

**EFFECT OF EMPLOYEE SATISFACTION ON NURSE RETENTION AT PUMWANI
MATERNITY HOSPITAL IN NAIROBI, KENYA**

By

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Master of Business Administration (Corporate Management)

KCA UNIVERSITY

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTERS IN BUSINESS
ADMINISTRATION IN THE FACULTY OF COMMERCE AT KCA UNIVERSITY**

14th

November, 2013.

DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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I do hereby confirm that I have examined the master's dissertation of

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And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

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ABSTRACT

This study was an attempt to determine the cause of the continued shortages of nurses which is a challenge being experienced in both developing and developed nations. In developed nations, the number of those joining this profession is declining day after day. It is also a big worry to the hospital management that some of the nurses are abandoning this profession and opting to join other professions. On the other hand, developing nations are not only experiencing shortages but also the massive migration of nurses abroad in search of greener pastures. This has caused huge financial losses and brain drain in most nations. This shortage has raised a big concern to the hospital management as to why this is happening. This study recognizes that a satisfied workforce will be highly productive as well as loyal to the organization and therefore will be willing to continue serving for longer periods. It is therefore in this reason that this study aimed at exploring how the levels of nurse satisfaction with various issues of human resource management was affecting their retention at Pumwani Maternity Hospital. The main purpose of this study was to provide empirical data on Pumwani Hospital, which the hospital management and other interested researchers can build on in strategizing on issues aimed at promoting employee retention. This study employed a descriptive research design, which aimed at establishing the nurse perception on effects of satisfaction on their retention. A sample size of 97 nurses serving at Pumwani Hospital was used. A questionnaire as well as observation was used as instruments of data collection. The data collected was analyzed through inferential statistics of regression and correlation analysis. Finally, this data was processed using Statistical Package for Social Scientists (SPSS) where the results indicated that there is a strong, direct and linear relationship between reward management, capacity building, working environment and employee retention. They account for a high value of 91.6% of the variance on retention. The results revealed that the highest predictor of nurse retention at Pumwani Hospital is capacity building with a Beta of 0.448, reward management a Beta value of 0.227 while working environment is the least predictor with a Beta value of 0.136. Therefore, this suggests that higher values of these variables will translate into higher levels of retention.

Key word

Job satisfaction

Employee Retention

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DEDICATION

I dedicate this dissertation to my family especially to my dad and mum for instilling the importance of hard work and higher education. To my brother Mr. G. Maina for the much help he has accorded me in assisting me to develop my research skills and many hours of proofreading. To my best friend Mr. C. Ngunga whose words of encouragement and tenacity ring in my ears as well as the much patience and understanding he has shown me. I also dedicate this dissertation to my brothers, sisters and friends for supporting me in prayers and being there for me. Thank you all for all the love and support you have shown me. May God bless you and may you also be motivated and encouraged to reach your dreams.

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List of Abbreviation and Acronyms

- 1.1 HR**-Human Resource
- 1.2 CNAC**-Canadian Nurses Advisory Committee
- 1.3 CNA**-Canadian Nurses Association
- 1.4 AWC**-African Women and Child Features Service
- 1.5 NCC**-Nairobi City Council
- 1.6 HSR**-Health Services Research of America
- 1.7 SSA**-Sub-Saharan Africa
- 1.8 WHO**-World Health Organization
- 1.9 OECD**-Organization for Economic Co-operation and Development
- 1.10 NCK**-Nursing Council of Kenya
- 1.11 CREHS**-Consortium for Research on Equitable Health Systems
- 1.12 KEMRI**-Kenya Medical Research Institute
- 1.13 ACNM**-American College of Nurse-Midwives

DEFINITION OF TERMS

- 1.1 **Satisfaction**-This is the pleasure derived from the fulfillment of one's wishes, expectations or needs (Judge & Locke, 1997).
- 1.2 **Employee satisfaction**- This is the level of contentment an individual is with his or her job (Judge & Locke, 1997).
- 1.3 **Employee retention**-This is the ability of an organization to retain its employees (Wilkinson, 1998).
- 1.4 **Strategy**-This means gaining a position of advantage over adversaries or best exploiting emerging possibilities (George, 2003).

CHAPTER ONE

INTRODUCTION

This chapter begins with an overview on low nurse satisfaction, which is blamed on continued poor retention. This is then followed by reported issues influencing nurse retention. Next in this chapter is the study's problem statement whereby factors impairing nurse retention in Pumwani Hospital and gaps in knowledge are discussed. This is followed by research a objective that is then followed by research questions to put these research objectives into a perspective. A description on the effects of employee satisfaction on nurse retention is discussed leading to a justification as to why this study is important. Finally the scope of the study is then shown.

1.1 BACKGROUND

Employee satisfacion has been discussed as the extent to which a persons hopes,desires and expectations about the employment he is engaged in are fulfilled (Ma, Samuel, & Alexander, 2003). On the other hand employee retention has been discussed as the ability of an organization to retain its employees (Torrington & Hall, 2005). Some of the factors known to contribute to employee satisfaction are administration, company policies,working conditions, supervision, relationship, salaries among others (Boltes & Lippke, 1995). Several authors have described employee satisfaction as a significant predictor of employee retention (Cowin, 2002; Tourangeau, Mc Gillis Hall, Doran, & Petch, 2006).

The ongoing increasing shortage of registered nurses globally which is a crisis not expected to be resolved soon is a clear indication that there is either a problem with the job or the person (Wilson & Squires, 2008). This problem is even intense in the fact that nurses are more likely to leave their jobs than all the other job occupations (Lum et al., 1998). These incidences

of dissatisfaction on nurses are a phenomenon witnessed in both developed and developing countries. This is as shown by Aiken (2001), where in some of the United states hospitals he found out that as compared with other groups of workers such as those serving as doctors, human resource, financiers and several others, dissatisfaction is at a much higher level among nurses than on all the other groups since these other groups recorded a much lesser percentage on dissatisfaction (Aiken, 2001).

In addition, Aiken (2001) study revealed that more than 40% of nurses working in US are dissatisfied with their job. This situation seems roughly better in some developed nations where satisfaction is relatively high, with 68% of nurses in United States and 71% in Canada preferring to stay in the profession (WHO, 2012). However, the situation is worse in most of the developing nations whereby in countries like Uganda out of the 200 nurses interviewed only 32% were likely to remain in the profession as compared to Kenya 38% (HSR,2011).

According to previous research by Ma, Samuel, & Alexander (2003), an important predictor of retention is employee satisfaction achieved through balances in workload. The minimum recommended ratio of nurses to population is 2/1000 (WHO, 2012). Table 1 in appendix 3 indicates the ratio of nurses and midwives to population in various nations in the world (WHO, 2012).With most developed nations showing a fairly well balanced nurse to population ratio, Africa has a poorly balanced ratio accompanied by poorly developed health systems increasing the rate of migration from Africa (Dolvo, 2007). The nurse to population ratio in countries like Zambia is 0.22 to 1,000 a figure that is 40 times less that of United States (WHO,2006). Countries with a high population to be served by its nurses have experienced low satisfaction due to the increased workload. This increased workload and again in poor working

conditions increases stress, burnout and absenteeism (Kinoti, 2003). Such stress related report in South Africa revealed that 16% of health staff interviewed were treated of stress-related illness and two-thirds of these had to take sick leave (Shisana et al., 2005). This has undermined the morale and the motivation of these nurses and may be attributable to their migration abroad in search of better working environments ((Awases et al., 2005).

Another predictor of retention is employee satisfaction achieved through remuneration (HSR, 2007). Tables 2 and 3 in appendix 3 show the wage differences in both developed and developing nations. The wages paid in developed nations are more satisfying as compared to those paid in developing nations. The big gap in wage differences as shown in these two tables is an indication that salaries may as well be a factor hindering nurse retention in most of the African countries. This paradox of “push” factor in wage difference is leading most of the nurses migrate abroad in search of better remuneration (HSR , 2007).

Furthermore, the ability to recognize non-financial employee incentives as promoters to employee satisfaction is yet another factor predicting retention (Phillips & Connel, 2002). Mathauer & Imhoff (2004), who have suggested that a mix of both financial and non-financial incentives is key to achieving staff satisfaction, have further emphasized this. This can be seen in a case study of Kenya and Benin whereby the high utilization of non-financial incentives in Benin as compared to Kenya has increased the satisfaction of the nurses (WHO, 2012). Similarly, the WHO report also rated non-financial factors as the highest factor enhancing health workers retention (Awases et al., 2005). Various non-financial incentives such as team building, group and effort based awards, continuing education, career development as well as supportive supervision are among the highest promoters of staff retention (Mathauer & Imhoff,

2004). Others include recognition, vacation, days off, hours off, contact with patients, psychological support and health insurance (WHO, 2012) among others.

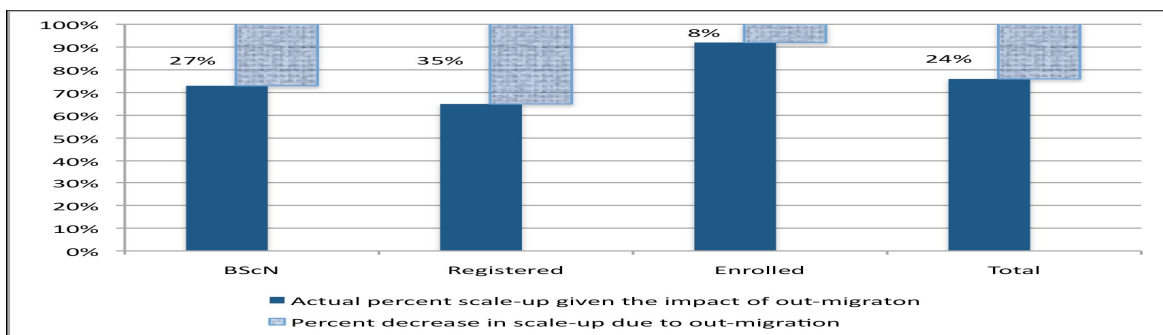
Moreover, employee satisfaction achieved through adequate resources for research and education is as well another predictor of retention (Boyens, 2007). With most of these nurses in developing countries, having qualifications of a diploma level and below their level of contribution in their work is impaired (WHO, 2006). Increased growth of pandemics like HIV/AIDS, TB and Malaria in Africa has increased the need of specialized skills which most of these nurses lacks forcing many of them to either migrate from Africa or leave the profession (HSR, 2007). The lack of specialized equipments to handle the patients and use of olden technologies has as well intensified this problem (HSR, 2007).

The failure to adequately address the above factors has resulted to migration abroad thus impacting heavily on African economies (WHO, 2012). Ghana alone lost up to US\$60 million in training investment after its health workers migrated (Dovlo & Martineau, 2004). For example in 2000 alone, it recorded a loss of its 500 nurses in this single year (Buchan & Sochalski, 2004). On the other hand, migration of doctors in South Africa between 1989 and 1997 caused a loss of US\$5 billion (Martineau & Decker, 2002). Others like Malawi recorded a loss of up to 60% of its nurses abroad in a single hospital in a short period of between 1999 and 2001 (Buchan & Sochalski, 2004). In addition, Kenya lost up to US\$ 43,180 in education costs and an estimated US\$ 338,868 return on that educational investment as nurses migrated abroad (Kirigia et al, 2006). Therefore, failure to recognize the importance of staff satisfaction has not only hindered retention but also impaired nation's economic growth.

Additionally, failure to adequately address these issues means there is a possibility of shortages in this profession in future (WHO,2006). This is because low satisfaction is increasing the likelihood of many nurses to leave their employment settings (Ma, Samuel, & Alexander, 2003). For example, countries like the United States are forecasting a shortage of between 400,000 and 800,000 nurses by the year 2020 (Auerbach, Buerhaus, & Staiger, 2007). Others like Canada have a projected shortfall of 113,000 registered nurses by 2016 (CNA, 2002). Overcoming this will therefore demand innovative strategies that will enhance retention of a knowledgeable and experienced workforce as well as motivating others to join this profession.

In Kenya, factors such as lack of quality training in its 200,000 nurses where over 85% are trained at certificate level is among the major contributor of poor staff retention (UN, 2011). The poor training leaves the nurses inadequately qualified to treat major diseases such as HIV, TB and Malaria thus influencing them to leave the profession or migrate abroad (UN, 2011). The other factor is unemployment of trained nurses (Dolvo, 2007); limited career opportunities (Kingman, 2007); and increased workloads (Dussault & Franceschini, 2006) which are influencing many of these to migrate abroad (HSR, 2011).

Figure 1: Nurse Migration from Kenya



Source: *Health Service Research* (2011, p. 1302)

Figure 1 above shows Kenyan nurses migration between the years 1999 to 2007. The nurse workforce of 41,367 experienced a 6% loss on nurses applying to migrate abroad (WHO, 2011). This migrating percentage was made of 85% registered or BScN (Bachelor of Science in Nursing), of whom 49% of this population applied to migrate within 10 years of their initial registration as a nurse and 82% of the first-time applicants were migrating to US or UK. The figure shows that for every 4 nurses that Kenya adds to its nursing workforce through training, one nurse from the workforce applies to out-migrate potentially thereby reducing 25% Kenya's ability to retain its nursing workforce through training (WHO, 2012).

The Kenya Pumwani Maternity Hospital which is the largest maternity hospital in East and Central Africa holds a capacity of 15 doctors and 194 nurses (AWC, 2011). On average the hospital delivers 80-100 babies and 8 to 15 caesarean sections daily (AWC, 2011). In the financial year 2010/11 delivery of more than 18,000 women in the financial year shows how massive the workload is in this hospital (AWC, 2011). This workload is more than the 15 doctors and 194 nurses can handle and this strains the staff as they struggle to attend to as many mothers and babies as possible (Stone, 2011). The hospital on average serves 20 patients per nurse in a day which fatigues the nurses lowering their satisfaction (WHO, 2012). In addition, the facility lacks specialized reproductive health delivery equipments (AWC, 2012). In this kind of a working environment, the staff has constantly complained of burnout from the workload which translates to high levels of dissatisfaction (AWC, 2011).

Turning to the many complaints of Pumwani Maternity Hospital staff over a demoralizing working environment, salary delays, inequitable remuneration allowance, non-payment of risk allowance and lack of welfare benefits are some of the issues blamed on lack of satisfaction (AWC, 2011). The nurses have also blamed their senior medical officers on failure to

undertake adequate consultations and to communicate appropriately their decision (AWC, 2011). So what do these complaints mean to nurse retention in Pumwani Maternity Hospital? What do they mean to the the future of Pumwani Maternity Hospital? Its in this reason that addressing issues of nurse satisfaction in a more innovative way that would influence retention is vital in Pumwani Hospital. In this regard, this study will provide an overview of innovative human resource management practices that the Hospital management would emulate to sucessfully achieve nurse retention.

1.2 PROBLEM STATEMENT

The challenge of nurse retention which is resulting to an increased shortage is a phenomenon witnessed in both developed and the developing nations. Wilson & Squires (2008) have stated that the ongoing shortage is a crisis not expected to be resolved soon. This crisis is being experienced more in public hospitals than their counter parts in private hospitals (HSR, 2011). As a result of this, the public hospitals have become highly understaffed with most of these nurses serving a population that is greatly above the minimum recommended ratio by World Health Organization of 2 nurses per 1000 of the population (WHO, 2012). This workload has increased stress, burnout and absenteeism among the nurses (Kinoti, 2003). In South Africa for example, 16% of health staff were treated of stress-related illness and two-thirds of these had to take sick leave (Shisana et al., 2005).

Moreover,such cases of serious nurse shortages in developed nations have been forecasted in USA that by the year 2020 there will be a shortage of between 400,000 to 800,000 registered nurses in USA (HSR, 2011). On the other hand, Canada has a projected shortfall of 113,000 of registered nurses by 2016 (CNA, 2002). In addition, developing nations as well are heavily hit as their nurses migrate abroad in search of greener pastures. Such nations like Ghana

recorded a loss of its 500 nurses in 2000 as they migrated abroad (Buchan & Sochalski, 2004). Others like Malawi recorded a loss of up to 60% of its nurses abroad in a single hospital in a short period of between 1999 and 2001(Buchan & Sochalski, 2004). On the other hand the 85% of Kenyan registered nurses apply for migration abroad within ten years of their initial registration as a nurse (HSR ,2007). These huge losses accompanied by the many strikes as witnessed in Pumwani Hospital is a clear indication that these nurses are lacking satisfaction resulting from either the job or the working environment.

Therefore, this is an indication that it has been quite difficult for the hospital management to satisfy these nurses thus impairing their retention. With several authors such as Tourangeau, Hall, Doran, & Petch,(2006) and Cowin, (2002) acknowledging that employee satisfaction is the biggest predictor of successful retention, it is in this reason that this study aimed to explore the existing gaps in knowledge on the effect of nurse satisfaction on their retention and recommend the best practices that the hospital management would adopt to successfully achieve high levels of nurse retention.

1.3 PURPOSE OF THE STUDY

The purpose of this study is to find out the effects of employee satisfaction on nurse retention in Kenya. This will assist at informing the hospital management on the long-term practices that will promote nurse retention.

