long have you been employed in your profession?	<5 years	25	10.9%
	6-10 years	42	18.3%
	11-15 years	68	29.7%
	16-20 years	26	11.4%
	21 years and above	68	29.7%

Source: Field data (2024)



4.1 Results of Descriptive Analysis

A whopping 71.2% of those who took part in the survey were women. In Table 4.2, we can see that 32.8% of the participants were in the 31–40 age range, and that 38.9% were in the 41–50 age range. With 45% having a diploma and 24% having a degree, all of the participants were professionally trained. In terms of years in the workforce, 29.7 percent had worked for 20 years or more, and an equal number had worked for 11–15 years. The majority of participants had extensive education and work experience, as shown by these data. Both sexes and ages were well-represented in the sample. The reliability and reflectiveness of the data obtained are ensured, which improves the study's validity. People in general, so we can draw more precise conclusions about how staff retention methods affect employee performance.

4.1.1 Remuneration

Data on remuneration was analysed by the use of average and dispersion, and summarized in Table 4.3.

Table 4.3 Descriptive Analysis of Remuneration

	M	SD
Healthcare workers in Nyeri County receive competitive salaries as per industry standards.	3.2	1.062
Bonuses are awarded to healthcare workers based on their performance	2.2	1.051
Healthcare workers in Nyeri County are paid on time.	2.7	1.123
Nyeri County offers comprehensive benefits packages to healthcare workers, including health insurance and retirement plans.	3.3	1.097
The salary structure in Nyeri County aligns with the qualifications and experience of healthcare workers.	3.1	1.183
Healthcare workers in Nyeri County have access to opportunities for salary advancement and progression	3.1	1.100
Bonuses are awarded to healthcare workers in Nyeri county based on their performance and contribution to the organization.	2.3	1.122
Remuneration of healthcare workers in Nyeri county influences their performance	3.6	1.098
Aggregate	2.9	1.105

Source: Field data (2024)

Respondents' perspectives on compensation-related factors varied, according to the results.

Most people thought healthcare providers were reliable (mean score: 3.2, standard deviation: 1.062). Earning a salary that is competitive with the market, with minimal response variability.

On the other hand, a mean score of 2.2 and a standard deviation of 1.051 were recorded for the notion of performance-based incentives, indicating a lack of consensus and an overall unfavourable impression.

With a mean score of 2.7 and a standard deviation of 1.123, the problem of timely payment exhibited neutrality and a wider spectrum of opinions. With a mean score of 3.3 and a standard

deviation of 1.097, respondents generally thought that the entire benefits package, which includes retirement and health insurance, was adequate. When questioned about the degree to which healthcare workers' salaries are commensurate with their education and expertise. There was a lot of consensus but also a wide range of viewpoints, as shown by the standard deviation of 1.183 and the mean score of 3.1. As for the question about possibilities for earning more money and moving up the corporate ladder, the average response was 3.1. With a dispersion of 1,100 points, suggesting that respondents were of divided or neutral opinion.

The level of agreement between respondents and bonuses was 2.3 with a standard deviation of 1.122 based on performance and contribution was low, suggesting that this component of compensation is often viewed negatively. A large majority of responses (3.6 out of a possible 1.098) were in agreement. When asked if compensation affects their performance. This suggests that even though they had differing opinions about certain aspects of compensation, they recognised its significance for their ability to perform their jobs. All things considered, the overall mean was 2.9, and 1.105 was the total standard deviation. This suggests that respondents were mostly indifferent to somewhat unhappy with their compensation. Overall, the healthcare workers' perception of their remuneration can be considered generally unfavourable, especially concerning bonuses and salary advancement opportunities.

4.1.2 Working Environment

The researcher also collected data on work environment comprising physical aspects as well as culture and social issues. Collected data was subjected to descriptive analysis using mean together with the usual dispersion. In Table 4.4, the findings are summarized.

Table 4.4 Descriptive Analysis of Working Environment

	M	SD
The physical facilities in Nyeri County provide a comfortable and conducive working environment for healthcare workers.	3.4	1.105
Nyeri County fosters a supportive company culture where healthcare workers feel valued and respected.	3.2	1.082
There are clear channels of communication in Nyeri County that facilitate collaboration among healthcare workers.	3.6	1.057
There is workplace diversity among healthcare workers in Nyeri County	3.4	1.155
Nyeri County promotes a culture of work-life balance	3.2	1.013
Healthcare workers in Nyeri County have access to necessary resources and equipment to perform their duties efficiently.	3.3	1.091
Nyeri County prioritizes the safety and security of healthcare workers by implementing measures to prevent workplace hazards	3.4	1.058
The working environment of healthcare workers in Nyeri county influences their performance	3.9	0.850
	3.4	1.051

Source: Field data (2024)

The findings showed that most people had a favorable impression of their employer. Results revealed that most people felt that the physical amenities provide a pleasant environment, with an average score of 3.4 and a standard deviation of 1.105 and encouraging setting for medical staff, albeit opinions differed to a certain degree. Similarly, the idea that healthcare workers are more likely to feel appreciated in an inclusive work environment With a mean score of 3.2 and a standard deviation of 1.082, the topics of respect and and were generally agreed upon, however with some minor disagreements.

The importance of open lines of communication that promote teamwork among medical professionals was highly regarded. has an average score of 3.6 and a standard deviation of 1.057, indicating a high level of consensus and generally consistent replies. Furthermore, with an average score of 3.4, healthcare workers' appreciation for diversity in the workplace was

confirmed. There was substantial diversity in answers, but on the whole, the results were positive (standard deviation = 1.155).

The majority of respondents had a favorable impression of the county's work-life balance culture, according to the standard deviation of 1.013 and the mean score of 3.2. The average score for having access to necessary resources and equipment was 3.3, which is somewhat higher. There was greater variety in replies, but overall, there was considerable agreement (standard deviation = 1.091). The idea that the county has put measures in place to ensure the safety of healthcare workers. Having a mean score of 3.4 and a standard deviation of 1.058, it was also confirmed that occupational dangers could be managed. The claim that one's work environment affects one's performance had the greatest degree of agreement. It showed a standard deviation of 0.850 and an average score of 3.9. This shows that most people agree that their workplace has a major effect on how well they do their jobs.

A total of 1.051 was the standard deviation, and the mean was 3.4. This implies that respondents generally had a rather favourable opinion of their workplace. Communication, workplace diversity, safety and security measures, and how their work environment affected their performance—those were the parts they liked most. Although the work environment is generally seen as excellent, there is still need for development in areas like work-life balance, resource availability, and the supportive culture, as shown by the somewhat lower ratings these categories earned.

4.1.3 Training

The researcher also investigated healthcare workers training practices. Data on training was analysed using mean and standard deviation and summarised in Table 4.5.

