

Motivation Factors Influencing Retention of Staff in public Hospitals in Kenya: A Case Study of Kiambu District Hospital

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Abstract: *There is a growing emphasis on the need to tackle inadequate human resources for health as an essential part of strengthening health systems. Efforts need to be made to understand the capability of health workers, their motivation and other structural and organizational aspects of systems that influence workforce performance and retention. In the year 2006, World Health Organization Report emphasized the need to tackle inadequate human resources for health though proper motivation and retention of qualified staff as an essential part of strengthening health systems. Medical brain drain has been a real threat to provision of health care not just in Kenya but also in Africa at large. All cadres of medics have been resigning and getting employment especially in the western countries where the demand is high, salaries are higher and advanced facilities are available. Therefore this study generally aimed at investigating the motivational factors influencing retention of staff in public hospitals in Kenya using Kiambu District Hospital as a case study. Specifically the study aimed at determining the influence of promotion and training and development on the retention of staff in Kiambu District Hospital. This study adopted a case study research design. The target population was 10 doctors, 20 clinical officers and 225 nurses totaling up to 255 health workers in Kiambu District Hospital. A sample of 128 health workers was drawn from the target population translating to 50% using stratified sampling technique. Data was collected using structured questionnaires and interviews. Descriptive statistics including percentages, frequencies mean, and standard deviation were used to analyze the data obtained. While inferential statistics such as regression were used to determine the relationship between the variables. The results were presented using tables, graphs, and pie charts for ease of understanding. From the results on the regression summary the R Square is 0.955 which shows that staff retention in Kiambu District Hospital was affected by promotion and training and development. This indicated that there was a variation of 95.5% on staff retention in Kiambu District Hospital with promotion and training and development. The remaining 4.5% indicates that there are other factors which affected staff retention in Kiambu District Hospital which were not studied in the current study. The values also show that all the two independent variables under study significantly influenced staff retention in Kiambu District Hospital. At 95% confidence interval, the p-values ($0.00 < 0.05$ and $0.00 < 0.05$) for promotion, and training and development respectively predicted staff retention in Kiambu District Hospital. The study recommends that Kiambu District Hospital should implement policies that state promotion titles be accompanied by monetary gains in order to improve employee retention since they are motivated because of career growth opportunities at the Hospital. The study also recommends that Kiambu District Hospital to ensure every employee gets equal opportunity for training since it's the only way service delivery in the public hospitals sector will improve and increase staff retention rate.*

Keywords: Motivation, Promotion, Training and Development, Staff Retention, and Kiambu District Hospital.

1. Introduction

Today's workers have no qualms about leaving employers for greener pastures. Concerted action is required to retain talented people, but there are limits to what any organization can do. It is also necessary to encourage the greatest contribution from existing talent and to value them accordingly (Armstrong, 2012). Kenya, like many other countries in sub-Saharan Africa, has been affected by shortages of health workers in the public sector. Overall health workers attrition rates from 2004 to 2008 were similar across type of health facility: provincial hospitals lost on average 4% of their health workers, compared to 3% for district hospitals and 5% for health centers. Attrition among doctors and registered nurses was much higher at the provincial hospitals than at district hospitals or health centers, whereas the opposite pattern was observed for laboratory and pharmacy staff lost at a higher rate in lower-level facilities (Chankova, Muchiri, & Kombe, 2009). In this respect, there was need to explore reasons why the medics are leaving the profession and how they can be motivated to stay on to facilitate better provision of health facilities for the people of Kenya and in specifically at Kiambu County.

2. Statement of the Problem

Kiambu District Hospital is under the Ministry of Health and serves patients from the county and Nairobi. For a long period the hospital has suffered a chronic shortage of nurses and doctors. Currently according to the hospital's ICT data center, there is a shortage of 200 nurses and 10 doctors. This problem emanates from inadequate staffing and high staff turnover. This has adversely affected service delivery to the patients and the nurses and doctors that have stayed on have big workloads that have caused severe burnouts and demoralization aggravating an already bad situation. According to the Medical Officer in charge of the hospital, the number of medical officers leaving the hospital escalated when devolved governments took over health issues in the county, a move that was strongly resisted by the medical officers. This is a major drawback to the health service delivery since the hospital acts as a referral to the county's sub district, private hospitals and clinic (KDH Kenya, 2014). By September 2013, nationally, 201 doctors had resigned from public hospitals in protest over how the devolution of health services to county governments has been fraught with mismanagement, nepotism in the hiring of new doctors, frozen promotions and reduced or delayed salaries, according to the secretary general of the Kenya

Medical Practitioners and Dentists Association (KMPDA,2014). The aspects of motivation the researcher focused on include fair promotion practices and training and development. It is imperative for the management of the hospital to take quick measures to retain experienced staff for efficiency.

3. Purpose of the Study

The general aim of this study was to determine the influence of motivation on staff retention in public hospitals in Kenya using Kiambu District Hospital as a case study. Specifically the study sought to establish the influence of promotion and training and development on the retention of staff in Kiambu District Hospital.