1.4 RESEARCH OBJECTIVES

- i. To investigate the effect of reward management on nurse retention at Pumwani Hospital in Nairobi, Kenya.
- ii. To determine the effect of capacity building on nurse retention at Pumwani Hospital in Nairobi, Kenya.

- iii. To explore the effect of working environment on nurse retention at Pumwani Hospital in Nairobi, Kenya.

1.5 RESEARCH QUESTIONS

- i. To what extent does reward management affect nurse retention at Pumwani Hospital in Nairobi, Kenya?
- ii. In what ways does capacity building affect nurse retention at Pumwani Hospital in Nairobi, Kenya?
- iii. What factors in the working environment affect nurse retention at Pumwani Hospital in Nairobi, Kenya?

1.6 JUSTIFICATION OF THE STUDY

It is important for the hospital management to devise innovative practices that will be able to increase nurse satisfaction. This will successfully promote retention as well as encouraging others to join the profession. It is also important to acknowledge the sacrifices made by these nurses in their profession as their job involves physical effort, mental effort as well as physiological attachment. Moreover, the importance of hospitals in protecting public health means that hospitals are essential assets of a nation as they facilitate in maintaining a healthy status of its people. This promotes continuity in nations building thus quick economic developments. Providing maximum support to nurses in building their satisfaction translates to a successful retention. This study therefore acknowledges the important role played by hospital HR department in managing the welfare of nurses and aims to give an insight in knowledge gaps in the disconnect between satisfaction and retention and recommend suitable nurse satisfaction practices that can influence retention in a hospital set up. Therefore nurse satisfaction as a major

predictor of retention has become a major concern for hospital administrators particularly as the demand continues to surpass supply (Wilson & Squires, 2008).

1.7 SIGNIFICANT OF THE STUDY

The significance of this study is to provide empirical data on Pumwani hospital that the hospital management and other interested researchers can build on in strategizing on issues aimed at promoting staff retention. Moreover, this study is important in that it suggests practices suitable at increasing nurse retention in the modern world of today. The finding provides information useful at informing the hospital management on issues to address so as to successfully achieve staff retention in today's modern working environment.

1.8 SCOPE OF THE STUDY

This study focused on nurses in a maternity hospital set up. It limited itself into what were the perceived effects of nurse satisfaction on their retention. It investigated various nurses categorizing them into registered and non-registered nurses. It gave an overview of nurse satisfaction practices that the Hospital management employed in promoting nurse retention. It also limited itself to Pumwani Maternity Hospital due to time and financial limitations.

CHAPTER TWO

LITERATURE REVIEW

This chapter presents literature reviewed related to the impacts of employee satisfaction on retention. In this case, literature is reviewed on the concepts of employee retention and the Human Resource Management practices in response to retention. Finally, a theoretical framework on retention theories was reviewed which helps at informing where the gaps are in knowledge and hence leads at framing a conceptual framework for this study.

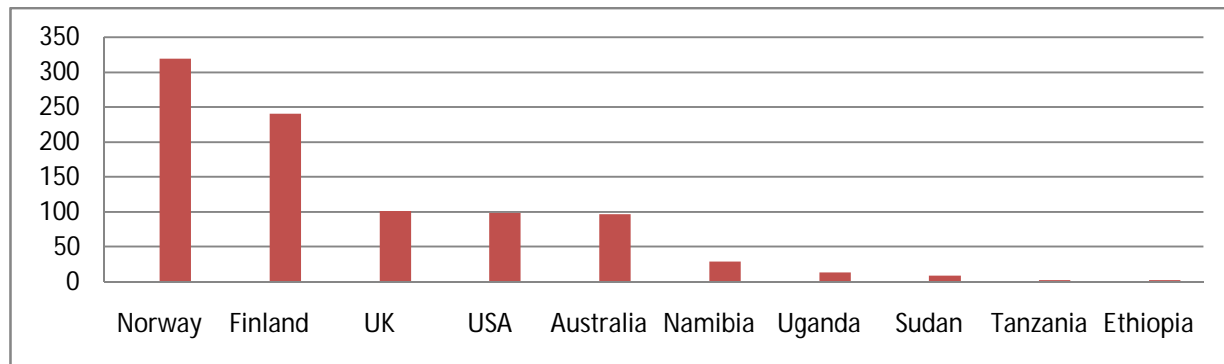
2.1 SIGNIFICANCE OF NURSES

Nurses serving in maternity hospitals are of great significance in any society as they ensure that there is a safe delivery that brings a joyous moment to the mothers as well as a healthy start to each new life (ACNM, 2010). They play a big role in taking care of women in labour and the care of newborns during the first few moments and hours of life. In many cases, these professionals follow up with new mothers to offer support with child care, breast feeding and women's health (ACNM, 2010). According to World Health Organization (2012), the recommended nurse to population ratio is 2/1000. Figure 2 below shows that the developed nations have a favorable balanced nurse to population ratio unlike in most of the developing nations.

Further statistics have shown that infants whose mothers die are more likely to die before reaching their second birthday than infants whose mothers survive (UNFPA, 2012). This as well will be minimized through commitment on the millennium development goal number 4 that calls for 75% reduction of child mortality rate through giving quality health services (UN, 2012). Nurses are very crucial in the achievement of these two millennium development goals. It

is in this reason that nurse retention demands high levels of satisfaction that will be able to promote their retention.

Figure 2: Population Ratio of Nurses and Midwives per 10,000



Source: OECD, 2008; WHO (2012, p.16)

2.2 CONCEPTS OF EMPLOYEE RETENTION

Sigler, (1999) has stated that success on employee retention focuses on effective measures that lead to increased levels of satisfaction. Five retention concepts have been discussed. First employees need to experience a sense of appreciation for it makes them feel valued and trusted (Sabine, 2010). This increases their satisfaction, which translates to increased performance and commitment to the organization (Phillips,2002).

According to Sabine, (2010) the next concept is that of good relationships with managers. Since the role of the manager is to represent the corporation,his underlying attitude toward the employees plays a big role in promoting good relationships with his juniors thus promoting their satisfaction and loyalty to the organization (Forrest, 1999). The other concept is a sense of success. An organization that values and puts emphasis on employee success increases their satisfaction in return promoting their morale to stay with the organization (Branham, 2001). In addition is the concept of personal development. An organization that supports its employees

in achieving their personal growth through capacity building plans will increase their satisfaction which as well promotes their morale to stay with the organization (Lindner, 1998).

Finally is the concept of growth in responsibility. Employees want to grow in their careers through job autonomy as well as discretion in decision making (Konrad & Alison, 2006). An organization that supports its employees to manage themselves by consistently focusing on improved performance and good results will increase their satisfaction which in return promotes retention (Cowin, 2002). This as well promotes creativity and innovativeness (Cowin, 2002). Application of these principles builds loyalty and willingness to stay in the organization (Wingfield & Berry, 2001).

It is notable that a high retention is possible on nurses who report higher levels of satisfaction (Steel, 2002). Since there are four different generation of nurses, different strategies to promote satisfaction among the four generations are necessary. These generations as discussed by Duchscher & Cowin, (2002) are the veterans (born before 1945), baby boomers (born between 1946-1964), generation X (born between 1965-1979), generation Y or Millennial (born between 1980 onwards). Wilson & Squires, (2008) have stated that understanding satisfaction needs within each generational group will lead to increasing clarity on effective strategies that could be implemented to promote nurses retention for each generation.

2.3 FACTORS PROMOTING EMPLOYEE RETENTION

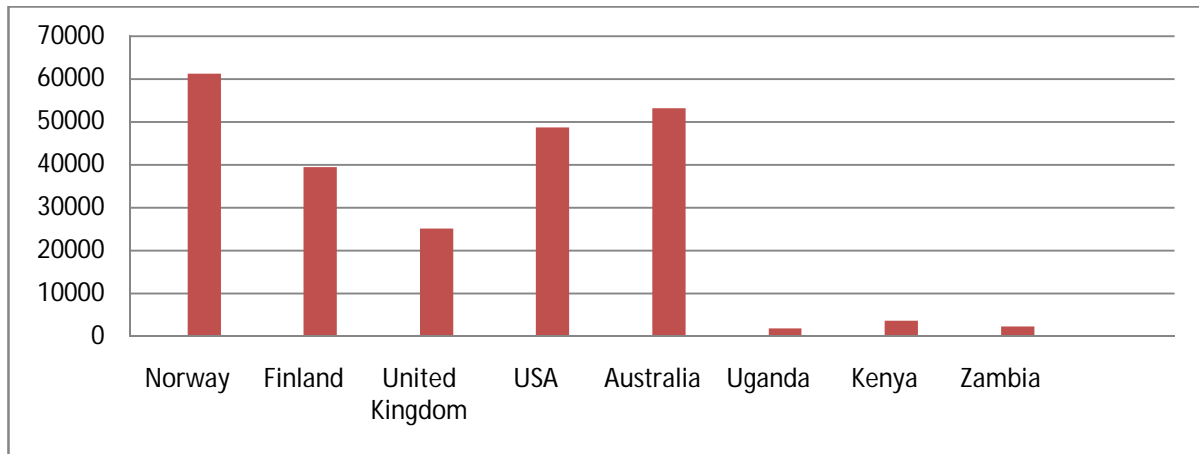
It is notable that employee satisfaction increases the rate of retention for it boosts productivity and ultimately organizational profit (Gruneberg, 1979). In addition employees work harder and perform better when they are satisfied with their jobs. Moreover, satisfied employees

help organizations to survive and be more productive (Lindner, 1998). Therefore, understanding factors relating to satisfaction is necessary in the prevention of employee frustration which results to low levels of retention (Boltes & Lippke, 1995).

In addition, employee retention has become of paramount importance in organizations. Ma, Samuel, & Alexander, (2003) have pointed out that the achievement of high levels of retention ensures organizational sustainability for longer period of time in this dynamic business environment. Success and failure of an organization depends on the quality of people found in it (Morrell, 2011). Research has proved that employee retention which is in the best hands results to customer satisfaction, improved sales and a maintained balance in relationship between staff and management to generate overall growth of the organization (Smith ,2010). This retention will only be possible in presence of serious employee retention programs (Smith, 2010).

In this reason, reward management has a great correlation with employee retention (Smith , 2010). Proper reward management is a driving force to satisfaction (Rashid & Zhao, 2009). Reward packages promote satisfaction through the administration of reward packages that drive employees to high levels of performance (Richards,2011). Figure 3 below indicates the nurses annual average salary in US \$ dollar whereby most of the developed nations shows a fair pay for its nurses unlike the developing nations where the pay is relatively poor (WHO, 2012).

Figure 3: Annual Average Salary in US\$



Source: OECD, 2008; WHO (2012, p.46)

This poor reward system in most of the developing nations highly contributes to poor nurse retention (Boyens, 2007). A proper reward management is a factor that will satisfy and motivate employees to achieve organizational goals, build up trust and commitment toward the organization (Lindner, 1998). Research has also revealed that employee retention is enhanced through compensation and reward system (Rashid & Zhao, 2009). Rewards should also include the extra perks employer offers and the basics of respect and recognition which promotes employees to work hard and offer loyalty to the organization (Wingfield & Berry, 2001).

Richards, (2011) has as well stated that the employer should be committed to make salary increments or recognize good performance even without the employees demanding. It's the duty of the employer to recognize employee performance and a consequent rewarding of performance in monetary and compensation incentives that plays a big role on employee satisfaction (Sunderji, 2004). Rashid & Zhao (2009), as well have added that today's organizations are employing creativity in using incentives so as to retain key talents. This

provision of creative incentives as a reward for employee performance and achievement of goals is an effective way of increasing productivity and therefore the promotion of satisfaction (Sunderji, 2004). Sunderji (2004), has identified these incentives to be either financial or non-financial and are a useful means of promoting employee retention.

In addition, employee satisfaction that promotes retention can also be understood with regards to capacity building (Phillips & Connel, 2002). With Most of the nurses in developed nations certificate holders and below according to research done by (Dovlo & Martineau, 2004), it has highly impaired their ultimate performance .In this regard, lack of proper training is one of the reasons as to why employees leave organizations which therefore means that training and development is a vital successful employee retention factor (Branham, 2001). The ability to retain a knowledgeable as well as an experienced workforce has recently emerged a necessity that stabilizes the workforce over the upcoming years (CNAC, 2002). In relation to this Pritchard, (2007) largely believes that training is the best direction to take in building successful retention efforts as it places employee in a better position to adapt to changes. In addition, organizations should also understand that employees choose to improve their jobs rather than apply for new ones (Rashid & Zhao, 2009).

Moreover, employee satisfaction that promotes retention is working in a healthy environment (Phillips, 2002).In this regard according to Taylor, (2002) working environment with a culture that promotes openness and shared information fosters employee satisfaction and retention. This covers issues ranging from development of a corporate mission,culture and value system that insists on a safe working environment and creation of flexible, logical and costistent operating policies and procedures (Ramlall, 2004). Working environment retention strategies

address policies that interpret values and translate them into-day-to-day actions, ethics and values as well as the physical environment in which people work in (Phillips & Connel, 2002). With most of these nurses in Africa working in unfavourable environments surrounded by poor facilities, poor supervision and heavy workloads has contributed a lot to their dissatisfaction thus poor retention (Ma, Samuel, & Alexander, 2003). In this reason Sigler, (1999) has stated that the overall goal should be to achieve nurse satisfaction through making the hospital a place where nurses want to come and work in every single day (Sigler, 1999).

2.4 THE STATE OF NURSES IN KENYA

Back in 1950's, nursing in Kenya was conducted without a formal framework (NCK, 2010). It was in this period that most health care institutions provided in-service training for health care workers so as to assist trained personnel from the United Kingdom. Thereafter in 1952, Assistant Enrolled Nurses Grade I and II were first examined in Kenya by the Examinations sub-committee (NCK, 2010). The King George Hospital that is known today, as Kenyatta Hospital became the first hospital to commence with the Kenya Registered Nurse training program. Later in 1987, training was commenced by the Kenya Registered Community Health Nurse (KRCHN) so as to prepare nurses to give comprehensive care to the population that was growing rapidly throughout the 1980's.

Kenya like many other countries around the world is facing major human resource challenges with lack of skilled workers in most of the public hospitals (CREHS, 2009). The 85% of Kenyan 20,000 nurses are trained at certificate level and do not have registered nurse diploma, leaving them incompetent in treating diseases (AMREF, 2012). The emergence and expansion of various epidemics like cardiac conditions, cancer and HIV/AIDS in the 1990's pushed the Nursing Council of Kenya (NCK) approve the preparation of nurses at Bachelors level because

effective management of such patients demands a highly skilled and trained personnel (NCK, 2010). The challenge is that lack of proper training facilities in various training institutions in the nation is a challenge hindering upgrading of these nurses (NCK, 2010).

The Kenya's maternal mortality ratio of 360 deaths/100,000 live births is a big worry for the nation (WHO, 2012). Such cases of Nurses in the Pumwani Hospital being overloaded and having to work for long hours may be among the factors contributing to these deaths (AWC, 2011). In addition, under-staffing in health care facilities is particularly acute as well as a general shortage of nurses in the country (NCK, 2010). Other issues are poor working environment with poor supervision as well as lack of specialized reproductive health delivery equipments (AWC, 2011). Pumwani Hospital as well has poor laboratory support and the nurses rely on old equipments most of the time (NCK, 2010).

The Pumwani Maternity Hospital holds a total of 194 nurses (NCK, 2010). The facility serves an average of 80-100 babies daily, 20 of them by Caesarian Sections (AWC, 2011). This population of nurses is very much below the required population ratio of 2/1000 (WHO, 2012). The enhancement of nurse satisfaction in this facility calls for urgent human resource management strategies that will work towards retention of the existing ones as well as encouraging others to join the facility. It is in this reason that the hospital management needs to assess the organization so as to understand issues of concern that will promote nurse retention.

2.5 THEORETICAL FRAME WORK

This section will layout various theoretical frame works on employee retention. Reviewing of these theories will help in understanding the gaps in knowledge on employee

satisfaction factors that promotes retention thus leading us in developing a conceptual framework for this study.

This study will discuss four retention theories that are normally practiced in organizations today. They are discussed below on how they have enabled organizations to be effective in managing employee retention in terms of their strategies, benefits and limitations. This will broaden our understanding as to whether practicing these theories may be effective in achieving employee retention. In the end, the fourth theory will lead this study into developing a conceptual framework for this study.

2.5.1 Needs Approach

This approach focuses on the ability of an organization to retain its employees through meeting their individual needs. According to Cotton, John, & Jeffery, (1986) ability to recognize the needs of employees is a high predictor of their retention and the management should therefore recognize that employees are looking for jobs that will be able to satisfy their individual needs. They will be loyal to an organization that is concerned about their physical needs such like food clothing and shelter, an organization that is concerned about their financial security as well as a sense of belonging (Boyens, 2007). They will as well be loyal to an organization that gives them a sense of belonging and a sense of identity and social status in the society (Ramlall, 2004). Additionally, the ability of an organization to meet self-actualization as well as the self esteem needs for its employees amounts to high levels of correlation on their retention (Taylor, 2002). It is through the Maslow Hierarchy of needs that employee retention has been linked to the ability of an organization to satisfy its employee's needs.