Table 4.5 Descriptive Analysis of Training

	Mean	Standard Deviation
The county government of Nyeri conducts regular needs assessments to identify the specific training requirements of healthcare workers.	3.3	1.066
The training programs provided by the county government are delivered in a clear and organized manner	3.2	1.159
The county government uses a variety of training methods to cater to different learning preferences of healthcare workers.	3.3	0.974
Healthcare workers receive constructive feedback and evaluation on their performance during and after training sessions	3.2	1.221
The county government of Nyeri encourages active participation and interaction among healthcare workers during training	3.9	0.984
The effectiveness of training programs is regularly evaluated	3.3	1.112
Training of healthcare workers in Nyeri county influences their performance	3.9	0.937
Aggregate	3.5	1.065

Source: Field data (2024)

Despite substantial answer variety, the bulk of responders were largely favorable. With relation to the county's endeavors to determine the precise training needs of healthcare personnel via needs assessments (mean score of 3.3; standard deviation of 1.066). A mean score of 3.2 indicates that opinions were somewhat less positive about the training programs' structure and intelligibility. And a larger standard deviation of 1.159, indicating that there are differing views on the efficacy of the training itself. When asked about the county's utilization of varied training approaches to accommodate various learning preferences, respondents were higher in agreement. Having a standard deviation of just 0.974 and an average score of 3.3. On the other hand, opinions differed more on how useful the comments were both during and

after the training. Disagreements over the usefulness of critical comments and assessments were shown by the larger standard deviation of 1.221, even if the mean score stayed at 3.2.

Averaging 3.9 and with a standard deviation of 0.984, the county's endorsed statement active involvement and interaction during training had the greatest degree of agreement, suggesting broad agreement that this is a beneficial feature of the training process. A standard deviation of 1.112 and an average score of 3.3, the regular assessment of training programme efficacy similarly showed broad satisfaction, but with significant perceptual variances. Finally, respondents were in strong agreement that healthcare personnel's performance was exceptional, with a mean score of 3.9 and a lower standard deviation of 0.937 is influenced by their training in the county. This indicates both a favourable perspective and consistency in replies.

Finally, the total standard deviation for all training-related items was 1.065, and the mean was 3.5. According to these findings, healthcare professionals usually had a positive opinion of their training, particularly when it came to aspects like active engagement during sessions and how training affected their performance. Respondents were less happy in other areas, however, especially with regard to the clarity of training delivery and the availability of feedback both before and after training, as shown by their somewhat lower mean ratings and more variability.

4.1.4 Rewards

Data on rewards was analysed and results summarised in Table 4.6.

Table 4.6 Descriptive Analysis of Rewards

	M	SD
The county government of Nyeri fosters a culture of acknowledging and celebrating achievement by healthcare workers.	3.3	1.066
The performance appraisal system effectively identifies and rewards high-performing healthcare workers	3.2	1.159
The county government of Nyeri provides financial rewards such as bonuses or performance-based incentives to recognize healthcare workers.	3.3	0.974
Healthcare workers receive non-financial rewards such as recognition awards or certificates to acknowledge their achievements.	3.2	1.221
The county government of Nyeri offers professional development as a form of reward for healthcare workers' commitment and hard work.	3.9	0.984
Healthcare workers have access to employee benefit programs as part of their reward package.	3.3	1.112
Rewarding of healthcare workers in Nyeri county influences their performance	3.9	0.937
Aggregate	2.2	0.922

Source: Field data (2024)

There was a moderate level of agreement among respondents (mean score: 2.3, standard deviation: 1.066) were somewhat dissatisfied with the county's culture of recognising and applauding accomplishment. With a standard deviation of just 0.159 and a mean score that is much lower at 1.9 were also obtained for the performance assessment system's ability to identify and reward high-performing healthcare staff, indicating widespread agreement that the system is useless. With a mean score of 2.3 and a standard deviation of 0.974, respondents also expressed moderate dissatisfaction with monetary benefits, such as bonuses or performance-based incentives. Given that the standard deviation is 1.221 and the mean is 2.2, non-monetary rewards such as certificates or recognition awards were rated similarly poorly. This suggests that opinions on these rewards varied widely, which may indicate that different people have had different experiences with them.

A significant source of discontent among respondents was the county's offering of professional growth as a reward, which obtained the lowest rating with a mean score of 1.7

and a standard deviation of 0.984. In a similar vein, although employee benefit program access was somewhat greater (mean score: 2.3), there was a large range of experiences (standard deviation: 1.112). Within this group, the impact of incentives on worker productivity was deemed most important (mean score: 2.9, standard deviation: 0.937). This indicates that respondents acknowledged the ability of incentives to favorably influence performance when properly executed, even while there was broad dissatisfaction with particular reward systems. The average score for the reward system was 2.2, with a standard deviation of 0.922 pointing to a lack of contentment and the need of enhancing this aspect.

The incentive system was generally viewed negatively by healthcare professionals, who expressed specific unhappiness with the performance assessment system and professional growth chances. The impact of incentives on performance was the only area where positive effect was acknowledged to some extent.

4.1.5 Employee Performance

Data on employee performance was then summarized in Table 4.7 after being analyzed using mean and standard deviation.

Table 4.7 Descriptive Analysis of Performance

	M	SD
Healthcare workers in Nyeri County follow established protocols for patient care	4.1	0.865
Healthcare workers in Nyeri County efficiently manage resources such as medical supplies and equipment.	4.2	0.781
All patients seeking care are treated daily	4.2	0.705
Waiting time for treatment is low	3.4	0.978
Patient satisfaction with the care received is high	3.5	1.019
Aggregate	3.9	0.870

Source: Field data (2024)

The majority of respondents (4.1 mean score, 0.865 standard deviation) said that county healthcare workers consistently adhere to established norms for patient care. This suggests that responders conform to care guidelines with minimal deviation. A standard deviation of 0.781 and an average score of 4.2, respondents also gave the management of resources, including medical supplies and equipment, good ratings, indicating effective resource management overall. The assertion that all patients requesting treatment are treated daily obtained a mean service delivery score of 4.2 with a standard deviation of 0.705, further indicating how well healthcare professionals are able to provide prompt patient care. But when it came to treatment waiting times, the score fell to responders were not completely happy, as indicated by a mean score of 3.4 and a standard deviation of 0.978 with how long patients had to wait for care and that there was more variation in their views on the matter.

Additionally, the patient's standard deviation was 1.019 and their score was 3.5, which is considered moderate satisfaction with the treatment received, indicating a mixed but generally favourable opinion of the calibre of care given by medical professionals, with some variation among respondents. In conclusion, the performance mean score was 3.9 overall, with a standard deviation of 0.870. With strict adherence to care guidelines, effective resource management, and timely patient treatment, the county's healthcare workforce performed well overall. However, there was space for improvement in patient satisfaction, which was generally good, and treatment waiting times, which were seen as less acceptable.

The researcher used an open-ended question to ask respondents what they thought might be done to improve the performance of the county's healthcare personnel. A thematic analysis was performed on the replies. Timely compensation, motivation and acknowledgment,

improved working conditions, adequate staffing, professional development opportunities, equitable promotion procedures, and participation in decision-making were the primary elements found to be essential to raising healthcare worker performance in the county.