4. Conceptual Framework

Conceptual framework is a scheme of concept (variables) which the researcher operationalizes in order to achieve the set objectives (Mugenda & Mugenda, 2003). The study postulates that retention of staff in Kiambu District Hospital (dependent variable) is a function of two main determinants namely, promotion and training and development (independent variables) as presented in Figure 1 below.

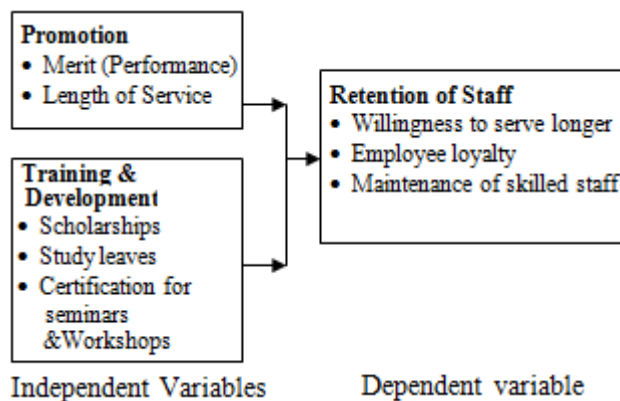


Figure 1: Conceptual Framework

5. Promotion

Promotion means higher position to an employee who carries higher status, more responsibilities and higher salary. The promotion policy which influences the number of factors of the organization such as, morale, motivation, turnover of the personnel in the organization. The human resource department of an organization must develop an effective promotion policy. This should be in written, flexible subject to situations (Muhapatro, 2010). Promotion decisions are guided by the human resource policy and internal and external politics of the organization. Promotions are determined by two common criteria namely seniority and merit. Seniority refers to the length of service that an employee has given to the organization. Merit refers to an employee's skills and ability to perform. Management prefers promotion on merit while trade unions are bias on seniority. The management should clarify this to its employees so that it doesn't become a bone of contention and cause employees departure (Nzuve, 2010). A promotion

policy could state the organizations intention to promote from within wherever this is appropriate as a means of satisfying its requirements for high quality staff thus retaining them. The policy should recognize at times the needs of the organization can only be met from outside. The organization should define the approach it will adapt to engaging, promoting, and training older employees. Emphasizing that the only criterion for selection or promotion should be the ability to do the job, and for training, irrespective of age, as long as the employee will benefit (Armstrong, 2012).

6. Training and Development

Training and development is no longer a matter of teaching traditional craft and management skills but is about teaching people how to learn and encouraging them to become lifelong learners. Human resource development partners have to contend with several issues like whether training should be a single or centralized service or a devolved service embedded within other functions of the organization, whether it should address corporate needs, individual or employee needs or whether to adopt a top-down or bottom-up planning approach (Wachira, 2010). Training and development is the process that enable employees to acquire new knowledge, learn new skills, and perform tasks differently (better) than before (Nzuve, 2010). Providing educational opportunities that support meeting the needs of the health consumer along with meeting the needs of health care providers is a priority for the Training & Development Unit in every institution. Supporting staff and local health care providers with access to education and research opportunities enhances their knowledge and promotes the use of contemporary, evidence based practice (Armstrong, 2012). Effective training also contributes to the employee retention, especially if these individuals learn what they really need to be successful in their jobs and if they earn rewards for their new knowledge (Reed Consulting, U.K, 2011). Certification programs, which reward individuals who master new products and services, can help employees overcome their resistance to change and keep them excited about the influx of new devices and applications. Moreover, giving employees recognition, financial rewards or other benefits for completing certification programs can be a powerful incentive for them to stay with the organization (Haller, Putz, & Schauer, 2013).

7. Research Methodology

This study adopted a case study research design. The target population was 10 doctors, 20 clinical officers and 225 nurses totaling up to 255 health workers in Kiambu District Hospital. A sample of 128 health workers was drawn from the target population translating to 50% using stratified sampling technique. Data was collected using structured questionnaires and interviews. Descriptive statistics including percentages, frequencies mean, and standard deviation were used to analyze the data obtained. While inferential statistics such as regression were used to determine the relationship between the variables. The results were presented using tables, graphs, and pie charts for ease of understanding.

8. Results and Analysis

The study sought to establish the influence of promotion on retention of staff in Kiambu District Hospital. From the research findings majority of the respondents indicated that there is a promotion policy in place at the hospital and they are aware of it (mean 4.30 & Std. dev 0.460); and that promotions are advertised through the HR department (mean 4.25 & Std. dev 0.770). Similarly, most of the respondents accepted that promotions are advertised internally first (mean 4.50 & Std. dev 0.926). However they are not encouraged to apply for internal promotions (mean 2.60 & Std. dev 0.920). Promotions are not frequent in the organization (mean 2.15 & Std. dev 0.729); and that

regular promotion would make the health workers in the hospital to be more motivated and want to stay longer in the organization (mean 4.50 & Std. dev 0.745). Similarly, most of the respondents agreed that skilled labor would be retained through promotion (mean 4.40 & Std. dev 1.072) as shown in Table 1 below.