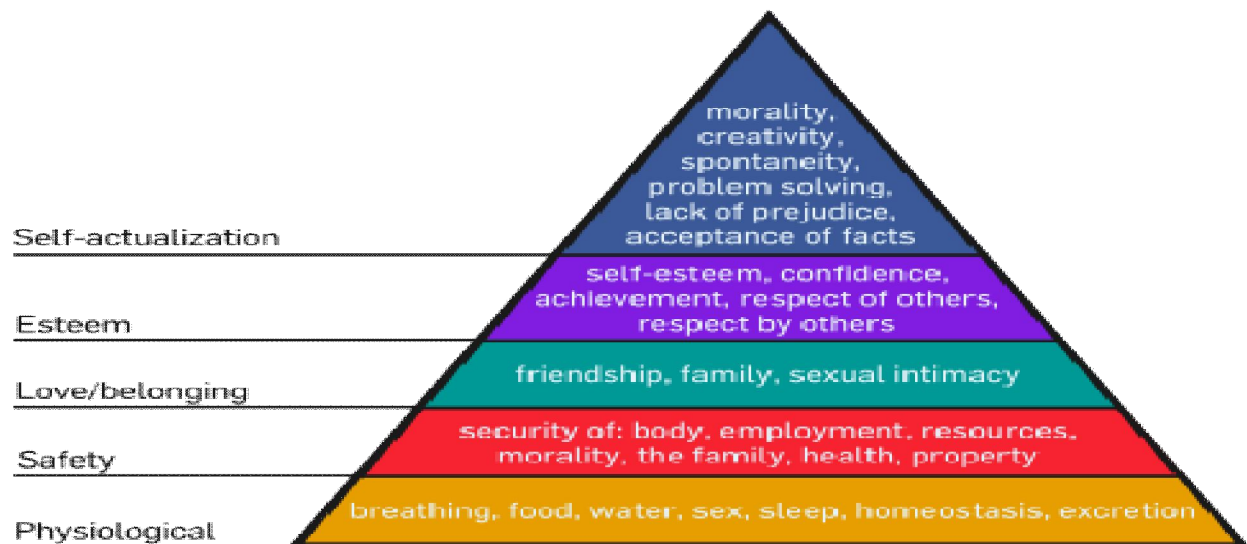
When Maslow developed the Hierarchy of Needs he had realized that people are in a continuous state of motivation and that as one need is satisfied, a higher order one becomes

dominant as a motivator (Maslow, 1954). According to this theory, individual needs are arranged in a hierarchy. The management has a big role to play in creating a proper climate which employees can develop to their fullest potential. The failure to provide such a climate theoretically increases employee frustration and could result in poor performance, low satisfaction and poor retention (Taylor, 2002). Through this theory employee retention can be argued when employees meet the highest level of need that is the self-actualization need.

Figure 4 below gives a list of needs that employees expect to achieve in their job. Authors such as Forrest, (1999) has pointed out the benefit of needs approach by stating that people's needs are not just met by hard cash, they have many needs, which have to be met, and will remain unsatisfied if these needs are not met. Boyens (2007), as well has indicated the other benefit of this approach as it gives managers a whole range of tools that they can use to build employee satisfaction even if they don't have much money to give out (Boyens, 2007).

However, Ramlall (2004) has criticized this approach by stating that it will not be effective in achieving retention in that when employees realize that the present organization does not help in achieving the highest level of need which is the need of self actualization, they would shift to other organizations that would help in doing so. Phillips (2002) also has criticized this approach by stating that Hierarchy of needs is not so much a technique or process to have in mind when you are thinking about how to meet team members' needs. Ramlall (2004), also has added that managers often use salary raises as a way of motivating team members, which usually has a fixed "pot" of raises, and this does not allow the rewards they want to give. With these limitations, the organization will not be able to successfully achieve employee retention. Therefore, considering these limitations, this study seeks to explore another approach which is the Motivational Factors Approach.

Figure 4: Maslow Hierarchy of Needs



Source: McLeod (2007, p. 37)

2.5.2 Extrinsic Factors Approach

This approach focuses on the ability of an organization to retain its employees through the use of extrinsic motivational factors which stimulates their desire to perform well unlike the Maslow Theory which focuses on needs. This approach dictates that employee satisfaction will be as a result of an external stimulus meaning that employees will be able to achieve high levels of satisfaction when their performance is rewarded and will remain loyal to such an organization for longer periods (David, Gilmore & Turner, 2010). The belief that the more the effort, the better the performance and the better the performance the higher the reward highly promotes their job satisfaction (Taylor & Taylor, 2011). For this to be fulfilled, reward given has to fascinate the employee to continue working meaning that there is a direct correlation between performance and reward (David, Gilmore & Turner, 2010). This will in return result to high levels of loyalty leading to high levels of retention. It is through the Vroom's Expectancy

Theory that employee retention has been linked to the ability of an organization to satisfy their extrinsic factors of motivation.

The Expectancy theory by Victor Vroom in 1964 originated from the belief that employees will be willing to perform in accordance to the level of what they are receiving from an organization. His theory argues that the intensity of expectation is directly correlated to performance. Factors associated with the employee expectancy are self efficacy (self confidence), goal difficulty and control. Self efficacy enhances the level of satisfaction when an employee believes about his ability to successfully complete a particular job. Goal difficulty builds the satisfaction of an employee when the job is challenging and therefore promotes an employee desire to increase his effort. Control is a factor of satisfaction when an employee has the ability to control his performance. To increase expectancy, an employee must believe that he has some degree of control over the expected outcome.

Vroom has discussed three components of Expectancy Theory. The first one is Expectancy. In this component, he has emphasized that increasing the expectancy of employees is crucial as it motivates them to increase their individual performance. This can be done through training. Training builds employees ability to perform as well as making them more creative and innovative in their work. This promotes their job satisfaction as it makes them more confident in their abilities. In addition rewarding the increased performance that has resulted from the new skills attained from training further promotes the attainment of goals and high levels of job satisfaction.

The second one is Instrumentality. This is the belief that an employee will receive a reward if he meets or exceeds the set objectives. This reward is in form of pay increase, increase in allowances, bonuses or paid vacations. The ability of an organization to fulfill these

demands builds employees trust and makes it easy to control them. Whenever employees are able to believe that they have some kind of control over how, when and why rewards are distributed instrumentality tends to increase. Additionally, instrumentality is also increased when formalized policies links rewards to performance thus influencing high performance. Instrumentality will be low when the reward is the same for all performance given meaning that those who work hard will be rewarded the same as those who work less. Therefore, an increase in instrumentality promotes job satisfaction which translates to high levels of retention. The third component is Valence. This is the value an employee places on reward based on their values, needs and goals. An employee valence is in accordance to a particular outcome. A valence will be high if an individual expects high outcomes. The higher the valence the higher the level of job satisfaction which translates to high levels of retention.

The benefit of extrinsic factors approach is that it recognizes an employee interest in the alignment of rewards with his individual wants. The other benefit is that it emphasizes on extrinsic rewards where an organization uses various factors of financial rewards that will increase employee's performance. Through this approach, managers can use systems that tie rewards very closely to performance in addition building their job satisfaction which results to high levels of retention.

However, according to Phillips & Connel (2002), the limitation of this approach is that it will limit an organization on only recognizing extrinsic rewards as the only tool of employee satisfaction. This is because reward is not directly correlated with performance in many organizations. Taylor (2002) has echoed this by stating that in many organizations, reward is related to other parameters such as positions, effort, responsibility, and education and much other. The theory also seems idealistic as quite a few individuals perceive high degree correlation

between performance and rewards (Lindner, 1998). With these limitations, the organization will not be able to successfully achieve employee retention. Therefore considering these limitations, this study seeks to explore another approach which is the Intrinsic Factors Approach.

2.5.3 Intrinsic Factors Approach

This approach focuses on the ability of an organization to retain its employees through the recognition of their intrinsic motivational factors. Unlike the extrinsic factors approach where employees must have an external stimulus that extrinsically motivates them to continue serving, this approach recognizes that employees are intrinsically motivated and that intrinsic motivation results to higher levels of employee satisfaction as compared to extrinsic motivation. An organization that empowers its employees by giving them new assignments and difficult tasks, more responsibility, job autonomy as well as opportunities to perform specialized tasks enables them to be more specialized and highly motivated to continue serving (Robert, Cardy & Mark, 2011). This builds high levels of loyalty which translates to high levels of retention. It is through the Herzberg Two Factor Theory that employee retention has been linked to the ability of an organization to satisfy their intrinsic factors of motivation.

The theory by Herzberg in 1959 originated from the need to promoting employee retention through minimizing the dissatisfies and maximizing the satisfiers. It's also known as motivation hygiene theory. The theory has studied two dimensions of employee satisfaction which are hygiene factors and satisfiers (motivators). Hygiene factors include expected conditions that if missing will create employee dissatisfaction. Table 1 below gives a list of satisfiers and hygiene factors.

The benefit of intrinsic factors approach is that employee retention will be achieved through minimizing dissatisfies and maximizing satisfiers (Konrad & Alison, 2006). Through

focusing on more ways to introducing satisfying factors such as empowering employees through job enlargement or rotating employees to grant them new and different challenges, the management is going to keep employees from demoralization thus promoting their job satisfaction. Managers can therefore be able to identify factors in general that will motivate and demotivate groups of employees through this approach.

Table 1: Two Factor Theory

Satisfiers (Motivator Factors)	Hygiene factors
i. Achievement	i. Pay and Benefits
ii. Responsibility	ii. Relationship with co-workers
iii. Recognition	iii. Company policies and administration
iv. Promotion	iv. Supervision role
v. Work itself	
vi. Growth	

Source: Understanding Job satisfaction, Gruneberg (1979,p.24)

The limitation of this approach according to Taylor (2002), is that hygiene factors can't neatly be grouped into categories for everybody or for any situation. In addition according to Boyens (2007), dwelling so much on satisfiers may lead to ignoring productivity. Konrad & Alison (2006), has also criticized the theory by stating that its not free from bias as it is based on the natural reaction of employees on the sources of satisfaction and dissatisfaction at work. This is because what satisfies one employee may not satisfy the other (Konrad & Alison, 2006). Lum et al, (1998) has also stated that the approach provides little practical assistance for organizations in achieving employee retention as dwelling entirely on intrinsic factors may ignore other important factors of employee motivation. With these limitations the organization will not be

able to successfully achieve employee retention. Therefore considering these limitations, this study seeks to explore another approach which is the employee engagement approach.

2.5.4 Employee Engagement Approach

This approach highly recognizes employee as stakeholders of an organization unlike all the other approaches where the organization and the employees have operated as separate entities. This approach originated from the realization that employee engagement is a powerful tool of retention. According to Morrell (2011), the approach has recently been viewed as a modernized version of employee satisfaction that plays a big role on employee retention. It has become an area of focus within organizations for the purpose of avoiding expensive employee replacement costs resulting from staff who voluntarily quit their jobs. In addition to this according to Konrad & Alison (2006), engaged employees feel a strong emotional bond to the organization thus resulting to higher productivity and higher retention levels.

On the other hand according to Meyer & Allen (1991), this approach reckons that an engaged employee is one who is “fully involved” and therefore will be enthusiastic about their work and will act in a way that will further their organizations interests. Therefore, the commitment of an organization in developing a range of strategies in addressing various drivers of employee engagement will yield many positive outcomes (Crim & Gerald, 2006). These outcomes as stated by Crim & Gerald (2006) include lower absenteeism, lower accident rates, higher profitability and improved customer satisfaction. In addition, Wilkinson & Adrien (2004) have as well pointed out that drivers such as organizational cultures, rewards and recognition, communication, performance clarity and feedback, career development opportunities, relationships with managers and peers and knowledge of the organization’s goals and vision are major factors facilitating employee engagement thus boosting retention.

Konrad & Alison (2006), have stated that one of the benefits of this theory is that engaged employees will exercise high levels of job loyalty and will be highly motivated to perform better. The will to stay with the company will increase and will be advocates of the company products and services as well as contribute to bottom line business success. Morrell (2011), has echoed this by stating that engaging employees results to high levels of job satisfaction in return promoting high levels of retention.

With the consideration that nurse's retention has emerged as one of the major challenge in several hospitals, a new approach in addressing the factors hindering satisfaction may be appropriate. This study therefore applies employee engagement approach for it encourages recognition of employee in providing solutions on many of the factors leading to their satisfaction. This approach makes it easier for an organization to successfully manage issues relating to satisfaction in return promoting retention. This as well promotes cordial relationships between the management and the employee. It's on this premise that this study's conceptual framework is developed from this theory.

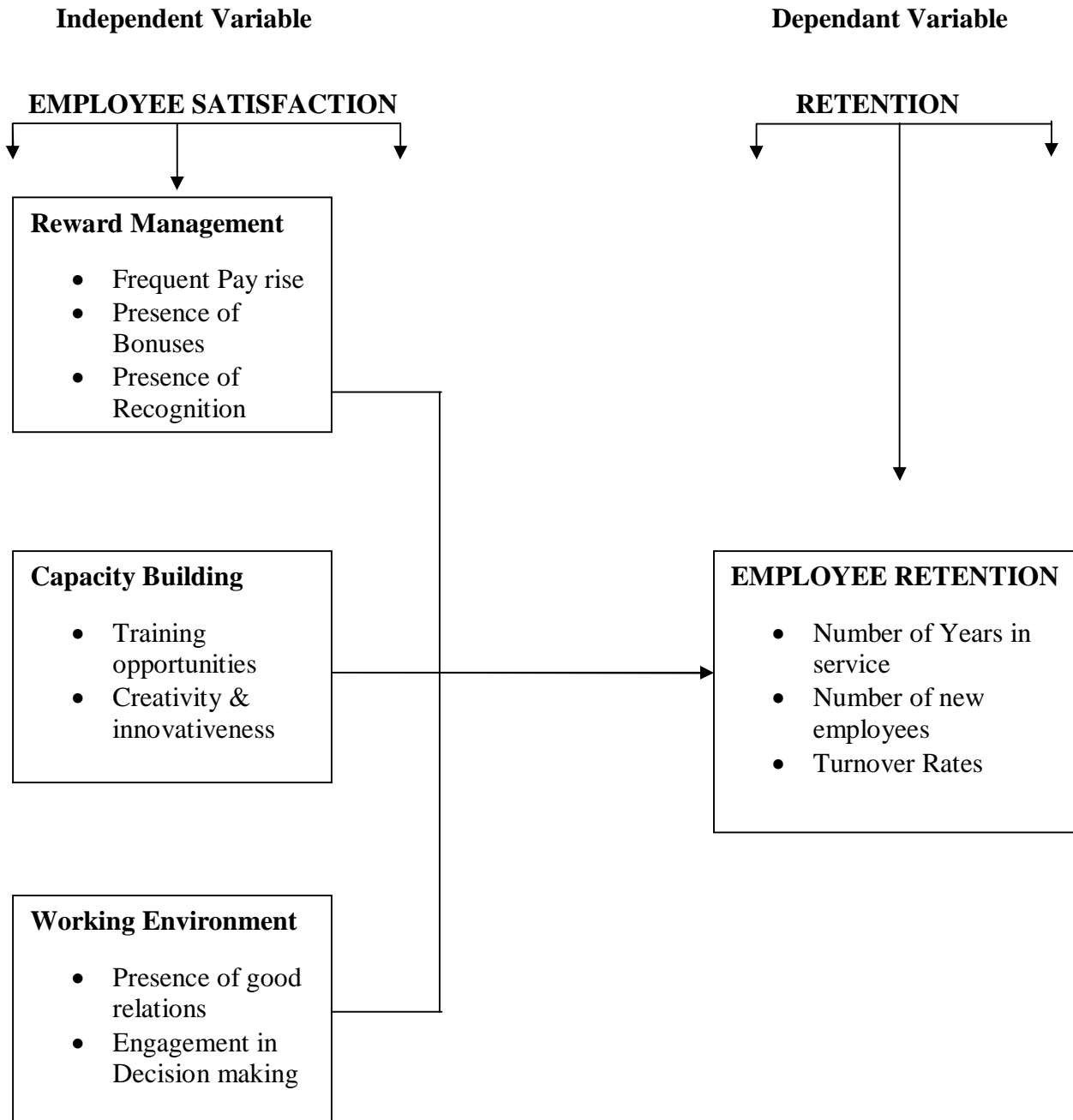
2.6 CONCEPTUAL FRAMEWORK

This integrated approach of engaging both the nurses and the management in making decisions on issues that enhances satisfaction in areas relating to reward management, capacity building and the working environment would highly assist in promoting nurse retention. This approach helps in brainstorming solid and innovative ideas that will help the HR department in strategizing on solving nurse retention problems. Figure 5 below shows a conceptual framework developed for this study.