Timely Salary Payments and Remuneration

Many respondents emphasized the need for timely salary payments and fair remuneration. It was noted that delayed payments negatively influenced motivation and performance. Some of the responses are: *"Pay salaries on time."* *"Timely salary, confirm all temporary staff."* *"Prompt remuneration/payment of healthcare workers."*

Staff Motivation and Recognition

Respondents frequently mentioned the need for better staff motivation through rewards and recognition of performance, promotions, and career growth opportunities. Some of the responses are: *"Staff motivation through timely promotions."* *"Reward staff who effectively provide quality care."* *"Promote based on merit, performance, and experience."*

Improved Working Conditions

Improved working environments, provision of necessary resources, and infrastructure improvements were commonly mentioned to ensure effective service delivery. Some of the responses are: *"Better working environment."* *"Provide resources required."* *"Improve health facilities and ensure adequate supplies."*

Increased Staffing Levels

Many respondents called for the employment of more healthcare workers, particularly to address understaffing in certain areas, which has led to burnout and decreased performance. Some of the responses are: *"Employ more staff, especially in dispensaries."* *"Add workforce and promotion."* *"Ensure availability of human resources to avoid burnouts."*

Professional Development and Continuous Training

In order to ensure that healthcare personnel are up-to-date on the latest medical advances, respondents emphasized the significance of ongoing training and development opportunities. Some of the responses are: *"Training opportunities for all staff."* *"Continuous medical education and upgrading courses."* *"Professional development and study leave."*

Fair Promotions and Career Growth

Fair and timely promotions were mentioned as critical to motivating employees and improving retention. Some of the responses are: *"Timely promotions and redesignations."* *"Promote healthcare workers based on merit."* *"Allow specialisation and career advancement opportunities."*

Performance-Based Rewards

A recurring suggestion was to implement a system of rewards based on objective performance appraisals. Some of the responses are: *"Rewarding based on performance."* *"Objective appraisal system and reward officers for excellent performance."*

Staff Involvement in Decision-Making

A few respondents pointed out healthcare staff should be included in important management decision-making processes. Some of the responses are: *"Involve healthcare workers in decision making."* *"Allow participation in discussions about healthcare improvements."*

4.2 Results of Inferential Analysis

Regression analysis was also conducted.

4.2.1 Diagnostic Tests

Diagnostic tests were conducted to ensure that the data met certain assumptions, such as normalcy, before moving on to regression, linearity, multicollinearity, homoscedasticity and autocorrelation.

4.2.1.1 Normality

Skewness and kurtosis were used to test whether the data was normally distributed.

Table 4.8 Skewness and Kurtosis

	Skewness	Kurtosis
Remuneration	0.372	0.176
Working Environment	0.913	0.680
Training	0.312	0.356
Rewards	0.119	0.161
Employee Performance	0.257	0.230

Source: Field data (2024)

These skewness values indicate that all variables exhibit a positive skew, with the working environment showing the most substantial positive skewness. In addition, all kurtosis values

are below three, indicating that the distributions are relatively flat and exhibit lighter tails than a normal distribution. The data is considered to have an approximation normal distribution if the skewness or kurtosis (excess) falls between the range of -1 to +1, according to Mishra et al., 2019. Therefore, the skewness and kurtosis analyses indicate that the data for remuneration, working environment, training, rewards, and employee performance do not significantly deviate from normality.

4.2.1.2 Linearity

A scatter plot was used to evaluate linearity.

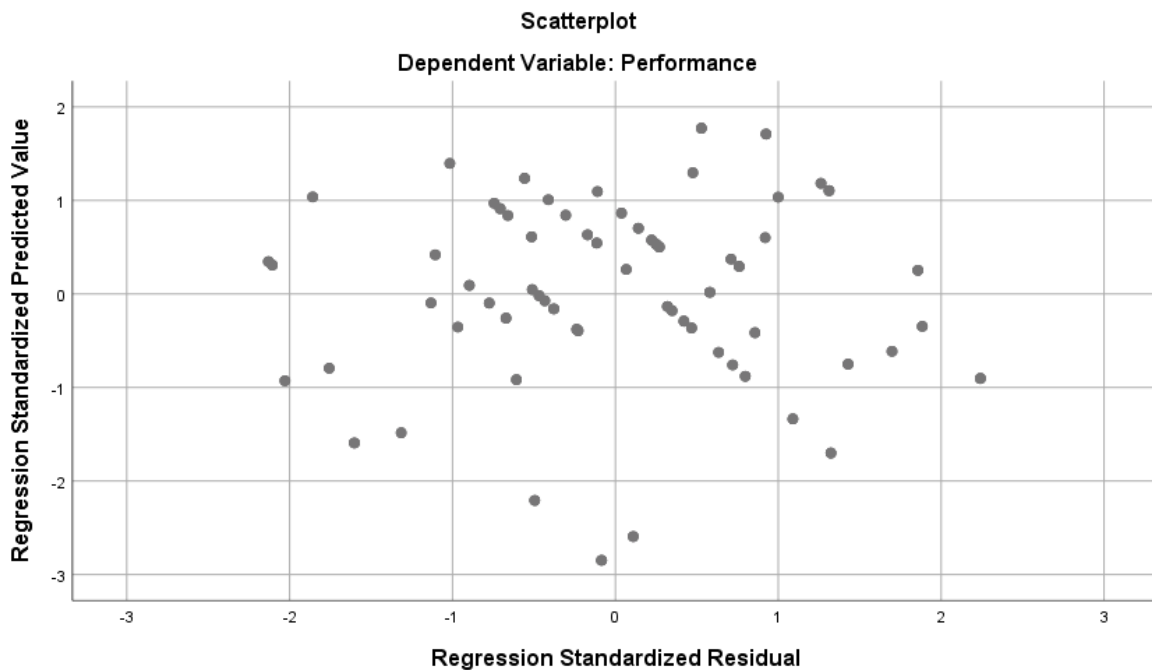


Figure 4.1 Scatter plot

Source: Field data (2024)

Fox (2019) explains that the residuals should be scattered randomly without any clear pattern, hence it seems reasonable to use a linear regression model. From the scatter plot in Figure 2, the points appear to be somewhat scattered randomly which suggests that the data generally meets the assumption of linearity,

4.2.1.3 Multicollinearity

Tolerance and variance inflation factor (VIF) values were used to determine the presence of multicollinearity in the research.

Table 4.9 Collinearity Statistics

	Tolerance	VIF
Remuneration	.495	2.022
Working Environment	.348	2.876
Training	.386	2.591
Rewards	.581	1.721

Source: Field data (2024)

It is clear from the tolerance values that no variable is below the 0.10 cutoff, suggesting that each variable has a reasonable amount of unique variance not shared with other variables. Furthermore, all VIF values are within the threshold of 10. This means that multicollinearity is not a major problem in our study. Consequently, the independent variables—compensation, work environment, training, and incentives—do not demonstrate substantial multicollinearity. This research assumes multicollinearity, suggesting that there is enough variation among the independent variables.

4.2.1.4 Autocorrelation

To check for data autocorrelation, the Durbin Watson Test was used.

Table 4.10 Durbin-Watson Test

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
	.843 ^a	.710	.682	0.80039	2.087

a. Predictors: (Constant), Rewards, Work Environment, Remuneration, Training

Source: Field data (2024)

The Durbin-Watson statistic is 2.087, somewhat above 2. This means that the residuals of the regression model do not exhibit a significant amount of autocorrelation. The value is within the permissible range (1.5 to 2.5), suggesting that the residuals exhibit a considerable degree of independence from each other (Gelman et al., 2021). The Durbin-Watson Test findings indicate that the data does not display autocorrelation, confirming adherence to the concept of residual independence in this investigation.

4.2.1.5 Homoscedasticity

To investigate the equality of variances in the data, Levene's Test was conducted.