This conceptual framework recognizes the importance of engaging nurses in creating ideas on factors related to reward system that will build on their retention. Such factors

as linking reward system to performance, flexible reward systems that recognizes over time and paid vacations would highly impact on their satisfaction. In addition the nurses should be engaged in creating ideas on issues of capacity building that will promote their satisfaction. Such factors as offering high levels of training to the nurses on fields they feel they are weak as well as providing research facilities that will build on their knowledge are some of the factors that will increase their performance and therefore promote their retention. Furthermore, engaging the nurses in creating ideas on how to build a working environment that promotes their satisfaction is yet another factor of consideration. Such factors as provision of suitable medical facilities, space enlargement, supportive supervision as well as good relations between the hospital management, doctors and nurses are some of the issues that would promote a conducive working environment. The result of engaging the nurses in creating ideas in these three important factors would highly increase on their commitment and loyalty to the hospital in return promoting high levels of their retention.

Figure 5: Conceptual Framework



Source: Author, 2013

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This Chapter presents the research methodology that was used in carrying out this research. A combination of research methods and designs was applied in this exploratory study. Data collection was done through the distribution of questionnaires to the nurses. This was integrated with secondary data relating to this field of study.

3.1 RESEARCH DESIGN

A research design provides the basic direction for carrying out a research project so as to obtain answers to research questions (Cooper & Schindler,2003). Several authors such like Hair,Babin, Money, & Samouel (2003), have suggested that the researcher should choose a design that will provide relevant information on the research questions as well as do the job most efficiently.

This research adopted a descriptive design, which was aimed at establishing the nurse perceptions on the effects of their level of satisfaction with various issues of human resource management at Pumwani Maternity Hospital on their retention. According to Cooper & Schindler (2003), descriptive research is useful in obtaining information concerning the population being studied by describing “what exists” with respect to variables in the field of study. The research results were based on actual findings and the design involves both desk and field research. Desk research involved the collection of secondary data from library and internet sources.

3.2 TARGET POPULATION

According to Cooper & Schindler (2003), a research population is a collection of individuals or objects which are the main focus of scientific query. The population of interest in

this study comprised of 194 nurses (Source –Nurses council of Kenya) as shown in Table 2 below. This population included registered and non-registered nurses.

Table 2: Target Population

Stratum	Population Size	Percentage (%)
Non-Registered Nurses	164	85
Registered Nurses	30	15
Total	194	100

Source: NCK (2010, p.37)

3.3 SAMPLES AND SAMPLING PROCEDURES

According to Mugenda and Mugenda (1999), 50% will be convenient in getting the sample size as shown in Table 3 below. A sample of 97 nurses was chosen using purposive and convenient sampling, a technique that allows the researcher to use cases that have the required information. The study used stratified random sampling procedure. This sampling procedure allows the researcher to divide his population into samples that are different from each other so as to enable the study of each of the segments separately (Olsen, 2004). This is to say that samples were chosen in a simple technique known as proportional sample allocation whereby respondents were picked in random from the available respondents but each segment was studied separately (Neuman, 2003). The key lies in being able to identify subsets of the population where answers vary widely (Olsen, 2004). The samples were divided into strata's of registered and non-registered nurses.

Table 3: Sample Size

Stratum	Population Size	Sampling Fraction	Sample
Non-Registered Nurses	164	50%	82
Registered Nurses	30	50%	15
Total	194	50%	97

Source: Research Data, 2013

3.4 INSTRUMENTATION

This study involved various data collection methods in the collection of both qualitative and quantitative data. The first instrument used was a questionnaire. A questionnaire is a research instrument that offers a considerable advantage to the researcher in that he is able to monitor the order and the applicability of questions (Cooper & Schindler, 2003). This data collection tool was administered to the nurses.

The second instrument was observation. This is a widely used tool in data collection for it allows the researcher to get a close intimate familiarity with the people he intends to interview by studying their practices through observation (Olsen, 2004). This included observation of the entire hospital facility compound, its systems and the state of nurses as they carried out their duties in the hospital. Observation was a tool used in the entire process of data to be collected through questionnaires to increase the range of relevance and data reliability.

3.5 DATA COLLECTION

The study used both primary and secondary data sources. The primary source was the raw data collected through questionnaires. Secondary data was the data collected from published sources and office records. These two were used in this research study and are outlined below.

The primary data in this research study covered two categories of nurses which included the registered and the non-registered nurses. This provided data based on their views and opinions on levels of satisfaction with various human resource management practices at Pumwani Hospital and its effects on their retention. This primary data was facilitated through administering individual questionnaires and direct study area observation. These data sets were

key at addressing objective one, two and three of the study by providing primary data on levels of satisfaction with these variables and the effects of this on nurse retention.

Secondary data was sourced to add on the literature search. The aim of using this data was to assist where possible in applying the best practices of triangulation of methods into strengthening findings of the primary data and explore diverse perceptions (Olsen, 2004). In this research study, secondary data was literature relating to nurse satisfaction practices employed to enhance nurse retention globally, regionally and nationally in a hospital setup.

3.6 RELIABILITY TESTING

The reliability of a measure indicates the extent to which the measure is without bias (error free) and hence offers consistent measurement across time and across the various items in the instrument (Sekaran, 2000). According to Sekaran, a reliability factor less than 0.6 (60%) in this study was considered poor, and one in the range of 0.6 to 0.8 (60% to 80%) acceptable and one above 0.8 (80%) as good. This method of reliability testing assisted in testing the appropriateness of the questionnaire.

3.7 DATA ANALYSIS AND TECHNIQUE

The study used descriptive statistics, which provided a statistical summary of the data collected. The purpose of descriptive statistics is to reduce data to an intelligible and interpretable form so that the relations of research problems can be studied, tested and conclusions drawn (De Vos, 1998). The descriptive statistics considered appropriate for this research included frequencies, percentages, means and statistical deviations. Cooper & Schindler (2003), have stated that data analysts must begin with a visual inspection of data to ensure that assumptions are not flawed. The study provided a visual representation of data in graphical and tabular format.

The study also used inferential statistics which enabled the researcher to draw conclusions about a population from a sample (Hair et al, 2003). The inferential statistics used to present this study include Multiple Regression Analysis and Correlation Coefficient. Regression analysis is perhaps the most widely data analysis technique for measuring linear relationships between two or more variables (Hair et al, 2003). Multiple Regressions indicate how well a set of variables explains a dependent variable and the direction and size of the effect of each variable on a dependent variable (Neuman, 2003). The multiple regression analysis was useful in predicting whether satisfaction through reward management, capacity building and working environment can contribute at predicting retention.

The regression equation is given below;

$$R=1.298+0.215 X_1+0.445 X_2+0.134 X_3$$

R= Nurse Retention

X₁ = Reward Management

X₂ = Capacity Building

X₃ = Working Environment

Correlation coefficients give the strength and the direction of relationships between two variables (Leedy & Ormrod, 2001). The Pearson Product Moment Correlation Coefficient (*Pearson r*) is the most common of all correlation Coefficient (Leedy & Ormrod, 2001). The study used the *Pearson r* to determine whether there was a statistically significant relationship

between reward management, capacity building and the working environment to nurse retention as well as determining the strength and direction of this relationship.

In addition, the data generated from the questionnaire survey was processed using Statistical Package for Social Scientists (SPSS) by entering all the data collected into this tool for analysis. The result of this helped in creating discussions as well as drawing conclusions and recommendations for this study.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

In this Chapter, the results of the empirical analysis and findings from the questionnaires completed by registered and non-registered nurses serving at Pumwani Maternity Hospital are reported and presented. The researcher sought to find out the effect of employee satisfaction on nurse retention at Pumwani Hospital in Nairobi, Kenya. The presentation proceeds with an analysis of the descriptive statistics on the variables under consideration. The statistical program used for the analysis and presentation of data in this research is the Statistical Package for Social Scientists (SPSS). This chapter outlines the results obtained in the study and a comprehensive discussion of the results.

4.1 DESCRIPTIVE STATISTICS

Out of the 97 questionnaires distributed, 66 of them were completed and returned. The data pertaining the three variables as provided in this study are summarized by means of graphic representation and the calculation of descriptive measures as collected by the measuring instrument employed. This provides the properties of the observed data and a clear overall picture emerges.

4.1.1 Demographic Information

This section provides the descriptive statistics obtained on basis of the variables in the questionnaire giving the general information. The demographic variables provided are gender, age, years of service, type of nurse that is either registered or non-registered and finally the academic qualifications. A descriptive statistics in the form of frequencies and percentages are presented graphically on each of these variables as shown in the figures below.

Table 4 below gives results on the biographical information concerning the respondent population. This means that there is a greater possibility that female nurse population is higher than the male nurse population at Pumwani Hospital. This descriptive analysis indicates that most of the nurses at Pumwani Hospital are still in their young age while least of this young generation extends their services for longer periods as shown by the rapid drop in percentages as year's progress towards the age of retirement. In addition, it as well gives us the statistics on biographical information about the nurses number of years in service where it indicates that just a few of the nurses gives the Hospital a long service.

Table 4: Demographic Information

Demographic	Category	Frequency	Percentage %
Gender	Male	21	31
	Female	45	69
Age	20-30yrs	34	52
	31-40yrs	22	34
	41-50yrs	8	12
	51-60yrs	2	2
Years in Service	1-5yrs	32	48
	6-10yrs	21	32
	11-15yrs	9	13
	>15yrs	4	7
Type of Nurse	Registered	22	33
	Non-Registered	44	67
Academic Qualifications	Certificate	40	60
	Diploma	26	40
	Degree	0	0

Source: Research Data, 2013

Moreover, it gives us the results on the biographical information on category of the nurses. Through this descriptive analysis, it may be concluded that most of the nurses serving in Pumwani Hospital are no-registered nurses. Additionally is a descriptive statistics on biographical information concerning academic qualifications of the nurses it indicates that most of the nurses serving in Pumwani Hospital are certificate holders.

4.1.2 Employee Satisfaction

Table 5 below gives the results on the rating of the nurses levels of satisfaction at Pumwani Hospital. This descriptive analysis indicates that most of the nurses serving at Pumwani Hospital are lacking satisfaction thus resulting to their poor retention. In addition, it shows the statistics on the question about the intended period a nurse wishes to continue serving at Pumwani Hospital where it indicates that most of the nurses are not willing to serve for longer periods at Pumwani Hospital which is a factor of their poor retention.

Table 5: Nurse Satisfaction

Variable	Ranks	Frequency	Percentage %
My Levels of Satisfaction at Pumwani Hospital	Very Satisfied	0	0
	Satisfied	0	0
	Minimally Satisfied	3	5
	Dissatisfied	61	92
	Very Dissatisfied	2	3
I intend to continue serving	1-2 yrs	34	51
	3-4yrs	19	29
	5-6yrs	8	12
	7-8yrs	5	8
	9-10yrs	0	0
	>10yrs	0	0
The mission statement promotes my satisfaction	Strongly Agree	0	0
	Agree	9	14
	Disagree	41	62
	Strongly Disagree	16	24
The patients promotes my satisfaction	Strongly Agree	48	72
	Agree	14	21
	Disagree	4	7
	Strongly Disagree	0	0
Flexible hours promotes my satisfaction	Strongly Agree	0	0
	Agree	5	7
	Disagree	50	76
	Strongly Disagree	11	17
The management promotes my satisfaction	Strongly Agree	0	0
	Agree	7	11
	Disagree	42	64
	Strongly Disagree	17	25

Source: Research Data, 2013

Moreover, it shows the results on questions concerning how the nurses would rate various factors influencing satisfaction. The question whether the mission and values has helped improve satisfaction is an indication that the mission statement does not consider the interest of the nurses. On the other hand the question on whether satisfaction has been enhanced by their passion of serving the patients is an indication that the nurses enjoy serving their patients. In addition the question whether flexibility in working hours has increased satisfaction is also an indication that there is little or no flexibility in working hours. Finally on the question whether the management is a team player is an indication that the nurses feel that the management is not supportive. This descriptive analysis indicates that most of the nurses at Pumwani Hospital have a high attachment on their patients, which gives them satisfaction but highly dissatisfied with all the other three factors in question thus impairing their retention

Furthermore, it gives the results on factors that would make the nurses leave Pumwani Hospital is an indication that low wages is a factor of dissatisfaction. On the other hand lack of career progression is also a factor contributing to nurse dissatisfaction. In addition results on conflicts with medical officers or managers is an indication that they are as well a source of dissatisfaction on the nurses. The other question on whether favourism or lack of fairness would make them leave the hospital is an indication that these two factors are dissatisfying the nurses.

Further still the question on whether stressful job, difficult or demanding would make them leave the hospital is an indication that the job is stressful, difficult and very demanding. Additionally, the question on whether lacks of support or criticism would make them leave the hospital is an indication that the nurses are lacking support from the management. Furthermore, the question on whether challenges with patients would make them leave the hospital is an indication that the nurses are experiencing challenges while serving the patients. Finally, the

question on whether excessive working hours would make them leave the hospital is an indication those excessive working hours is dissatisfying the nurses.

Additionally, it gives the results on factors that would make the nurses leave Pumwani Hospital thus indicating that low wages is a factor of dissatisfaction. On the other hand lack of career progression as well as conflicts with medical officers or managers would make them leave the hospital. The other question on whether favourism or lack of fairness would make them leave is an indication that favourism and lack of fairness is dissatisfying the nurses.

In addition to factors affecting satisfaction in the previous table, table 4.3 above gives results on several other factors influencing nurse satisfaction. Results on the question whether stressful, difficult or demanding job would make the nurses leave the hospital is an indication that the job is stressful, difficult and very demanding. Furthermore the question on whether lacks of support or criticism would make them leave the hospital is an indication that the nurses are lacking support from the management. Additionally, the question on whether challenges with patients would make them leave the hospital is an indication that the nurses are experiencing challenges while serving the patients.

Finally, the question on whether excessive working hours would make them leave the hospital is an indication the excessive working hours is dissatisfying the nurses. With this descriptive analysis, it can be concluded that all the factors in question have a high impact on the nurses satisfaction and would result to the nurses leaving the hospital. Finally, it as well gives a descriptive statistics on the question as to whom the nurses collaborate with in making decisions in the hospital.

Table 6: Nurse Satisfaction

Variables	Ranks	Frequency	Percentage %
Low wages will make me leave	Strongly Agree	55	84
	Agree	5	7
	Disagree	6	4
	Strongly Disagree	0	0
Lack of opportunities for career progression will make me leave	Strongly Agree	44	67
	Agree	14	21
	Disagree	8	12
	Strongly Disagree	0	0
Conflicts with medical officers will make me leave	Strongly Agree	52	78
	Agree	14	12
	Disagree	0	10
	Strongly Disagree	0	0
Favourism or lack of fairness will make me leave	Strongly Agree	54	82
	Agree	9	14
	Disagree	3	4
	Strongly Disagree	0	0
Stressful, difficult and demanding job will make me leave	Strongly Agree	58	88
	Agree	8	12
	Disagree	0	0
	Strongly Disagree	0	0
Lack of support will make me leave	Strongly Agree	54	82
	Agree	7	11
	Disagree	5	7
	Strongly Disagree	0	0
Challenges with patients will make me leave	Strongly Agree	48	72
	Agree	11	16
	Disagree	7	12
	Strongly Disagree	0	0
Excessive working hours will make me leave	Strongly Agree	55	84
	Agree	8	12
	Disagree	3	4
	Strongly Disagree	0	0
I collaborate with the following in decision making	Hospital Management	0	0
	Local Management	0	0
	Ministry of Health	0	0
	None	66	100

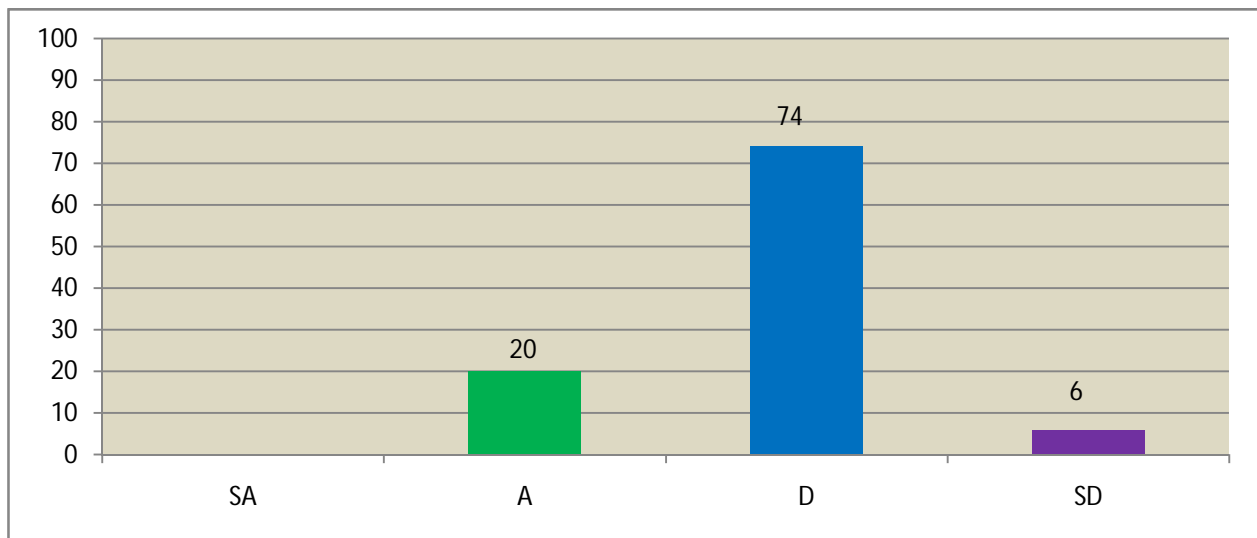
Source: Research Data, 2013

The results revealed that 100% of the respondent population responded that they collaborate with no one. This descriptive analysis indicates that the nurses are entirely not involved in decision making at Pumwani Hospital, which intensifies dissatisfaction thus affecting their retention.