Table 4.11 Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
PerformanceBased on Mean	1.019	22	206	.442
Based on Median	.655	22	206	.879
Based on Median and with adjusted df	.655	22	169.703	.878
Based on trimmed mean	.995	22	206	.473

Source: Field data (2024)

Results show that the p-values are 0.442, 0.879, 0.878, and 0.473 for the different calculations. Since this was the case, all of the variables' p-values obtained from Levene's Test were more than the conventional 0.05 level of significance. The assumption of homoscedasticity has been adhered to in this study, thereby supporting the validity of the regression analyses conducted. According to Fox (2019), p-values greater than 0.05 indicate that the groups being compared do not vary in variances in a statistically significant way. That is why we are sticking with the homogeneity of variances null hypothesis.

4.2.2 Regression Analysis

Scores of remunerations, working environment, training and rewards were regressed against scores of employee performance.

4.2.2.1 Model Summary

Table 4.12 shows the model summary of the results.

Table 4.12 Model Summary of Employee Retention Strategies and Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.843 ^a	.710	.682	0.80039

a. Predictors: (Constant), Rewards, Work Environment, Remuneration, Training

Source: Field data (2024)

The model summary shows that there is a significant positive association between the predictor variables and employee performance, with a multiple correlation coefficient (R) of 0.843. With a R² value of 0.710, we can deduce that about 71.0 percent of the variation in employee performance is attributable to, which are influenced by factors such as pay, working

conditions, education, and incentives. In addition, after adjusting for the number of predictors, the adjusted R^2 value was 0.682, proves that, even after considering all of the factors, the model still explains a significant amount of the variation in employee performance.

The findings indicate that employee retention methods significantly affect employee performance in the healthcare industry. The elevated R^2 value signifies that a substantial fraction of the performance variation is attributable to the execution of efficient retention strategies concerning compensation, workplace conditions, training, and incentives.

4.2.2.2 Analysis of Variance

Table 4.13 shows the ANOVA output for the regression analysis.

Table 4.13 ANOVA for Employee Retention Strategies and Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	733.098	4	183.275	23.370	.000 ^b
Residual	1756.649	224	7.842		
Total	2489.747	228			

a. Dependent Variable: Performance

b. Predictors: (Constant), Rewards, Work Environment, Remuneration, Training

Source: Field data (2024)

The model's F-statistic is 23.370, indicating statistical significance with a p-value of .000. The findings demonstrate If the variables of incentives are used by the regression model to accurately forecast employee performance, working environment, salary, and training. The results underscore the efficacy of staff retention techniques in improving performance within the healthcare industry.

4.2.2.3 Table of Coefficients

Table 4.14 shows the coefficients of the analysis.

Table 4.14 Coefficients for Employee Retention Strategies and Performance

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.402	.297		1.356	.177
	Remuneration	.510	.065	.550	7.846	.000
	Work Environment	.345	.015	.368	22.474	.010
	Training	.112	.036	.230	3.119	.002
	Rewards	.023	.049	.040	.462	.644

a. Dependent Variable: Performance

Source: Field data (2024)

The most significant factor influencing employee performance was compensation, which was shown to have a beta coefficient (B) of 0.510, $t(234) = 7.846$, $p < .001$. With a positive coefficient like this, we may anticipate a 0.510-unit improvement for every one-unit rise in pay on the part of workers, supposing that everything else is constant. There was also a strong correlation between the quality of the workplace and productivity, with $t(234) = 22.474$ and $p = .010$, with a beta value of 0.345. This indicates that, after accounting for all other factors, a one-unit improvement to the workplace is associated with a predicted 0.345-unit gain in employee performance.

Training emerged as a notable predictor, with a beta value of 0.112, $t(234) = 3.119$, $p = .002$. Assuming all other variables remain constant, this means that staff performance is expected to improve by 0.112 units for every unit increase in training opportunities. Despite the impact

size being less than that of compensation and work environment, the positive beta coefficient indicates that investment in staff development and skill upgrading fosters enhanced performance. Conversely, awards did not substantially forecast employee performance, with a beta value of 0.023, $t(234) = 0.462$, $p = .644$. The insignificant beta coefficient and p-value indicate that incentives, as assessed in this research, do not have a major impact on how well workers do their jobs.

4.3 Discussion of Results

4.3.1 Influence of Remuneration on Employee Performance

The majority of respondents were not happy with their compensation, according to descriptive analysis. In the regression study, compensation was significant ($p < 0.001$), and an increase of 0.510 in employee performance was anticipated for every unit change in compensation. Therefore, the outcome indicated that compensation the health care industry in Nyeri County saw a significant improvement in productivity as a result. This outcome is in line with findings from related research that have shown compensation to be a significant predictor of worker performance. As an example, Ismail (2020) showed that remuneration significantly improved worker performance based on observations and in-depth interviews. Similarly, Onyekwelu et al. (2020) discovered that compensation has a major role in enhancing organizational performance. Additionally, Masea (2016) found that competency-based compensation was implemented by regulated SACCOs in Kenya, leading to a significant increase in the SACCO's productivity. According to a study by the Nakuru County Government, Mwangi et al. (2017) found that the cycle of pay and reviews had the strongest relationship with job satisfaction. Employees are directly motivated by adequate compensation. When doctors and

nurses feel their compensation is reasonable, they are more inclined to give their all on the job. The results indicate that the creation of competitive compensation packages for healthcare personnel need to be a top priority for institutional or county politicians.

4.3.2 Influence of Working Environment on Employee Performance

The respondents' opinions of their workplace were mostly favourable. According to the regression analysis, work environment was significant ($p=0.01$), and a change in work environment was associated with a 0.345 change in employee performance. This provides strong evidence that the workplace significantly improved productivity. This is corroborated by the findings of Shammout (2022), who also found a robust positive relationship between several workplace factors and employee productivity. Similarly, Fithri et al.'s 2019 research on Padang City, Indonesia, public servants found that performance was significantly impacted by both concrete and abstract workplace conditions. A number of elements in the workplace were positively and linearly related to employee performance, as Alemu (2022) also found. This includes things like the actual office environment, leadership style, incentives, work-life balance, and professional development opportunities. These results are in line with what Njeri's (2022) study at KCB found: that the policy, psychological, and physical settings, all of these factors, including work-life balance, significantly and positively affected employee performance.

While a tough or unfavourable work environment may impede optimum functioning, a supportive work environment promotes higher performance. Employees can concentrate better and perform at a higher level when they work in an environment that satisfies their physical demands. Additionally, healthcare professionals are more likely to provide high-

quality treatment in settings where they have the resources they need to do their jobs effectively.

4.3.3 Influence of Training on Employee Performance

The descriptive results showed that the majority of healthcare providers had a good impression of their training, particularly when it came to aspects like active engagement during sessions and how training affected their performance. There was a 0.112 point decrease in performance for every one unit change in training, indicating that training was significant ($p=0.002$) in the regression analysis. As a result, training the health care industry in Nyeri County saw a significant improvement in productivity as a result. Considering that workers are better able to meet the challenges of their professions after receiving training, this research implies that healthcare personnel who get sufficient and ongoing training are more likely to carry out their responsibilities efficiently. This conclusion is consistent with Yimam's (2022) findings, which also shown that workers' performance was significantly enhanced by training evaluation, training delivery style, training needs assessment, and training design. Additionally, Sendawula et al. (2018) found a strong positive association between training and employee performance in their correlation investigation. Similarly, in the Kenyan court, According to Okumu et al. (2018), there is a strong relationship between training resources and employee performance instructional medium, and knowledge transfer. Healthcare professionals can do their jobs more accurately and efficiently thanks to training programmes that enhance their technical and professional abilities. Healthcare professionals are more likely to take charge, make wise choices, and provide high-quality treatment when they feel confident and competent in their expertise.