4.1.3 Reward Management

Table 7 below shows the results on the question whether reward management encourages the nurses to continue serving at Pumwani Hospital. The results revealed that a majority of 74% disagreed, 6% strongly disagreed while a minority of 20% agreed with this statement. This descriptive analysis indicates that reward system is influencing negatively the nurses levels of satisfaction thus resulting to their poor retention.

Figure 6: Reward Management encourages the nurses to continue serving



Source: Research Data, 2013

Table 7: Reward Management encourages the nurses to continue serving

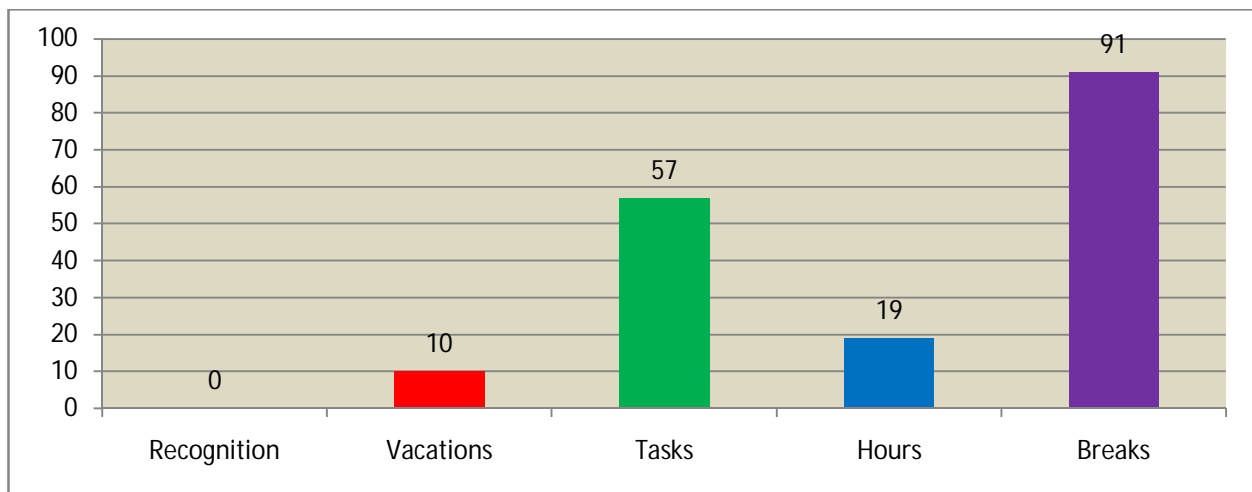
Ranking	Frequency	Percentage %
Strongly Agree	0	0
Agree	12	20
Disagree	49	74
Strongly Disagree	5	6
Total	66	100

Source: Research Data, 2013

4.1.3.1 Intrinsic Rewards

Table 8 below shows the results on the question asking the nurses to list the various intrinsic rewards present at Pumwani Hospital. The results revealed that a majority of 91% of the total respondents indicated career breaks, 57% indicated challenging tasks while a minority of 19% respondents indicated flexible working hours and 10% indicated vacations. None of the respondents indicated recognition.

Figure 7: Availability of the following intrinsic Rewards at Pumwani Hospital



Source: Research Data, 2013

Table 8: Availability of the following intrinsic Rewards at Pumwani Hospital

Variables	Frequency	Percentage %
I enjoy recognition	0	0
I enjoy vacations	7	10
I enjoy challenging Tasks	38	57
I have flexible working hours	13	19
I enjoy career breaks	60	91

Source: Research Data, 2013

This descriptive analysis indicates career breaks have been enjoyed by a majority of the nurses while challenging tasks have been satisfying more than a half of the nurses. Vacations and flexible working hours have only been enjoyed by a few meaning that these benefits are not fairly distributed. The descriptive analysis further indicates that recognition has not been enjoyed by any of the nurses in this hospital, which intensifies the levels of dissatisfaction and as a result to their poor retention.

4.1.3.2 Extrinsic Rewards

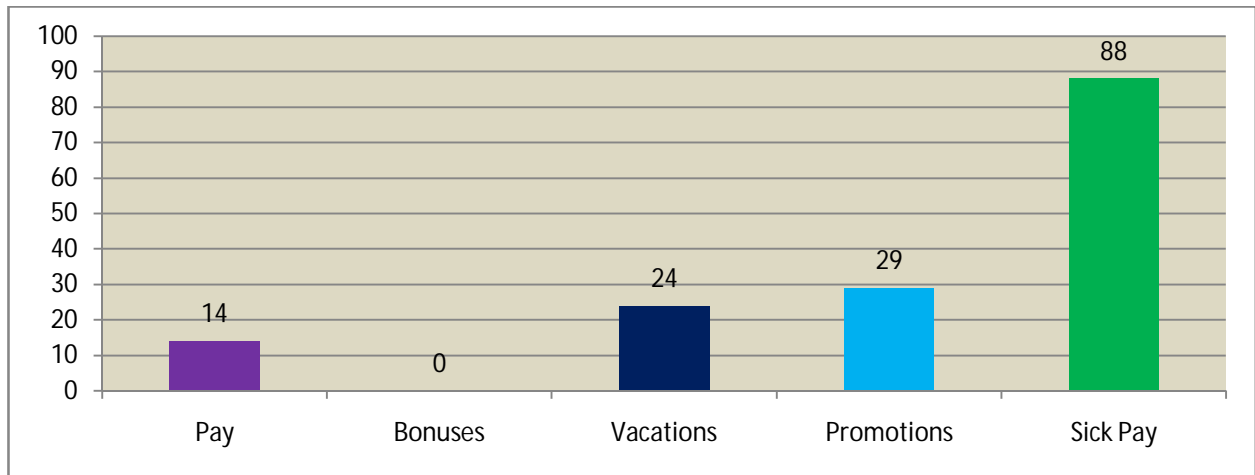
Table 9 below shows the results on the question asking the nurses to list the various extrinsic rewards present in Pumwani Hospital. The results revealed that 88% of the total respondent population had received sickness pay, 29% had received promotions, 24% had received paid vacations while a minority of 14% in the total respondent population had received pay raises and none of the respondent had received monetary bonuses.

Table 9: Availability of the following extrinsic Rewards at Pumwani Hospital

Variables	Frequency	Percentage %
I receive pay raises	9	14
I receive monetary bonuses	0	0
I enjoy paid vacations	16	24
I receive promotions	19	29
I receive sickness pay	58	88

Source: Research Data, 2013

Figure 8: Availability of the following extrinsic Rewards at Pumwani Hospital



Source: Research Data, 2013

This descriptive analysis indicates that just like the distribution of intrinsic rewards, these extrinsic rewards are also not fairly distributed and in addition, the management does not as well recognize monetary bonuses as a contributor to nurse satisfaction and as a result impairing their retention.

4.1.3.3 Managing Factors of Reward

Table 10 below gives the results on the question how the nurses would rate various factors of reward management at Pumwani Hospital. The question on whether they have received paid leave to pursue further education is an indication that there is no paid leave for further studies at the hospital. In addition, the question on whether they participate on pay systems decisions is an indication that the nurses are not involved in pay decisions. On the other hand, the question on whether they have received adequate of pay is an indication that there is low pay at the hospital. Additionally, the question whether the pay they receive for work done is an indication that the pay received is not equal to workload.

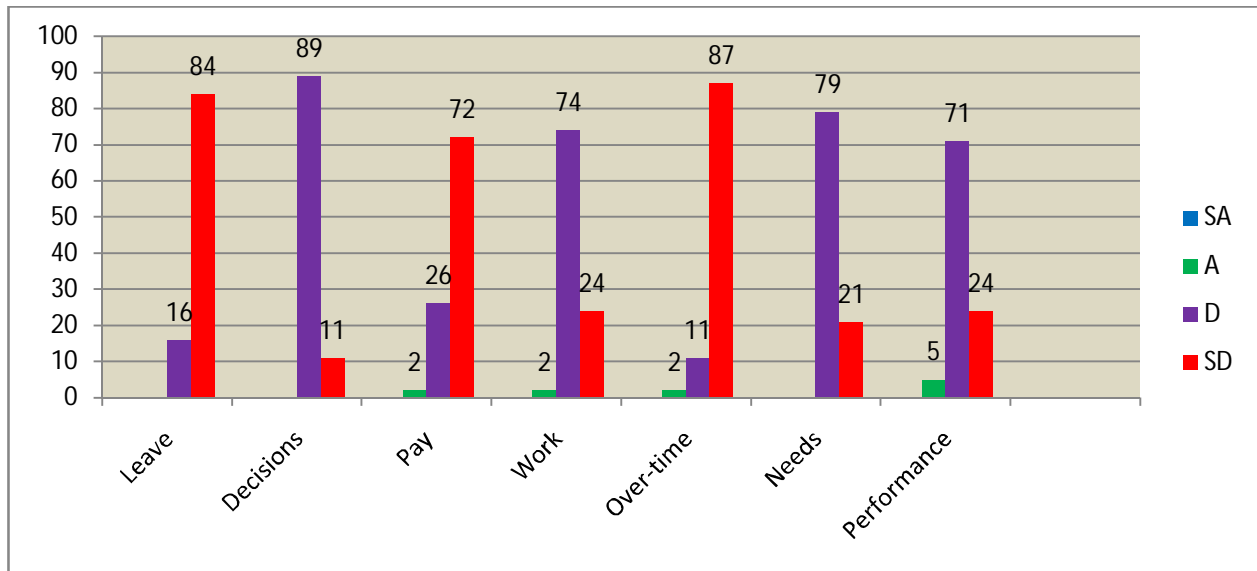
Table 10: Factors of Reward

Variables	Ranks	Frequency	Percentage %
I receive paid study leave	Strongly Agree	0	0
	Agree	0	0
	Disagree	11	16
	Strongly Disagree	55	84
Am involved in pay system decisions	Strongly Agree	0	0
	Agree	0	0
	Disagree	59	89
	Strongly Disagree	7	11
I have adequacy of pay	Strongly Agree	0	0
	Agree	1	2
	Disagree	17	26
	Strongly Disagree	48	72
I have a fair pay rate	Strongly Agree	0	0
	Agree	1	2
	Disagree	49	74
	Strongly Disagree	16	24
I receive over-time payments	Strongly Agree	0	0
	Agree	1	2
	Disagree	7	11
	Strongly Disagree	58	87
I have enough pay	Strongly Agree	0	0
	Agree	0	0
	Disagree	52	79
	Strongly Disagree	14	21
Am reward for performance	Strongly Agree	0	0
	Agree	3	5
	Disagree	47	71
	Strongly Disagree	16	24

Source: Research Data, 2013

Further still, the question on whether they receive over-time payments indicates that the hospital does not encourage the nurses through overtime payments despite the much work load. In addition, the question on whether the pay received meets individual and family needs is an indication that the nurses are highly dissatisfied with the pay they receive at the hospital

Figure 9: Factors of Reward



Source: Research Data, 2013

Finally, the question on whether they are rewarded for good performance is an indication that the hospital does not appreciate the nurses good performance through proper reward. In this descriptive analysis, it can be concluded that most of the nurses are not satisfied with the way reward has been managed in Pumwani Hospital thus making their retention hard to achieve.

4.1.3.4 Review in Salaries

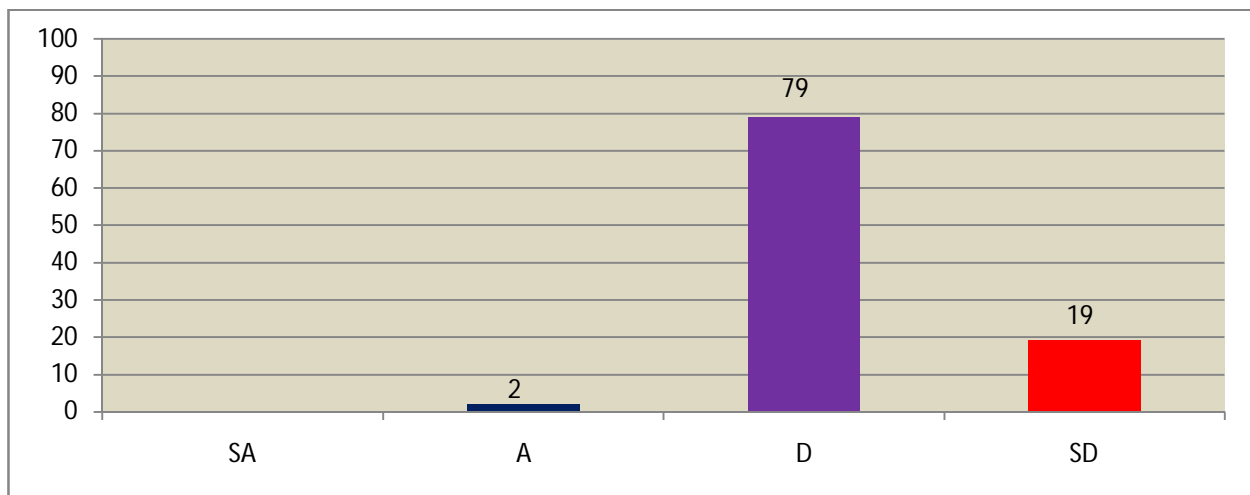
Table 11 above shows the results on the question whether Pumwani Hospital has continuously reviewed the nurse salaries. The results gave a majority of 79% of the respondents disagreeing, 19% strongly disagreeing while only 2% agreed with this statement. This descriptive analysis indicates that there has been minimal or no salary reviews at Pumwani Hospital thus influencing negatively on their satisfaction resulting to poor retention.

Table 11: The nurse have enjoyed salary reviews

Ranks	Frequency	Percentage %
Strongly Agree	0	0
Agree	1	2
Disagree	52	79
Strongly Disagree	13	19
Total	66	100

Source: Research Data, 2013

Figure 10: The nurse have enjoyed salary reviews



Source: Research Data, 2013

4.1.4 Capacity Building

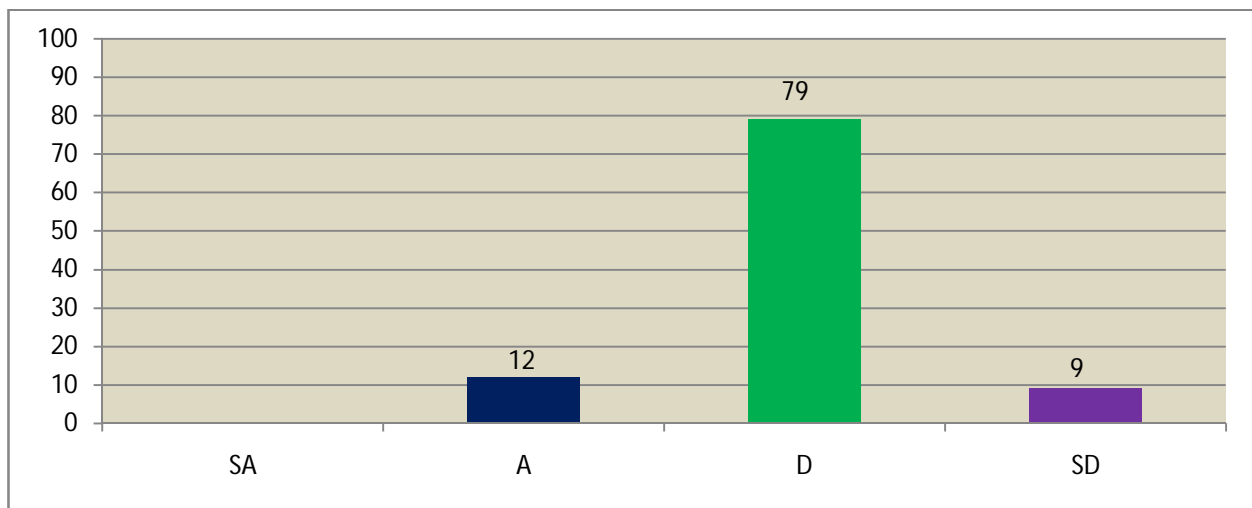
Table 12 above shows the results on the question whether training has increased the morale of the nurses to continue serving at Pumwani Hospital. The results revealed that 79% disagreed, 9% strongly disagreed while 12% agreed with this statement. This descriptive analysis indicates that the training received by the nurses in Pumwani Hospital is not satisfying them thus resulting to their poor retention.

Table 12: The level of capacity building encourages the nurses to continue serving

Ranks	Frequencies	Percentages %
Strongly Agree	0	0
Agree	8	12
Disagree	52	79
Strongly Disagree	6	9
Total	66	100

Source: Research Data, 2013

Figure 11: The level of capacity building encourages the nurses to continue serving



Source: Research Data, 2013

4.1.4.1 Training Management

Table 13 below shows the results on the question asking the nurses to rate various factors on training management. The question on whether they have received sufficient training materials is an indication that the hospital does not offer sufficient training materials. In addition, the question on whether they have received sufficient training which allows them perform their job well is an indication that the hospital does not offer sufficient training.

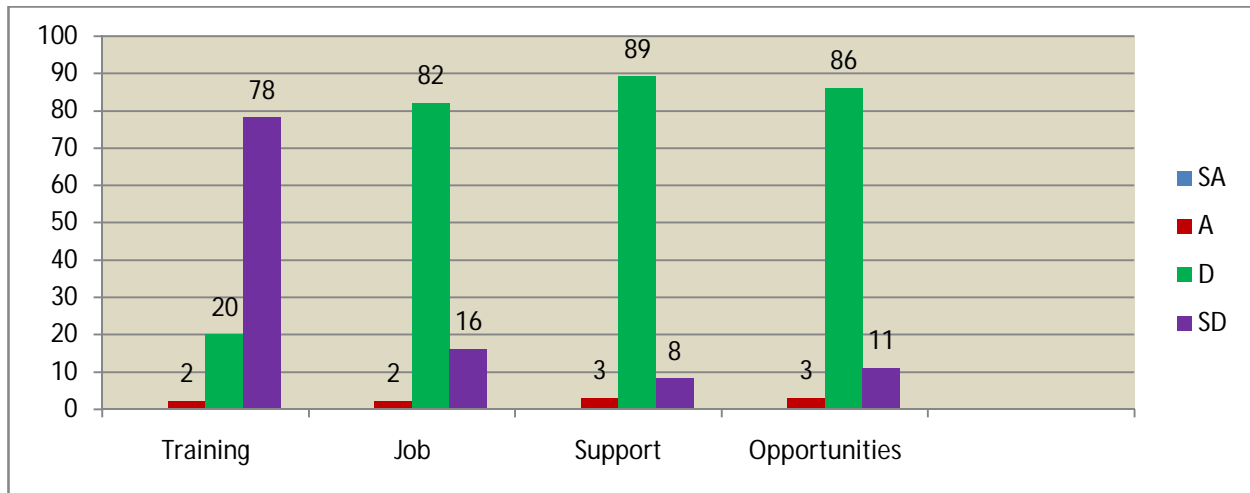
In addition, the question on whether they have been supported to be creative and innovative is an indication that the hospital is not supporting the nurses to be creative and innovative. Finally, the question on whether the nurses have opportunities to learn and grow is an indication that the hospital does not offer opportunities to learn and grow. This descriptive analysis indicates that the nurses have experienced a lot of dissatisfaction with how training is being managed at Pumwani Hospital thus resulting impairing their retention.

Table 13: Training Management

Variables	Ranking	Frequency	Percentage%
I receive sufficient training materials	Strongly Agree	0	0
	Agree	1	2
	Disagree	13	20
	Strongly Disagree	52	78
I have received sufficient training	Strongly Agree	0	0
	Agree	1	2
	Disagree	54	82
	Strongly Disagree	11	16
Am supported to be creative & innovative	Strongly Agree	0	0
	Agree	2	3
	Disagree	59	89
	Strongly Disagree	5	8
I have opportunities to learn & grow	Strongly Agree	0	0
	Agree	2	3
	Disagree	57	86
	Strongly Disagree	7	11

Source: Research Data, 2013

Figure 12: Training Management



Source: Research Data, 2013

4.1.4.2 Education Advancement

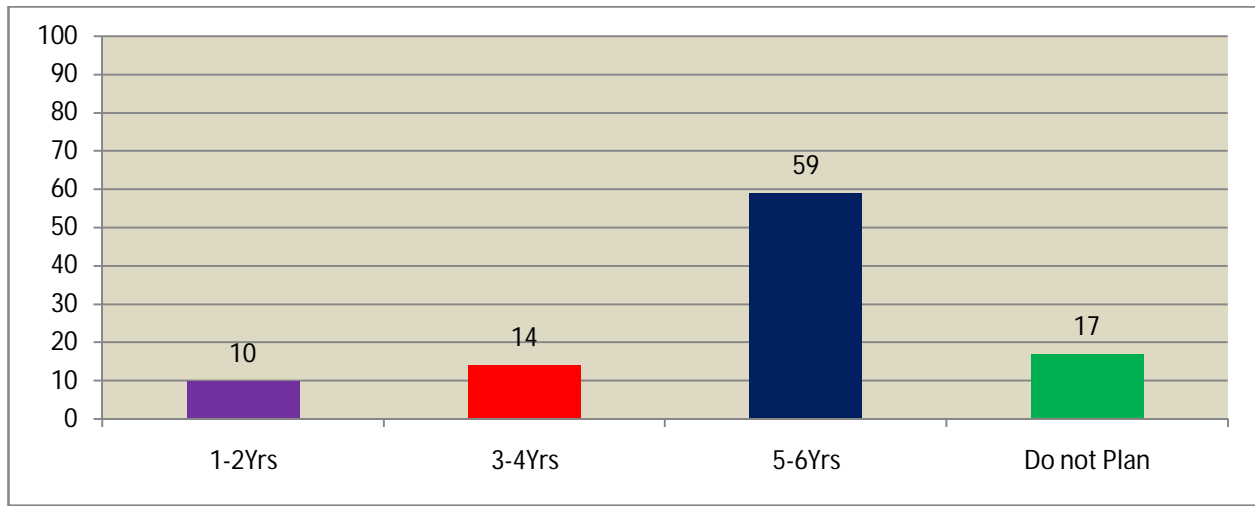
Table 14 below gives the results on the question concerning the number of years the nurses are planning to advance to the next level of education. The results revealed that 10% are planning to advance in the next 1 to 2 years, 14% in 3 to 4 years, a majority of 59% of the respondents were anticipating to advance to the next 5 to 6 years while 17% were not planning to advance at all. This descriptive analysis indicates that most of the nurses serving at Pumwani Hospital have the will to advance their levels of education but could be facing financial difficulties that make it hard to advance to the next level.

Table 14: Intended period of education advancement to the next level

Ranks	Frequencies	Percentage %
1-2yrs	7	10
3-4yrs	9	14
5-6yrs	39	59
Don't plan	11	17
Total	66	100

Source: Research Data, 2013

Figure 13: Intended period of education advancement to the next level



Source: Research Data, 2013

4.1.5 Working Environment

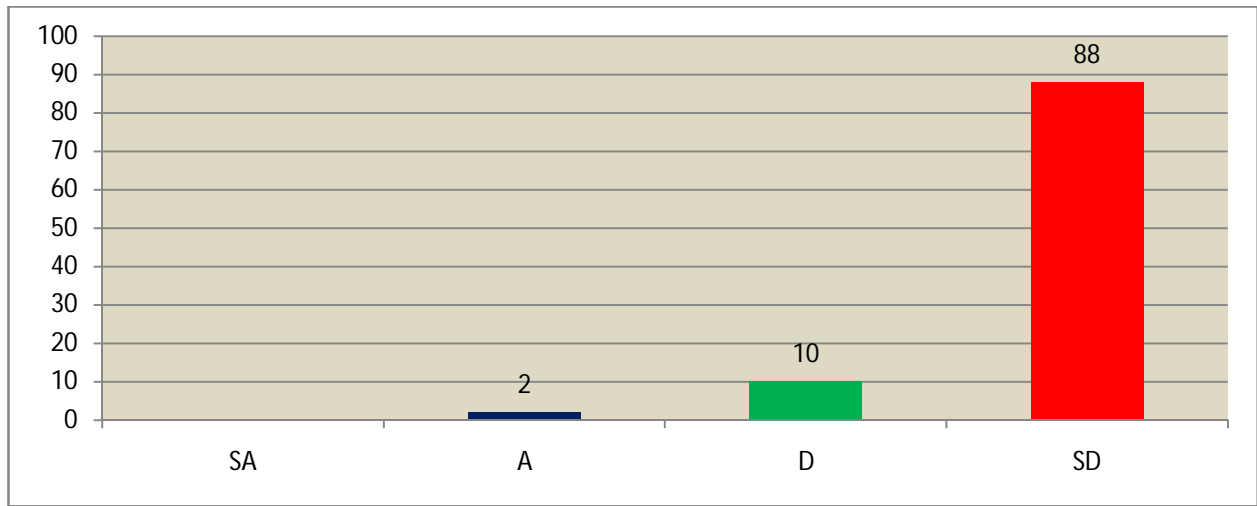
Table 15 below gives the results on the question whether the working environment encourages the nurses to continue serving at Pumwani Hospital. The results revealed that a majority of 88% of the respondents strongly disagreed, 10% disagreed while 2% agreed with this statement. This descriptive analysis indicates that a majority of the nurses are highly dissatisfied with the working environment which is resulting to their poor retention.

Table 15: The working environment encourages the nurse to continue serving

Ranking	Frequency	Percentage %
Strongly Agree	0	0
Agree	1	2
Disagree	7	10
Strongly Disagree	58	88
Total	66	100

Source: Research Data, 2013

Figure 14: The working environment encourages the nurse to continue serving



Source: Research Data, 2013

4.1.5.1 Factors in the Working Environment

Table 16 below gives the results on the question asking the nurses to rate various factors in the working environment at Pumwani Hospital. The question on whether they are involved in decision making is an indication that the hospital does not engage the nurses in decision making. On the other hand, the question on whether they know where to access information regarding the patients care is an indication that most of the nurses have no access to information regarding patient care. In addition, the question on whether they are involved in policymaking is an indication that the hospital does not engage the nurses in policymaking.

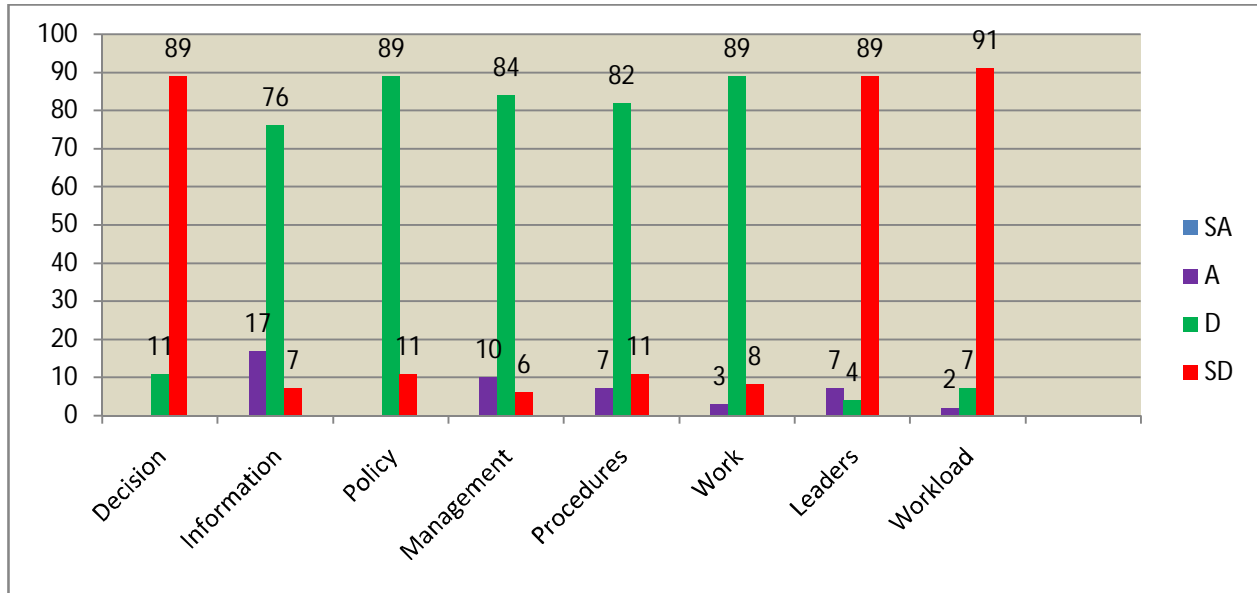
Table 16: Factors in working environment

Variables	Ranking	Frequency	Percentage%
Am involved in decision making	Strongly Agree	0	0
	Agree	0	0
	Disagree	7	11
	Strongly Disagree	59	89
I have access on patients information	Strongly Agree	0	0
	Agree	11	17
	Disagree	50	76
	Strongly Disagree	5	7
Am involved in policy making	Strongly Agree	0	0
	Agree	0	0
	Disagree	59	89
	Strongly Disagree	7	11
I have access to management information	Strongly Agree	0	0
	Agree	7	10
	Disagree	55	84
	Strongly Disagree	4	6
I have familiarity with operating procedures	Strongly Agree	0	0
	Agree	5	7
	Disagree	54	82
	Strongly Disagree	7	11
I have a flexible work schedule	Strongly Agree	0	0
	Agree	2	3
	Disagree	59	89
	Strongly Disagree	5	8
I have role model Leaders	Strongly Agree	0	0
	Agree	5	7
	Disagree	3	4
	Strongly Disagree	58	89
Am comfortable with the level of work load	Strongly Agree	0	0
	Agree	1	2
	Disagree	5	7
	Strongly Disagree	60	91

Source: Research Data, 2013

Additionally, the question on whether they know where to access information regarding the management is an indication that a majority of the nurses have no access to information regarding the management. Further still, the question on whether they are familiar with standard operating procedures is an indication that most of the nurses are not familiar with standard operating procedures.

Figure 15: Factors in the working environment



Source: Research Data, 2013

On the question whether their work schedule is flexible is an indication that the work schedule is not flexible in this hospital. On the other hand, the question on whether leaders in the hospital are role models is an indication that the leaders in the hospital are not role models to the nurses. Finally, the question on whether they are comfortable with the level of workload is an indication that the hospital has a lot of workload. This descriptive analysis reveals that most issues in the working environment have a negative impact on a majority of the nurses satisfaction thus resulting to their poor retention.

4.1.5.2 State of Factors in working Environment

Table 17 below gives the results on the questions how the nurses rated various issues in the working environment. The question on the state of their relationship with their supervisor had a high majority of 83% of the respondents rating it as poor while 6% rated it as good. This is

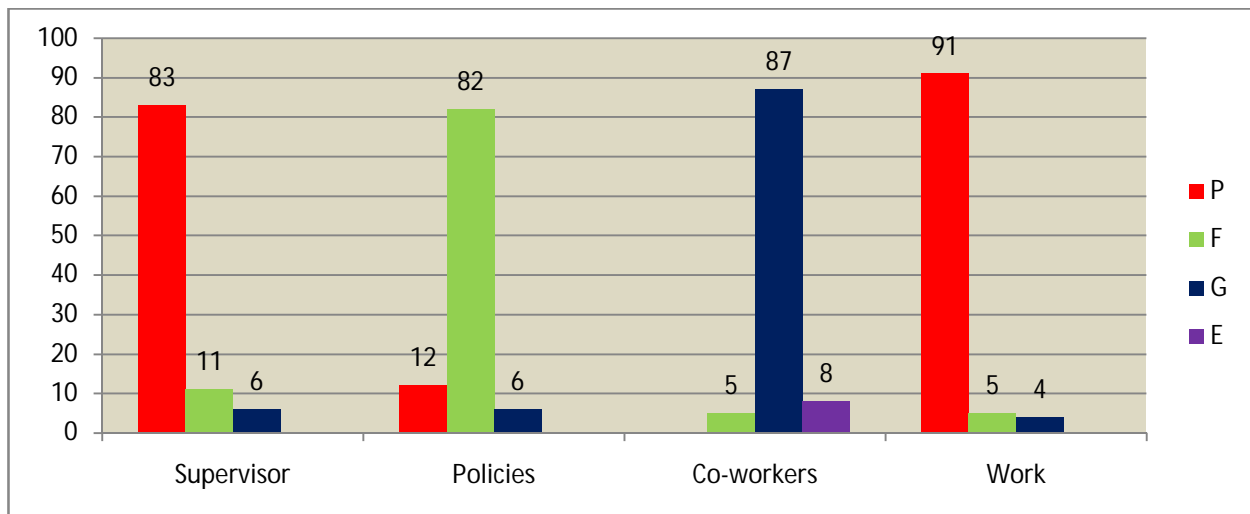
an indication that a majority of the nurses are experiencing poor relationship with their supervisors.

Table 17: State of factors in working environment

Variables	Ranking	Frequencies	Percentage %
My relationship with supervisor	Poor	55	83
	Fair	7	11
	Good	4	6
	Excellent	0	0
State of organizational policies	Poor	8	12
	Fair	54	82
	Good	4	6
	Excellent	0	0
My relationship with co-workers	Poor	0	0
	Fair	3	5
	Good	57	87
	Excellent	6	8
State of work conditions	Poor	60	91
	Fair	3	5
	Good	3	4
	Excellent	0	0

Source: Research Data, 2013

Figure 16: The state of factors in the working environment



Source: Research Data, 2013

On the other hand, the question on organizational policies is an indication that the policies are not satisfying the nurses. In addition, the question on relationship with co-workers is an indication that the nurses have good relations among themselves. Finally, the question on work conditions is an indication that the work conditions are very poor. This descriptive analysis indicates that the nurses are highly dissatisfied with most of the issues in the working environment with an exception of relationship among themselves, which recorded a positive response. The negative results thus indicate that the nurses are experiencing a lot of dissatisfaction with the working environment, which is resulting to their poor retention.