4.3.4 Influence of Rewards on Employee Performance

In the research, rewards were not significant ($p=0.644$). Accordingly, incentives had a somewhat beneficial but limited impact on worker performance in Nyeri County's health sector. This runs counter to a number of studies, like the Pakistani study of Manzoor (2021), which found that intrinsic incentives greatly raise worker motivation and output. In contrast to the results of the present research, Nkouangas's (2023) study found a positive association between incentives, performance, attractiveness, and retention. This study's findings are at odds with Waithira's (2018) investigation also indicated that the company's existing recognition procedures had a substantial impact on worker performance. In the context of the healthcare industry under investigation, rewards might not have as much of a direct impact on performance as other elements like compensation, work environment, or training, as indicated by the finding that rewards were not significant in this study's regression analysis of worker productivity.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The results of the research on how health sector staff retention strategies affected performance in Nyeri County were presented in the previous chapter. This section summarizes the findings, draws conclusions, and offers suggestions based on the study.

5.1 Summary

In terms of remuneration, descriptive analysis showed that most of the people who answered were unhappy with their pay. The regression analysis showed that pay was significant ($p < 0.001$), and a one-unit change in pay was anticipated a rise in productivity of 0.510 as a result. There was a significant correlation between workplace conditions and productivity ($p = 0.01$), according to the research, a 0.345 shift in productivity as a result of a shift in the workplace.

Descriptive results about training showed that healthcare workers had a positive view of their training in general, especially when it came to things like how much they participated in training sessions and how training affected their performance. The regression analysis showed that training was important ($p = 0.002$), and there was a 0.112 shift in productivity as a result of a single training unit adjustment. In the study, however, rewards did not make a difference ($p = 0.644$). In this way, rewards had a small, resulted in an improvement in the performance of health care personnel in Nyeri County.

One of the strongest links ($r=0.843$) was found between employee retention strategies and how well employees did their jobs. 71.0 percent of the differences in how well employees do their jobs can be explained by the effects of pay, working conditions, training, and rewards added together. According to the findings, the regression model was able to properly forecast the performance of the employees ($p<0.001$).

5.2 Conclusion

Strategies for keeping employees their performance on the job in the medical field. The results of the study show that certain strategies for keeping employees, like pay, work environment, and training, are very important in determining how well they do their job. Pay had the biggest effect, which suggests that fair and competitive pay directly improves how well employees do their jobs. Another important factor was the work environment. When the work environment got better, employees did a better job. Pay and work environment were more important than training, but training was still a big deal. This shows that giving employees the right skills and information affects how well they do their job. While reward did improve performance, it was not a very reliable predictor. This suggests that the reward system may not have been strong enough or in line with what employees needed in this situation.

5.3 Recommendations

The study's results made it clear that financial incentives, good working conditions, and chances for professional growth are all very important for improving performance. So, the study suggests that the County Government should set aside enough money in the budget to make sure that healthcare workers are paid fairly. The people in charge of the hospital should

create a positive work environment that encourages teamwork, open communication, and ways to deal with stress. The study also says that the County Government should back programmes that help healthcare workers keep improving their skills by paying for regular training sessions, workshops, and other educational projects. Also, the people in charge of the hospital should think about putting in place non-monetary reward systems like employee appreciation programmes, certificates of appreciation, or chances to move up in their careers.



REFERENCES

- Aduo-Adjei, K., Emmanuel, O., & Forster, O. M. (2016). The impact of motivation on the work performance of health workers (Korle Bu Teaching Hospital): Evidence from Ghana. *Hospital Practices and Research*, 1(2), 47-52.
- Afthanorhan, A., Awang, Z., Rashid, N., Foziah, H., & Ghazali, P. (2019). Assessing the effects of service quality on customer satisfaction. *Management Science Letters*, 9(1), 13-24.
- Ahmed, A. O., Keino, D., & Machoka, P. (2022). Intervening Effect of Employee Retention on the Relationship between Strategic Leadership and Performance of Health Care Workers in North Eastern Kenya. *Journal of Human Resource & Leadership*, 6(4), 81-102.
- Alemu, K. A. (2022). Effect of Work Place Environment Factors on Performance of Employees: Empirical Study on Wollo University Staffs.
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16.
- Anandarajan, S. (2017). Factors influencing employee remuneration systems. *Asia Pacific Journal of Research*, 1, 130-136.
- Apinde, A. (2018). Factors influencing employee retention at M.P. Shah hospital in Nairobi, Kenya (Thesis). Strathmore University. Retrieved from <http://suplus.strathmore.edu/handle/11071/6093>
- Appiah-Denkyira, E., Herbst, C. H., Soucat, A., Lemiere, C., & Saleh, K. (Eds.). (2013). *Toward interventions in human resources for health in Ghana: evidence for health workforce planning and results*. World Bank Publications.
- Aryanda, A., Mubarak, E. S., Kurniawan, R., Hidayat, R., & Hia, A. K. (2023). The determinants of employee performance with competence variable mediation. *Економіка, управління та адміністрування*, (3 (105)), 21-35.
- Asbari, M., Hidayat, D. D., & Purwanto, A. (2021). Managing employee performance: From leadership to readiness for change. *International Journal of Social and Management Studies*, 2(1), 74-85.
- Baakeel, O. A. (2018). Using Expectancy Theory to Explain Performance Appraisal Elements and Employees' Motivation. *Journal of Fundamental & Applied Sciences*, 10.

- Bangwal, D., & Tiwari, P. (2018). Workplace environment, employee satisfaction and intent to stay. *International Journal of Contemporary Hospitality Management*, 31(1), 268-284.
- Bashir, A. (2018). Employee retention strategies and performance of selected commercial banks in Garissa County, Kenya (Doctoral dissertation, Kenyatta University).
- Bexheti, L., & Bexheti, A. (2016). The impact of Herzberg's two factor theory and efficiency at work. *European Journal of Multidisciplinary Studies*, 1(2), 378-385.
- Bresick, G., Von Pressentin, K. B., & Mash, R. (2019). Evaluating the performance of South African primary care: a cross-sectional descriptive survey. *South African Family Practice*, 61(3), 109-116.
- Budur, T., & Poturak, M. (2021). Employee performance and customer loyalty: Mediation effect of customer satisfaction. *Middle East Journal of Management*, 8(5), 453-474.
- Calvin, O. Y. (2017). The impact of remuneration on employees' performance (a study of Abdul Gusau Polytechnic, Talata-Mafara and state college of education Maru, Zamfara State). *Arabian Journal of Business and management review (Nigerian chapter)*, 4(2), 34-43.
- Chelangat, H. (2020). Employee-retention-practices-and-organizational productivity-in-savings-and-credit-co-operative societies-in-Kericho-County, Kenya.
- De Simone, S. (2015). Expectancy value theory: Motivating healthcare workers. *American International Journal of Contemporary Research*, 5(2), 19-23. Thompson, W. R. (2016). Expectancy Theory, Strategic Rivalry. *Evolutionary interpretations of world politics*, 218.
- De Vries, N., Lavreysen, O., Boone, A., Bouman, J., Szemik, S., Baranski, K., Godderis, L., & De Winter, P. (2023). Retaining Healthcare Workers: A Systematic Review of Strategies for Sustaining Power in the Workplace. *Healthcare (Basel, Switzerland)*, 11(13), 1887. <https://doi.org/10.3390/healthcare11131887>
- Deussom, R., Mwarey, D., Bayu, M., Abdullah, S. S., & Marcus, R. (2022). Systematic review of performance-enhancing health worker supervision approaches in low-and middle-income countries. *Human resources for health*, 20(1), 2.
- Diamantidis, A. D., & Chatzoglou, P. (2018). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171-193.
- Farooq, Q., & Shafique, M. N. (2016). Role of intrinsic rewards in employee perception and motivation. *Research on Humanities and Social Sciences*, 6(5), 47-49.