4.1.6 Descriptive Statistics results on Retention Survey

Descriptive statistics in the form of arithmetic means and standard deviations were computed for the various variables assessed by the nurse retention survey. The results are presented in Table 18 below. The table indicates that the arithmetic mean for the total retention sample is 50.02 with a standard deviation of 8.15. With these statistics, it may be concluded that proper management of these factors will boost the retention of the nurses. Their contribution to nurse retention is relatively high based on the fact that the average level as measured by this survey would be represented by a mean of approximately 43.38. In addition the standard deviation for the overall level of retention is also high thus indicating that these variables will result to above average levels of retention. This is an indication that mismanagement of these dimensions will contribute a lot to nurses dissatisfaction in return lowering their retention.

This arithmetic assessment indicates that the mean of nurse collaboration in decision making, overtime payments, fair workload, paid leave to pursue training, presence of role model leaders, involvement in decision making as well as adequacy of pay have a relatively higher impact on nurse retention as compared with the other dimensions; they have a mean of

between 3.79 to 4.00. This is an indication that proper management of these factors will contribute to higher levels of retention. Others such as stressful, difficult and demanding job, relationship with management, work conditions, support as well as working hours have a mean of between 1.14 to 1.24 meaning that they have a relatively low contribution on nurse retention. With these results, commitment on proper management on factors resulting to higher levels of nurse retention will contribute to a loyal and a satisfied workforce making it easy for the management to retain the nurses for longer periods.

Table 18: Descriptive Statistics for the dimension of retention survey

Variable	Case (N)	Mean	Standard Deviation
Wages or benefits	66	1.27	.669
Career progression	66	1.45	.706
Stressful, difficult & demanding job	66	1.14	.346
Support	66	1.24	.583
Working hours	66	1.21	.512
Collaboration	66	4.00	.000
Paid leave to pursue training	66	3.85	.361
Adequate pay	66	3.79	.448
Over time payments	66	3.86	.388
Opportunities to learn and grow	66	3.08	.364
Decision making	66	3.89	.310
Policy making	66	3.08	.319
Flexible work schedule	66	3.05	.325
Role models leaders	66	3.80	.561
Workload	66	3.89	.386
Relationship with management	66	1.23	.549
Organizational policies	66	2.00	.496
Relationship with co-workers	66	3.05	.369
Work conditions	66	1.14	.460
Total	66	50.02	8.15

Source: Research Data, 2013

4.2 INFERENCE STATISTICS

This section will present the results of the inferential statistics employed in this study. For the purpose of testing the study research hypothesis, a multiple regression analysis together with Correlation Coefficient was performed. Conclusions are drawn with regard to the sample and decisions are further made in respect to the research hypothesis with the aid of these statistical techniques.

4.2.1 Correlation Co-efficient

The Pearson's Product Moment Correlation was computed in order to determine whether there are significant relationship between working environment, reward management and capacity building to levels of retention.

Table 19 above indicates that the correlation coefficients for the relationships between retention and two of these dimensions are direct, linear and positive ranging at moderate correlation coefficients. Significant correlations were shown to exist between reward management and retention ($r=0.107$, $p<0.05$), between capacity building and retention ($r=0.354$, $p<0.05$) suggesting that higher values of these variables will translate into higher levels of retention and the reverse of this is also true that corresponding low levels on any of these variables will result to low levels of retention.

The highest factor contributing to the low levels of significance correlation of these dimensions with retention is that the level of satisfaction the nurses are getting from the management of these variables is very low. In addition, there are weak, though statistically significant relationships between retention and the working environment ($r= -0.155$, $p<0.05$) meaning that even if the working environment is the least promoter of employee retention, it is highly mismanaged at Pumwani Hospital. The highest predictor of nurse retention from this

analysis is proper management in capacity building which is giving the highest correlation. Table

19: Relationship between variables and Retention

Variable	Retention	
	Pearson Correlation	Sig.
General Information Employee Satisfaction		
Age	0.771	0.000*
Gender	0.073	0.280*
Type of Nurse	0.037	0.385*
Number of years in service	0.724	0.000*
Work conditions	0.055	0.331*
Stressful, difficult & demanding job	0.023	0.428*
Working hours	0.265	0.016*
Involvement in Policy making	-0.198	0.056*
Relationship with management	0.161	0.098*
Reward Management	0.107	0.196*
Wages and benefits	0.534	0.006*
Adequate pay	-0.303	0.007*
Over time payments	-0.289	0.009*
Paid leave to pursue training	0.512	0.075*
Capacity Building	0.354	0.002*
Training opportunities	0.543	0.015*
Opportunities for career progression	0.524	0.000*
Management Support	0.279	0.012*
Flexible work schedule	0.150	0.114*
Working Environment	-0.155	0.108*
Involvement in decision making	0.521	0.175*
Role models leaders	0.200	0.054*
Challenges with patients	0.562	0.281*
Relationship with co-workers	-0.056	0.329*

*P<0.05

**p<0.01

Source: Research Data, 2013

Furthermore, factors of reward management, capacity building as well as working environment in the study that gave strong correlation with retention is age, years in service, wages and benefits, paid leave to pursue training, training opportunities, opportunities for career progression, challenges with patients as well as involvement in decision making. This is therefore an indication that proper management of these factors will result to high levels of nurse

retention. In addition, factors with a low but significant correlation on retention are relationship with co-workers, involvement in policy making and levels of workload meaning that these presence of these factors will not have a big impact on nurse retention.

In conclusion, the results on Product Moment Correlation indicate that there are statistically significance relationships between retention achieved through satisfying the nurses through proper management of capacity building and reward management. These correlations indicate that the manner at which the management manages these dimensions will predict the level of nurse retention. Therefore, the higher the values of these variables the higher the levels of retention and the lower the values of these variables the lower the levels of retention.

4.2.2 Multiple Regression Analysis

The multiple regression analysis was performed to determine whether the enhancement of nurse satisfaction through reward management, capacity building and the working environment explain the variance on nurse retention. The results of the multiple regression analysis regressing these three variables are as presented in Table 20 below.

Table 20: Regression Model

Multiple R	R square	Adjusted R square	Standard Error	Regression	Residual	F	Sign F
0.957	0.916	0.713	0.475	46	19	4.517	0.000

Source: Research Data, 2013

Table 20 above indicates that the multiple correlation among these three variables and retention as indicated by multiple R is 0.957. Moreover, given the R square value of 0.916, it may be concluded that these variables can account for a high value of 91.6% of the variance on retention. The F-statistic with a value of 4.517 at 46 and 19 degrees of freedom is statistically

significant at 0.05 levels. With these statistics, it can be concluded therefore that these three variables of reward management, capacity building and working environment together significantly explain 91.6% of the variance on retention. It should also be noted that even if the variance on retention accounted for by these three variables is relatively high, the remaining 8.4% of the variance is therefore explained by factors other than these considered meaning that the management should not ignore them as well.

Table 21: Multiple Regression-Objectives variables and Retention

Variable	Beta	T	Sig T
Reward Management	0.215	0.969	0.345*
Capacity Building	0.445	1.860	0.079*
Working Environment	0.134	0.460	0.651*

*P<0.05 **p<0.01

Source: Research Data, 2013

Moreover, as seen in table 21 above it can also be concluded that the highest predictor is capacity building with a Beta of 0.448, reward management a Beta value of 0.227 while working environment is the least predictor of retention among these variables with a Beta value of 0.136. Basing on these results, it may be concluded that the ability to retain the nurses will be determined by the ability to invest in their training as well as supporting them to be creative and innovative. In addition giving them adequacy of pay and providing a conducive working environment will further promote on their retention.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The data collected from the sample in Chapter Four was analyzed to give relevant information that will be reflected in this chapter. The conclusion of the findings gathered from the questionnaires is dealt with in this chapter.

5.1 SUMMARY OF THE FINDINGS

The study was set to establish why most of the public hospitals in Kenya are losing their nurses using a case study of Pumwani Maternity Hospital based in Nairobi. The objective was to investigate how reward management, capacity building as well as the working environment are affecting retention of the nurses in this hospital. A total of 66 nurses out of 97 in the sample population responded by completing and returning the questionnaire.

The results have clearly indicated that poor management of the working environment, capacity building and reward management, is the main reason as to why nurse retention is such a big challenge at Pumwani Hospital. A total of 92% of the total respondents have not been able to attain satisfaction at Pumwani hospital which has resulted to most of them planning to leave the hospital. As stated by several authors such as Cowin, (2002), Tourangeau, Mc Gillis Hall, Doran, & Petch (2006) that employee satisfaction is a significant predictor of retention this could be the major contributor of poor nurse retention at Pumwani Hospital. This is further indicated by the results that none of the respondents wish to continue serving in this hospital for more than 8 years while most of them at 51% of the total respondents population plan to quit in the next 1-2 years while 29% in the next 3-4 years.

This low rate of retention has been contributed by the poor working environment which has discouraged a high majority of 88% of the total respondents to continue serving at Pumwani Hospital. In addition to this, lack of capacity building has discouraged 79% of the

respondents to continue serving in this hospital while poor reward management has discouraged 74% of the respondents to continue giving their services in this hospital. This is in agreement with authors such as Boyens, (2007) that employee satisfaction achieved through adequate resources for research and education, proper reward management (HSR, 2007) as well as a conducive working environment (Ma, Samuel, & Alexander, 2003) is a significant predictor of retention. This also explains research by Aiken (2001) on several occupations in USA that nurses are more prone to leaving their occupations if they are dissatisfied than all the other groups because of the nature of this job. It is in this reason that the failure to adequately address these factors impairing retention has explained why the African economies have suffered heavily the migration of nurses abroad (WHO, 2011).

5.1.1 Findings on the Biographic Information

The findings on the biographic information revealed strong relationships between retention and the age of the nurse ($r=0.77$, $p<0.05$) meaning that the higher the age the higher the retention. These results explain the rationale that older employees have a high sense of responsibility and greater commitment to their job as compared to younger people as stated by Martocchio (1989), thus resulting to higher levels of their retention. Results have indicated that only 12% of the respondents aged between 41-50yrs while only 2% was aged between 51-60yrs. This means that very few nurses remain to serve at Pumwani Hospital for longer periods thus impairing retention.

The findings also revealed that there is as well a strong relationship between retention and the number of years in service ($r= 0.72$, $p<0.05$). This explains the rationale by Martocchio, (1989) that employees who have been in employment for longer periods will tend to

express higher levels of satisfaction and organizational commitment resulting to higher levels of retention.

This could be that the higher the level of experience the higher the ability of the nurse to deal and get used to diverse and difficult situations relating to the job which in return promotes their level of retention. The case of Pumwani Hospital gave disappointing results that very few of the respondents at 13% have served between 11 to 15 years while another minority of 7% has served above 15 years thus suggesting that very few of the nurses stay to serve for longer periods at the Hospital.

5.1.2 Findings on Reward Management

Results have indicated that significant correlations exists between reward management and retention ($r=0.107$, $p<0.05$) suggesting that higher values of this variable will translate into higher levels of retention and corresponding low levels will result to low levels of retention. This explains the underlying principle by Smith (2010) that reward management has a great correlation with employee satisfaction, which translates to high levels retention. The low value in significant correlation explain the fact that poor reward management is a factor hindering retention at Pumwani Hospital as indicated by results that among the 66 of the respondents only 10% received the vacations while only 29% had enjoyed promotions. This could be based on the fact that there is no fairness in offering these rewards. The results also gave a disappointing scenario in that none of the nurses enjoyed recognition which is a very essential intrinsic reward. These results can justify why a case study of Kenya and Benin by WHO (2006), on reward management gave a higher level of utilization of non-financial incentives by Benin as compared to Kenya which has increased the satisfaction of the nurses in this country (WHO, 2006).

On the other hand, the study gave a positive result in that 91% of the respondents enjoyed career breaks, this could be the annual leave enjoyed by every civil servant. In addition, 57% enjoy challenging tasks which is another important factor of intrinsic reward. This could be that the nurses have passion with their jobs and therefore enjoys attending the mothers together with their babies. In addition, the results on the various extrinsic rewards available in the hospital gave another disappointing scenario that none of the respondents received monetary bonuses which is yet another very essential extrinsic reward in that it promotes productivity. On the other hand 14% received pay rises, 24% enjoyed paid vacations while 29% enjoyed promotions. This is an indication that there is also lack of fairness on the distribution of the extrinsic rewards. This observation explains the findings by AWC, (2011) that Pumwani Maternity Hospital has inequitable remuneration allowances and lack of welfare benefits.

Other benefit such as sickness pay is received by a majority of 88% of the total respondent population, which could be contributed by the fact that every civil servant enjoys a medical cover. These unpleasant circumstances indicate that reward management is a factor contributing to nurse dissatisfaction making most of them plan to leave the hospital. Such cases like 84% has not received paid leave to pursue further education, 89% have not participated on pay systems decisions, 72% have no adequacy of pay, 74% received unfair rate of pay as compared to the work they do, 87% do not receive over-time payments, 79% receive a pay that does not meet their individual and family needs while 71% stated that they are not rewarded for good performance. These challenges are among the major reasons as to why 74% of the total respondents felt that reward management does not encourage them to continue serving at Pumwani Hospital.

Among the factors of reward management that gave a significant relationships with retention is wages and benefits ($r= 0.53, p<0.05$). This means that the level of wages and benefits offered by the hospital will affect the morale of the nurses to either continue serving or to stop serving at the hospital. There are as well significant relationships existing between retention and paid leave to pursue training ($r= 0.51, p<0.05$). This means that availability of paid leave to pursue training will highly encourage the nurses to continue serving at the hospital and the absence of this will highly discourage them and make them leave the hospital.

5.1.3 Findings on Capacity Building

Results have indicated that significant correlations exists between capacity building and retention ($r=0.354, p<0.05$) suggesting that higher values of this variable will translate into higher levels of retention and corresponding low levels will result to low levels of retention. This explains the rationale by Phillips & Connel, (2002) that training and development builds loyalty between the organization and its employees thus promoting retention. This low level in significant correlation on retention at Pumwani Hospital explains why capacity building is a challenge to nurse retention which is explained by factors such as lack of sufficient training materials which indicated that 78% of the respondents have not received this facility, 82% have not received sufficient training, 89% have not been supported to be creative and innovative while 86% have no opportunities to learn and grow. This could be the main reason as to why up to 67% of the total respondents are non-registered nurses and further still 60% of the respondents are certificate holders. This is an indication that the hospital does not give a lot of concern to the nurses capacity building.

Moreover, failure to support the nurses in advancing their education is giving them a hard time to do so with a majority of 59% of the respondents stating that they are only planning

to advance in the next 5 to 6 years while 17% have got no plan to advance. This could be the fact that the level of pay received by these nurses is very low making it difficult to enroll for higher education. In relation to this, only a minority of 10% plans to enroll in the next one to two years while 14% in the next three to four years. This is an indication that nurses are in dire financial crises which makes it impossible for them to enroll for higher education. It has denied them quality skills and knowledge to perform their work. These challenges are among the major reason as to why 79% stated that capacity building have lowered their morale to continue serving at Pumwani Hospital and would therefore make them exit from this hospital. This poor management in capacity building is a reason explaining why research by Dovlo & Martineau, (2004) revealed that most of the nurses in developing nations are certificate holders and below. This is as well revealed by results on the academic qualifications of the respondents which indicated that 60% of the respondent population was certificate holders.

The factors of capacity building with relatively high significant relationship on nurse retention is presence of training opportunities ($r=0.54$, $p<0.05$). This means that high value of these opportunities will highly boost retention and the absence of the same will highly impair retention. This can explain that training will build the skills of the nurses making it possible to deal with difficult situations. This in return increases their level of satisfaction and therefore promoting their retention. Another factor of capacity building with a relatively high significance on nurse retention is opportunities for career progression ($r=0.52$, $p<0.05$). The ability of the management to offer opportunities for career progression will promote high levels of nurse retention.

Moreover, this study acknowledges research done by WHO, (2012) on nurse migration from Kenya which revealed that for every Four nurses that Kenya adds to its nursing workforce through training, One nurse from the workforce applies to out-migrate potentially thereby reducing 25% Kenya's ability to retain its nursing workforce through training. This is a clear indication that even if capacity building has the highest significant correlation on retention, relying entirely on nurse training will not be enough.

5.1.4 Findings on the Working Environment

Results have indicated that there are weak though significant correlations existing between working environment and retention ($r = -0.155$, $p < 0.05$) suggesting that higher values of this variable will translate into higher levels of retention and corresponding low levels will result to low levels of retention. This explains the rationale by Taylor (2002), that a working environment with a culture that promotes openness and shared information fosters employee satisfaction and retention. This also explains the underlying principle by Phillips (2002) that it is easy to retain employees working within a healthy working environment.