- Fithri, P., Mayasari, P. A., Hasan, A., & Wirdianto, E. (2019, October). Impact of work environment on employee performance in local government of Padang City. In *2019 International Conference on Organizational Innovation (ICOI 2019)* (pp. 21-25). Atlantis Press.
- Fox, J. (2019). *Regression diagnostics: An introduction*. Sage publications.
- Gelman, A., Hill, J., & Vehtari, A. (2021). *Regression and other stories*. Cambridge University Press.
- Ghauri, P., Grønhaug, K., & Strange, R. (2020). *Research methods in business studies*. Cambridge University Press.
- Gicho, M. M. (2015). The effect of employee retention strategies on employee performance: The case of Eagle Africa Insurance Brokers Limited (Doctoral dissertation, United States International University-Africa).
- Grotto, A. R., Hyland, P. K., Caputo, A. W., & Semedo, C. (2017). Employee turnover and strategies for retention. *The Wiley Blackwell Handbook of the Psychology of Recruitment, selection and employee retention*, 443-472.
- Gude, W. T., Roos-Blom, M. J., van der Veer, S. N., Dongelmans, D. A., de Jonge, E., Francis, J. J., ... & de Keizer, N. F. (2018). Health professionals' perceptions about their clinical performance and the influence of audit and feedback on their intentions to improve practice: a theory-based study in Dutch intensive care units. *Implementation Science*, *13*(1), 1-11.
- Hafeez, I., Yingjun, Z., Hafeez, S., Mansoor, R., & Rehman, K. U. (2019). Impact of workplace environment on employee performance: mediating role of employee health. *Business, Management and Economics Engineering*, *17*(2), 173-193.
- Hickenlooper, S. B. ., Richard , E. K. ., & Blumenthal, S. G. . (2022). Influence of Non-Financial Rewards on Performance of Employees in JPMorgan Chase & Company in USA. *Journal of Human Resource & Leadership*, *6*(3), 37-46. <https://doi.org/10.53819/81018102t5097>
- Hur, Y. (2018). Testing Herzberg's two-factor theory of motivation in the public sector: is it applicable to public managers?. *Public Organization Review*, *18*, 329-343.
- Igbinoba, E., Joel, O., Igbadumhe, F., & Peter, D. (2022). Employees' retention strategies and organizational performance. *Academy of Entrepreneurship Journal*, *28*(5), 1-12.
- Ireri, R., Kikuvi, G., Mambo, S., & cheriro, B. (2024). Prevalence of Microvascular Complications and Associated Risk Factors among Diabetes Mellitus Patients attending Nyeri County Referral Hospital, Kenya: a cross-sectional Study. *medRxiv*, 2024-02.

- Ivelia, L. S. (2018). Influence of training on performance of health workers at kakamega county general teaching and referral hospital, Kenya. *International Journal of Physical and Social Sciences*, 8(11), 100-115.
- Kamalaveni, M., Ramesh, S., & Vetrivel, T. (2019). A review of literature on employee retention. *International Journal of Innovative Research in Management Studies (IJIRMS)*, 4(4), 1-10.
- Khaemba, V. (2017). Effect of training and development on employee performance at Kakamega county general hospital, Kenya (Doctoral dissertation, University of Nairobi).
- Khan, U. (2020). Effect of employee retention on organizational performance. *Journal of Entrepreneurship, Management, and Innovation*, 2(1), 52-66.
- Kiiru, D. K. (2022). Work environment and performance of employees in public health sector in Nairobi County, Kenya (Unpublished Masters' Thesis, Kenyatta University). <https://ir-library.ku.ac.ke/bitstream/handle/123456789/24288>
- Kirigia, V. G. (2017). Effect of Training on Employee Performance in Kenya Power and Lighting Company. *Unpublished Masters' Thesis, Kenyatta University*.
- Kirk, M. (2017). Strategies for health care administration leaders to reduce hospital employee turnover (Doctoral dissertation, Walden University).
- Knight, F. L. (2018). *Strategies to Retain Employees in the Health Care Industry* (Doctoral dissertation, Walden University).
- Kress, D. H., Su, Y., & Wang, H. (2016). Assessment of primary health care system performance in Nigeria: using the primary health care performance indicator conceptual framework. *Health Systems & Reform*, 2(4), 302-318.
- Krijgsheld, M., Tummers, L. G., & Scheepers, F. E. (2022). Job performance in healthcare: a systematic review. *BMC Health Services Research*, 22(1), 149.
- Kurdi, B., & Alshurideh, M. (2020). Employee retention and organizational performance: Evidence from banking industry. *Management Science Letters*, 10(16), 3981-3990.
- Kuswati, Y. (2020). The effect of motivation on employee performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 3(2), 995-1002.
- Leonard, K., & Ottar, M. (2016). Measuring the performance of health workers. *Health Labor Market Analyses in Low-and Middle-Income Countries: An Evidence-Based Approach*, 163-195.

- Li, Y. (2018, December). Insight into Herzberg's two-factor incentive theory. In *2018 2nd International Conference on Economic Development and Education Management (ICEDEM 2018)* (pp. 321-324). Atlantis Press.
- Lloyd, R., & Mertens, D. (2018). Expecting more out of expectancy theory: History urges inclusion of the social context. *International Management Review*, *14*(1), 28-43.
- Mahmud, A., Hidayah, R., & Widhiastuti, R. (2018). Remuneration, motivation, and performance: employee perspectives. *KnE Social Sciences*, 68-76.
- Martono, S., Khoiruddin, M., & Wulansari, N. A. (2018). Remuneration reward management system as a driven factor of employee performance. *International Journal of Business & Society*, *19*.
- Masea, I. (2016). Influence of Compensation Practices on Performance of Employees in the Saving and Credit Institutions in Nairobi City County (Doctoral dissertation, University of Nairobi).
- Mathimaran, K. B., & Kumar, A. A. (2017). Employee retention strategies—An empirical research. *Global Journal of Management and Business Research: E Marketing*, *17*(1), 17-22.
- Min, H., Tan, P. X., Kamioka, E., & Sharif, K. Y. (2020). Enhancement of study motivation model by introducing expectancy theory. *International Journal of Learning and Teaching*, *6*(1), 28-32.
- Mishra, P., Pandey, C. M., Singh, U., Gupta, A., Sahu, C., & Keshri, A. (2019). Descriptive statistics and normality tests for statistical data. *Annals of cardiac anaesthesia*, *22*(1), 67–72. https://doi.org/10.4103/aca.ACA_157_18
- Naalu, E. (2021). A review of employee retention strategies: Implication for future research. *European Journal of Business and Management*.
- Nanzushi, C. (2015). The effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi city county (Doctoral dissertation, University of Nairobi).
- Njeri, N. L. (2022). Workplace Environment And Employee Performance In Kenya Commercial Bank, Nairobi County, Kenya.
- Nkanata, S. N., Muchangi, D., & Kiiru, G. (2021). Influence of Work Schedules on Staff Retention in Public Level Five Hospitals in Kenya: Moderating Effect of Perceived Organizational Support. *International Journal of Economics, Business and Management Research*, *5* (9), 44, 60.

- Nkouangas, L. (2023). The Impact of Reward Systems on Employee Performance in Selected Hotels in Cape Town. *Acta Universitatis Danubius. Œconomica*, 19(3), 7-26.
- Nowrouzi-Kia, B., Sithamparamanathan, G., Nadesar, N., Gohar, B., & Ott, M. (2022). Factors associated with work performance and mental health of healthcare workers during pandemics: a systematic review and meta-analysis. *Journal of public health (Oxford, England)*, 44(4), 731–739. <https://doi.org/10.1093/pubmed/fdab173>
- Nyaboga, J. M., & Muathe, S. M. (2022). Employees Motivation and Health Workers Performance in Public Hospitals in Kenya. *Journal of Business*, 10(4), 180-191.
- Okumu, E. L., Kiflemariam, A., & Mang'unyi, E. (2018). Effects of Employee Training on Employee Performance: A Case of the Judiciary of Kenya. *International Journal of Research in Management, Economics and Commerce*, 8(9), 39-47.
- Omeoga, I. N. (2023). *Employee Retention Strategies in Selected Small and Medium Enterprises in Nigeria* (Doctoral dissertation, Walden University).
- Onyekwelu, R. U., Dike, E., & Muogbo, U. S. (2020). Remuneration as a tool for increasing Employee Performance in Nigerian. Available at SSRN 3565079.
- Ousman, Y. A., & Worku, B. (2022). Job performance and associated factors among health workers working in public hospitals of West Hararghe zone, Oromia Region, Eastern Ethiopia.
- Patten, M. L. (2016). *Understanding research methods: An overview of the essentials*. Routledge.
- Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), 69-85.
- Putri, E. M., Ekowati, V. M., Supriyanto, A. S., & Mukaffi, Z. (2019). The effect of work environment on employee performance through work discipline. *International Journal of Research-GRANTHAALAYAH*, 7(4), 132-140.
- Rivaldo, Y., & Nabella, S. D. (2023). Employee Performance: Education, Training, Experience and Work Discipline. *Calitatea*, 24(193), 182-188.
- Rowe, A. K., Labadie, G., Jackson, D., Vivas-Torrealba, C., & Simon, J. (2018). Improving health worker performance: an ongoing challenge for meeting the sustainable development goals. *Bmj*, 362.
- Sanjeev, M. A., & Surya, A. V. (2016). Two factor theory of motivation and satisfaction: An empirical verification. *Annals of Data Science*, 3(2), 155-173.

- Sendawula, K., Nakyejwe Kimuli, S., Bananuka, J., & Najjemba Muganga, G. (2018). Training, employee engagement and employee performance: Evidence from Uganda's health sector. *Cogent Business & Management*, 5(1), 1470891.
- Shammout, M. (2021). The Impact of Work Environment on Employees Performance. *International Research Journal of Modernization in Engineering Technology and Science*, 3(11).
- Shastri, A., & Neelam, N. (2018). Organizational retention strategies: A review of literature *Journal of Emerging Technologies and Innovative Research (JETIR)*, 5(7), 289-295
- Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P., ... & Robinson, J. (2015). *Managing employee performance & reward: Concepts, practices, strategies*. Cambridge University Press.
- Silva, M. R. A., de Amorim Carvalho, J. C., & Dias, A. L. (2019). Determinants of employee retention: A study of reality in Brazil. In *Strategy and superior performance of micro and small businesses in volatile economies* (pp. 44-56). IGI Global.
- Singh, D. (2019). A literature review on employee retention with focus on recent trends. *International Journal of Scientific Research in Science and Technology*, 6 (1), 425, 431.
- Singh, D. (2019). A literature review on employee retention with focus on recent trends. *International Journal of Scientific Research in Science and Technology*, 6(1), 425-431.
- Stone, K. (2023). 7 Performance Management Tools Every HR Leader Needs In 2024. Engagedly. <https://engagedly.com/blog/performance-management-tools-for-employee-engagement/>
- Tuffaha, M. (2020). The determinants of employee's performance: A literature review. *Journal of economics and management sciences*, 3(3), p14-p14.
- Uzochukwu, A. C., Nwankwo, E. C., & Okafor, S. O. (2023). Effect of reward system on employee's productivity in Nigeria hospitality industry.
- Vainieri, M., Ferre, F., Giacomelli, G., & Nuti, S. (2019). Explaining performance in health care: How and when top management competencies make the difference. *Health care management review*, 44(4), 306.
- Vijayakumar, V. S. R., & Saxena, U. (2015). Herzberg revisited: Dimensionality and structural invariance of Herzberg's two factor model. *Journal of the Indian Academy of Applied Psychology*, 41(2), 291.

- Vroom, V., Porter, L., & Lawler, E. (2015). Expectancy theories. In *Organizational Behavior I* (pp. 94-113). Routledge.
- Waithira, K. M. (2018). Effects of Rewards Strategies on Employee Performance of Farm Concern International, Kenya. *European Journal of Innovation Management*, 7(3), 187-204.
- Walia, A. & Chetty, P. (2020) Why is it important to measure employee work performance? <https://www.projectguru.in/why-is-it-important-to-measure-employee-work-performance/>
- Walliman, N. (2021). *Research methods: The basics*. Routledge.
- Widiastutik, N., Rahayu, M., & Juwita, H. A. J. . (2022). Effect of remuneration and job rotation on employee performance with job satisfaction as a mediation variable. *International Journal of Research in Business and Social Science* (2147-4478), 11(6), 175–183. <https://doi.org/10.20525/ijrbs.v11i6.1976>
- Yeswa, E. M. Y. & Ombui, K. (2019). Influence of employee retention strategies on competitiveness of private hospitals in Nairobi County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(7), 36-56
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in public health*, 10, 890400. <https://doi.org/10.3389/fpubh.2022.890400>

APPENDICES

Appendix I: Consent Form

Researcher's Statement

My name is Violet Ndirangu. I am a postgraduate student at Mount Kenya University pursuing a master's degree in business administration. I am currently conducting a study to establish the influence of employee retention strategies on employee performance in the health sector in Nyeri County. I invite you to participate in the study. Your participation is entirely voluntary. You may pull out of the study even if you had agreed to participate earlier. I encourage you to take part because the information you give me is important to assist in employee retention in the health sector. If you chose to participate you will be asked to give answers regarding employee retention strategies in the health sector in Nyeri County and performance of health sector employees.

Respondents' Consent

I have been given information about this research and discussed it with the researcher. I have had the opportunity to ask questions which have been answered to my satisfaction. I have been advised of the potential risks and burdens associated with this research/ I understand that my participation in this research is voluntary, I am free to refuse to participate and I am free to withdraw from the research at any time. My refusal to participate or withdrawal of consent will not affect my treatment in any way. I understand that the data collected from my participation will be used for academic purposes and I consent for it to be used in that manner.