This low value of significant correlation between working environment and retention at Pumwani Hospital suggests that poor management of the working environment is a factor contributing to low levels of nurse retention. Among the factors in the working environment contributing to poor nurse retention is the failure to engage the nurses in decision making which indicated that 89% of the respondents are not involved in making decisions at Pumwani while 89% stated that the leaders in the hospital are not role models. This justifies the findings by AWC, (2011) that Pumwani Hospital nurses have severally blamed their senior medical officers on failure to undertake adequate consultations and to communicate appropriately their decision

Other findings indicated that 76% do not know where to access information regarding patient care, 89% are not involved in policy making, 84% do not know where to access information regarding the management, 82% are not familiar with standard operating procedures, 89% have work schedule that is not flexible while 91% are not comfortable with the level of workload. This explains the findings by WHO, (2012) that Pumwani Hospital on average serves 20 patients per nurse in a day which fatigues the nurses lowering their satisfaction. This is a clear indication that the working environment has highly dissatisfied most of the nurses.

On the other hand, 83% stated that their relationship with their supervisors is poor, 82% organizational policies are fair while 91% stated that the working conditions are poor. This kind of a working environment contributes to stress and depression making it impossible for the nurses to perform their duties comfortably. These challenges are the main reasons as to why 88% of the total respondent stated that the working environment has made them feel they do not wish to continue serving in this hospital making the nurse retention hard to achieve.

Moreover, contrary to these negative results, 84% of the respondents stated that their relationship with co-workers is good which in itself makes it easy for the nurses to work as a team despite the challenges. This can be contributed by the fact that the nurses have a passion in serving the patients.

The factors in the working environment which gave a relatively high significant relationships on retention is challenges with patients ($r=0.56$, $p<0.05$). This means that the higher the challenges with patients the higher the possibility that the nurse will leave the hospital and the lower the challenges the higher the possibility that the nurse will stay. The other factor with a relatively higher significant relationships on retention is involvement in decision making ($r=0.52$, $p<0.05$).

This justifies the statement by Konrad & Alison, (2006) that employees want to grow in their careers through discretion in decision making as well as job autonomy. This means that the ability of the hospital management to engage the nurses in decision making will promote retention and the failure to do this will impair retention.

5.2 CONCLUSIONS

In addition, employee retention has become of paramount importance in organizations. Ma, Samuel & Alexander, (2003) have pointed out that the achievement of high levels of retention ensures organizational sustainability for longer period of time in this dynamic business environment. Results have indicated that poor management of rewards, lack of capacity building as well as poor working environment are major factors resulting to low levels of nurse retention at Pumwani Hospital.

5.2.1 Conclusions on Reward Management

The study has shown that factors such as lack of pay raises, lack of bonuses, lack of vacations and lack of engagement in pay systems decisions are among the major factors of dissatisfaction which are leading to poor retention. There are also aspects of favoritism at Pumwani Hospital in the way the intrinsic and extrinsic rewards are distributed leaving the nurses highly dissatisfied. These factors of poor reward management have encouraged the nurses to migrate in search of a better pay.

5.2.2 Conclusions on Capacity Building

The study has shown that lack of sufficient training, lack of opportunities to learn and grow as well as lack of training materials are among the major factors impairing the nurses satisfaction. The lack of management commitment on capacity building has hindered the ability of the nurses to deal with various challenges relating to their job in return promoting their migration in search of hospitals that will be committed in training them as well as building on their capabilities to perform their work.

5.2.3 Conclusions on Working Environment

The study has shown that congested wards, excessive workload, lack of medical facilities, poor relations as well as lack of support are the major factors impairing the nurses satisfaction in return impairing retention. This has resulted to stress and depression as they try to give their best to the patients through this challenging environment. The poor working environment has led to the migration of the nurses in search of better working conditions.

5.2.4 Conclusions on Nurse Retention

The results of the study have concluded that the three variables of reward management, capacity building and working environment significantly explain the variance on retention. They account for a high value of 91.6% of the variance on retention. This means that proper management of these variables will result to high levels of nurse retention. In relation to these findings, the study has revealed that the variable with the highest significant correlation with retention is capacity building ($r=0.107$, $p<0.05$). This means that provision of proper training as well as training facilities will increase the level of nurse satisfaction which in return provides them with knowledge and skills to perform their jobs and this will build their loyalty with the hospital thus making it easy to retain them. Additionally, reward management which is a

variable with the second highest correlation on retention follows closely ($r= 0.107$, $p<0.05$) meaning that the nurses should be adequately rewarded which will enable them to meet their individual and family needs thus promoting their level of retention.

It should be noted that the variable of reward management, capacity building as well as working environment holistically explain the variance of retention at 91.6% meaning that even though the significant correlation between retention and the working environment is weak ($r= -0.155$, $p<0.05$), the working environment cannot be ignored. The management has to provide a conducive working environment for the nurses since it will make them feel relaxed and more comfortable thus increasing their desire to continue serving in the hospital making it easy to retain them for longer periods.

On the other hand, even though these variables have such a high value of variance on retention, their beta values as per the findings at Pumwani Hospital are relatively low as show by reward management beta of 0.215, capacity building beta of 0.445 and working environment beta of 0.1345. This is an indication that poor management of these variables at Pumwani Hospital have contributed little to the achievement of nurse retention. This is clearly seen with the results of the study which revealed that 5% of the nurses are minimally satisfied, 92% dissatisfied and 3% very dissatisfied serving at this hospital. The minimally satisfied nurses could be based on the fact that these nurses have served for quite some time in the hospital and therefore their level of experience has build passion in serving the mothers together with their babies. In addition to this observation, the minimally dissatisfied nurses can also be explained by the fact that on average 36% of the respondents have above 15 years in experience which again enhances their satisfaction on the job in that they are much more comfortable with the job due to the level of experience thus retention of this group would be easy to achieve. Therefore,

these findings justify the statement by Boltes & Lippke, (1995) that understanding factors relating to employee satisfaction is necessary in the prevention of employee frustration which results to low levels of retention.

The study has clearly indicated that lack of satisfaction has highly hindered the retention of nurses and has encouraged most of the nurses to migrate abroad in search of hospitals that will be committed in building their satisfaction thus making it hard for the Kenyan public hospitals to achieve their retention. In the process of investigating the highest factor contributing to nurse retention in this study, it has emerged that capacity building followed closely by reward management has the highest impact on retention. The hospital management should therefore be committed at engaging the nurses in making decisions on how to promote the management of issues relating to these factors of human resource management.

5.3 RECOMMENDATIONS

This study justifies the rationale by Ma, Samuel, & Alexander, (2003) that the achievement of high levels of retention ensures organizational sustainability for longer period of time in this dynamic business environment. It is in this reason that retention of nurses in Kenya will be possible through the overall commitment of the hospital management in making the hospital a place where nurses want to come and work in every single day through collaboration with the nurses. This will build their loyalty with the organization and therefore retention will be far much easier to achieve. This as well translates to even more broader benefits as stated by Konrad & Alison, (2006) that engaged employees feel a strong emotional bond to the organization thus resulting to higher productivity and higher retention levels.

In order to achieve this, the hospital management should be committed at reducing the dissatisfies and increasing the satisfiers as stated by Herzberg, (1959). In addition, engaging

them in making decisions on best possible practices that will lead to their satisfaction as stated by Morrel, (2011) is yet another important consideration which the management should implement since it builds trust and commitment to the organization. Through the achievement of satisfaction, the nurses will feel comfortable as well as highly valued by the hospital making retention very easy to manage.

5.3.1 Recommendations on Reward Management

The hospital management should be committed at offering intrinsic as well as extrinsic rewards that will enhance the nurse satisfaction in return win their loyalty. As stated by Richards (2011), it should be noted that the administration of reward packages that drive employees to high levels of performance would promote high levels of nurse satisfaction which will translate to high levels of retention. It is in this regard as indicated by Richards, (2011) that the hospital management should be committed to make salary increments or recognize good performance even without the employees demanding for it. Dwelling more on intrinsic reward like recognition, career breaks, time off as well as engaging the nurses on pay decision making would highly promote the nurse retention. This is echoed by Rashid & Zhao, (2009), that today's organizations are employing creativity in using incentives so as to retain key talents. On the other hand extrinsic rewards like giving a fair pay with over-time payments for every extra work done, paid vacations and bonuses will make the nurse more satisfied and will increase their commitment to the hospital. This will build loyalty of the nurses resulting to high levels of retention.

5.3.2 Recommendations on Capacity Building

The hospital management should acknowledge that in today's modern personnel management the ability to retain a knowledgeable as well as an experienced workforce has emerged a major necessity that stabilizes the workforce over the upcoming years as stated by CNAC, (2002). It should also be noted that the modern employee choose to improve his job rather than apply for new ones elsewhere as indicated by Rashid & Zhao, (2009). This therefore means that the hospital management should be commitment on capacity building by offering sufficient training, giving paid leave to pursue further education, creating opportunities to learn and grow as well as supporting the nurses to be creative and innovative. This will to a large extent improve their ability to deal with arising pandemics as well as increase their ability to handle difficult situations in their job. This will build on their satisfaction and therefore promote high levels of retention.

5.3.3 Recommendations on Working Environment

The hospital management should recognize that working in a healthy working environment would highly promote nurse retention as stated by Phillips, (2002). The ability of the hospital managemnet to build a working environment with a culture that promotes openness and shared information would foster high levels of nurse satisfaction thus resulting to high levels of retention as stated by Taylor, (2002). The management should be committed in involving the nurses in decision making, offer a flexible work schedule, give enough medical facilities , give reasonable workload as well as offer supportive supervision. This will create a working environment that is comfortable and friendly. It as well boosts the nurse morale to continue serving in this hospital resulting into a loyal workforce. As expressed by Smith, (2010) loyal workforce is highly productive, easy to manage and easy to retain.

5.4 LIMITATIONS OF THE STUDY

The most significant constraint to the study was that the participants feared victimization and it took the researcher sometime to convince them and to assure them that their security was highly guaranteed. In addition, access to secondary data was highly limited. Furthermore, the time to collect data, process and interpret was another constraint that demanded a lot of sacrifices and effort.

5.5 FURTHER RESEARCH

Further research should be carried out on the effect of leadership on nurse retention in the Kenyan public hospitals. Considering the fact that the doctors have constantly been blamed by the nurses in this study of Pumwani Maternity Hospital for poor representation in regard to their problems, further research on leadership should therefore be carried out in the reason of finding out how consultative leadership can be promoted in the public hospitals in the aim of promoting nurse retention.

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APPENDICES

APPENDIX 1

CHARITY NYAGUTHII MURIUKI,
KCA UNIVERSITY,
P.O BOX 56808-00200,
NAIROBI, KENYA

TO THE RESPONDENT

Dear sir/madam,

RE: REQUEST FOR RESEARCH ASSISTANCE.

I am an undergraduate student pursuing Masters in Business Administration (Corporate Governance) at KCA University, (Centre Ruaraka).

I am undertaking a dissertation on:

“Effect of employee satisfaction on nurse retention in Pumwani Hospital in Nairobi, Kenya.”

You have been selected to form part of the population. In this regard I kindly request you to fill the attached Questionnaire. Your participation is at your own free will.

The response to the questions is private and confidential and will not be used to the benefit of any particular parties. Any information provided will be purely for academic Research purpose only.

Your assistance and co-operation will be highly appreciated. Thank you for your time and output.

Yours sincerely,
Charity Nyaguthii Muriuki.

APPENDIX 2

Section A: Demographic Information

Q1. Please fill in the information required in the table -tick where appropriate (√)

Gender	Age	Years in service	Type of Nurse: Registered, non-registered	Academic Qualifications e.g. certificate, Diploma, Degree
1. <input type="checkbox"/> Male	1. <input type="checkbox"/> 21-30yrs	1-5 yrs		
2. <input type="checkbox"/> Female	2. <input type="checkbox"/> 31-40yrs	6-10yrs		
	3. <input type="checkbox"/> 41-50yrs	11-15		
	4. <input type="checkbox"/> 51-60yrs	>15yrs		

Section B: Employee Satisfaction

Q2. How would you rate your level of satisfaction in this institution?

Ranking	Tick where appropriate (√)
Very Satisfied	
Satisfied	
Minimally Satisfied	
Dissatisfied	
Very dissatisfied	

Q3. For how long do you intend to continue serving in Pumwani Hospital? Tick where appropriate.

1. 1-2 yrs 2. 3-4 years 3. 5- 6yrs 4. 7-8yrs 5. 9-10yrs 6. > 10yrs

Q4. How do you rate the following in terms of promoting your satisfaction? Tick where appropriate (√).

SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree

Category	SA	A	D	SD
a. The mission and values of the organization				
b. I like the patients I serve				
c. Flexible hours or schedule				
d. The management is a team player				

- e. None of the above
 f. Other specify.....

Q5. What factors would make you leave Pumwani Hospital? Tick (✓) where appropriate.
 SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree

Category	SA	A	D	SD
a. Low wages or benefits				
b. Lack of opportunities for career progression				
c. Conflicts with medical officers or managers				
d. Favoritism or lack of fairness				
e. Job is too stressful, difficult or demanding				
f. Lack of support or too much criticism				
g. Challenges with patients				
h. Excessive working hours				

Q6. Who do you collaborate with in making decisions in Pumwani Hospital?

No.	Name	Tick where appropriate(✓)
1.	Hospital Management board	
2.	Local Government	
3.	Ministry of Health	
4.	Others (please specify)	

- i. None of the above
- j. Other specify.....

Section C: Reward Management

Q7. Reward management encourages me to continue offering my services at Pumwani Hospital.
 Tick where appropriate (✓).

SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree

- a. SA
- b. A
- c. D
- d. SD

Q8. What intrinsic rewards have you received at Pumwani Hospital?

Category	Tick where appropriate(✓)
Recognition	
Vacations	
Challenging tasks	
Flexible working hours	
Career breaks e.g. annual leave	

Q9. What extrinsic rewards have you received at Pumwani Hospital?

Category	Tick where appropriate(√)
Pay Raises	
Monetary Bonuses	
Sickness pay	
Promotions	
Paid Vacations	

Q10. To what extent do you agree or disagree with the following statements. Tick where appropriate (√).

SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree

Category	SA	A	D	SD
I receive paid leave to pursue further education				
I participate in Pay management decisions				
I have adequacy of Pay				
My rate of pay for the work I do is fair				
I receive over-time payments				
The pay I receive meets my individual/family needs				
Am rewarded for good performance				

Q11. Since employment, Pumwani Hospital has continuously reviewed our salaries. Tick where appropriate (√).

SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree

- a. SA
- b. A
- c. D
- d. SD

Section D: Capacity Building

Q12. The level of capacity building I have received encourages me to continue serving at Pumwani Hospital. Tick where appropriate (√).

SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree

- a. SA
- b. A
- c. D
- d. SD

Q13.To what extent do you agree or disagree with the following statements. Tick where appropriate (√).

SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree

Category	SA	A	D	SD
I have received sufficient training materials				
I have received sufficient training that allows me to perform my job well				
Am supported to be creative and innovative				
I have opportunities to learn and grow				

Q14.In how many years do you see yourself advancing from your current level of education to the next; Tick where appropriate (√).

1. 1-2 year 2. 3-4 years 3. 5-6 years 4. Do not plan to advance

Section E: Working Environment

Q15.The working environment encourages me to continue serving at Pumwani Hospital. Tick where appropriate (√).

SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree

- a. SA
 b. A
 c. D
 d. SD

Q16.What is your level of agreement or disagreement in relation to the following factors in your working environment. Tick where appropriate (√).

SA-Strongly Agree, A-Agree, D-Disagree, SD-Strongly Disagree

Factors	SA	A	D	SD
Am Involved in Decision Making				
I knows where access to information regarding Patient Care				
Am involved in Policy Making in this institution				
I know where to access information regarding the management				
Am Familiar with Standard Operating Procedures				
My work schedule is flexible				
The leaders in the hospital are role models				
Am comfortable with the level of workload				

Q17.To what extent do you agree or disagree with the following statements. Tick where appropriate (√).

Poor-P, Fair-F, Good-G, Excellent-E

Factors	P	F	G	E
My relationship with management				
Organizational Policies				
My relationship with my co-workers				
Work Conditions				

Thanks for having taken time to answer this questionnaire. This information will be treated with great confidentiality and your security is highly guaranteed.

APPENDIX 3

Table 1: Nurses and Midwives (per 10,000 population) 2005-2010: Source WHO, 2012

Country Name	Rate per 10,000
Norway	319
Finland	240
United Kingdom	101
United States of America	98
Australia	96
Namibia	28
Uganda	13
Sudan	8
Tanzania	2
Ethiopia	2
Kenya	Below Zero
Zambia	„

Table 2: Professional Nurse Average Salary Income-International Comparison: Source OEC,2008

Country	Annual Salary in US \$
Norway	61,236
Finland	39,504
United Kingdom	25,104
USA	48,732
Australia	53,112

Table 3: Nurse Annual Average Salary: Source WHO, 2012

Country	Annual Salary in US \$
Uganda	1,945
Kenya	3,716
Zambia	2,335