Signature..... Date

Researcher

Signature..... Date

Respondent

Appendix II: Questionnaire

Questionnaire no: _____ -

Title of Study: Influence of employee retention techniques on employee performance in the health sector in Nyeri County.

Instructions:

[1.] Answer ALL the questions

[2.] Answer by ticking in the provided boxes or writing in the spaces provided

[3.] DO NOT write your name

Section A: Socio-demographic data

1. Indicate your gender

Male Female

2. Indicate the group where your age falls.

<20 years 21-30 years 31 – 40 years 41- 50 years > 50 years

2. What is your highest level of education?

Diploma Higher Diploma Degree Post-graduate degree

3. How long have you been employed in your profession?

< 5 years 6 -10 years 11-15 years 16 -20 years > 21 years

Section B: Remuneration

4. The statements in the table below are about remuneration of healthcare workers in Nyeri County. Indicate where you agree or disagree by ticking in the appropriate box using the scale 5 = strongly agree and 1 = strongly disagree.

	5	4	3	2	1
Healthcare workers in Nyeri County receive competitive salaries as per industry standards.					
Bonuses are awarded to healthcare workers based on their performance					
Healthcare workers in Nyeri County are paid on time.					
Nyeri County offers comprehensive benefits packages to healthcare workers, including health insurance and retirement plans.					
The salary structure in Nyeri County aligns with the qualifications and experience of healthcare workers.					
Healthcare workers in Nyeri County have access to opportunities for salary advancement and progression					
Bonuses are awarded to healthcare workers in VKX based on their performance and contribution to the organization.					
Remuneration of healthcare workers in Nyeri county influences their performance					

Section C: Working Environment

5. The statements in the table below are about the working environment in which healthcare workers in Nyeri County operate. Indicate where you agree or disagree by ticking in the appropriate box using the scale 5 = strongly agree and 1 = strongly disagree.

	5	4	3	2	1
The physical facilities in Nyeri County provide a comfortable and conducive working environment for healthcare workers.					
Nyeri County fosters a supportive company culture where healthcare workers feel valued and respected.					
There are clear channels of communication in Nyeri County that facilitate collaboration among healthcare workers.					
There is workplace diversity among healthcare workers in Nyeri County					
Nyeri County promotes a culture of work-life balance					

Healthcare workers in Nyeri County have access to necessary resources and equipment to perform their duties efficiently.					
Nyeri County prioritizes the safety and security of healthcare workers by implementing measures to prevent workplace hazards					
The working environment of healthcare workers in Nyeri county influences their performance					

Section D: Training

6. The statements in the table below are about training of healthcare workers in Nyeri County.

Indicate where you agree or disagree by ticking in the appropriate box using the scale 5 = strongly agree and 1 = strongly disagree.

	5	4	3	2	1
The county government of Nyeri conducts regular needs assessments to identify the specific training requirements of healthcare workers.					
The training programs provided by the county government are delivered in a clear and organized manner					
The county government uses a variety of training methods to cater to different learning preferences of healthcare workers.					
Healthcare workers receive constructive feedback and evaluation on their performance during and after training sessions					
The county government of Nyeri encourages active participation and interaction among healthcare workers during training					
The effectiveness of training programs is regularly evaluated					
Training of healthcare workers in Nyeri county influences their performance					

Section E: Rewards

7. The statements in the table below are about rewarding of healthcare workers in Nyeri County. Indicate where you agree or disagree by ticking in the appropriate box using the scale 5 = strongly agree and 1 = strongly disagree.

	5	4	3	2	1
The county government of Nyeri fosters a culture of acknowledging and celebrating achievement by healthcare workers.					
The performance appraisal system effectively identifies and rewards high-performing healthcare workers					
The county government of Nyeri provides financial rewards such as bonuses or performance-based incentives to recognize healthcare workers.					
Healthcare workers receive non-financial rewards such as recognition awards or certificates to acknowledge their achievements.					
The county government of Nyeri offers professional development as a form of reward for healthcare workers' commitment and hard work.					
Healthcare workers have access to employee benefit programs as part of their reward package.					
Rewarding of healthcare workers in Nyeri county influences their performance					

Section F: Employee Performance

8. The statements in the table below are about the performance of healthcare workers in Nyeri County. Indicate where you agree or disagree by ticking in the appropriate box using the scale 5 = strongly agree and 1 = strongly disagree.

	5	4	3	2	1
Healthcare workers in Nyeri County follow established protocols for patient care					
Healthcare workers in Nyeri County efficiently manage resources such as medical supplies and equipment.					
All patients seeking care are treated daily					
Waiting time for treatment is low					
Patient satisfaction with the care received is high					

9. What can be done to enhance the performance of healthcare workers in Nyeri County?


.....

.....

.....



Appendix III: Introduction Letter From MKU


Mount Kenya University

REF: **MKU/ISERC/4018** Date: 30 July 2024
TO: **VIOLET NYAMBURA NDIRANGU**
REG: **MBA/2022/52083**

Dear Sir/Madam,


RE: EMPLOYEE RETENTION STRATEGIES AND EMPLOYEE PERFORMANCE IN THE HEALTH SECTOR IN NYERI COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2944**. The approval period is **30/07/2024 - 29/07/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.


Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC


**MOUNT KENYA UNIVERSITY
ETHICS REVIEW COMMITTEE
P. O. Box 342 - 01000,
THIKA**

**MOUNT KENYA UNIVERSITY
P. O. Box 342 - 01000 THIKA
30 JUL 2024
DIRECTOR
Graduate Studies
RECEIVED**

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 | +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
Chartered and ISO 9001 : 2015 Certified Institution.
Unlocking Infinite Possibilities


Appendix IV: NACOSTI research license


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **109283** Date of Issue: **10/September/2024**


RESEARCH LICENSE




This is to Certify that Ms. Violet Nyambura Ndirangu of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nyeri on the topic: EMPLOYEE RETENTION STRATEGIES AND EMPLOYEE PERFORMANCE IN THE HEALTH SECTOR IN NYERI COUNTY, KENYA for the period ending : 10/September/2025.

License No: **NACOSTI/P/24/39456**

109283
Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



**NOTE: This is a computer generated License. To verify the authenticity of this document,
Scan the QR Code using QR scanner application.**

See overleaf for conditions

Appendix V: Turnitin Report

EMPLOYEE RETENTION TECHNIQUES AND EMPLOYEE PERFORMANCE IN THE HEALTH SECTOR: A CASE OF NYERI COUNTY DEPARTMENT OF HEALTH

ORIGINALITY REPORT

13%

SIMILARITY INDEX

10%

INTERNET SOURCES

2%

PUBLICATIONS

9%

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Kenyatta University Student Paper	1%
2	repository.seku.ac.ke Internet Source	1%
3	ir.jkuat.ac.ke Internet Source	1%
4	Submitted to Harrison High School Student Paper	1%
5	Submitted to Africa Nazarene University Student Paper	1%
6	repository.kemu.ac.ke:8080 Internet Source	1%
7	ir-library.ku.ac.ke Internet Source	<1%
8	Submitted to The Robert Gordon University Student Paper	<1%

Submitted to Mount Kenya University

Appendix VI: Research Site Map