The findings are similar according to the recommendations by Armstrong (2012) who sites that a promotion policy could state the organizations intention to promote from within wherever this is appropriate as a means of satisfying its requirements for high quality staff thus retaining them.

Table 1: Promotion

| Statement | Mean | S.D | Frequency (%) | | | | |
|--|------|-------|-------------------|----------|---------|-------|----------------|
| | | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| There is a promotion policy in place and employees are aware of it | 4.30 | 0.460 | 0 | 0 | 0 | 70 | 30 |
| Promotions are advertised through the HR department | 4.25 | 0.770 | | 5 | 5 | 50 | 40 |
| Promotions are advertised internally first | 1.50 | 0.926 | | 5 | 5 | 50 | 40 |
| All employees are encouraged to apply for internal promotions | 2.60 | 0.920 | 5 | 55 | 15 | 25 | 0 |
| Promotions are frequent in the organization | 2.15 | 0.729 | 15 | 60 | 20 | 5 | 0 |
| Regular promotion would make me more motivated and want to stay longer | 4.50 | 0.745 | 0 | 5 | 0 | 35 | 60 |
| Skilled labor is retained through promotion | 4.40 | 1.072 | 5 | 0 | 15 | 10 | 70 |
| Average | 3.39 | 0.80 | 6.25 | 18.57 | 15 | 30 | 30.29 |

The study also assessed the influence of training and development on retention of staff in Kiambu District Hospital. From the findings in Table 2, it was evident that there is a training and development policy in place in the hospital and that medical staff are aware of it (mean 4.05 & Std. dev 0.386); and that the hospital encourages every one of its staff to train and improve their skills (mean 4.40 & Std. dev 0.492). However, scholarships and study leaves are not available for that staffs at the hospital who want to train and upgrade (mean 2.15 & Std. dev 0.657); and that training needs for groups and individuals are not identified and met (mean 1.95 & Std. dev 0.386). However, there are regular seminars and workshops organized by the hospital for its staff (mean 4.45 & Std. dev 0.743); and that medical staff

are issued with certificates after training (mean 4.35 & Std. dev 0.657). Similarly, it was established that training and development encourages sustenance and retention of medical staff in the hospital (mean 4.55 & Std. dev 0.977).

The findings are similar according to, Nzuve (2010) who contends that when it is properly done, training and development of health workers improves work performance, creates more favorable attitudes toward work and the organization (positive psychological contract), thereby enhancing retention.

Table 2: Training and development

| Statement | Mean | S.D | Frequency (%) | | | | |
|--|------|-------|-------------------|----------|---------|-------|----------------|
| | | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| There is a training and development policy in place and I am aware of it | 4.05 | 0.386 | 0 | 0 | 5 | 85 | 10 |
| The hospital encourages everyone to train and improve their skills | 4.4 | 0.492 | 0 | 0 | 0 | 60 | 40 |
| Scholarships and study leaves are available for those who want to train and upgrade. | 2.15 | 0.657 | 5 | 85 | 0 | 10 | 0 |
| Training needs for groups and individuals are identified and met. | 1.95 | 0.386 | 10 | 85 | 5 | 0 | 0 |
| There are regular seminars and workshops organized by the hospitals | 4.45 | 0.743 | 0 | 5 | 0 | 40 | 55 |
| Certificates are issued after training | 4.35 | 0.657 | 5 | 85 | 0 | 10 | 0 |
| Training and development Encourage sustenance and retention of medical staff | 4.55 | 0.977 | 0 | 5 | 0 | 40 | 55 |
| Average | 3.7 | 0.61 | 2.86 | 37.86 | 2.86 | 35 | 28.93 |

From the regression summary results in Table 3, the R Square is 0.955 which shows that staff retention in Kiambu District Hospital was affected by promotion and training and

development. This indicated that there was a variation of 95.5% on staff retention in Kiambu District Hospital with promotion and training and development. The remaining

4.5% indicates that there are other factors which affected staff retention in Kiambu District Hospital which were not studied in the current study.

Table 3: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .977 ^a | .955 | .954 | 1.20248 |

a. Predictors: (Constant), promotion, Training and Development

From the ANOVA^a results in Table 4, it was established that that it is not by chance that promotion, and Training and Development predicted staff retention in Kiambu District Hospital. A p-value (0.00<0.05) at 95% confidence interval implies that there was a statistical significance to link the above motivation variables (promotion, and Training and Development) with staff retention. Degree of freedom (df) was 4.00.

Table 4: ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| | Regression | 3536.915 | 4 | 884.229 | 611.519 | .000 ^b |
| | Residual | 166.285 | 115 | 1.446 | | |
| | Total | 3703.200 | 119 | | | |

a. Dependent Variable: Staff retention

b. Predictors: (Constant), promotion, Training and Development

From the findings in Table 5, all the two independent variables under study had a strong positive relationship and significant influence on staff retention in Kiambu District Hospital. At 95% confidence interval, the p-values (0.00< 0.05 and 0.00< 0.05) for promotion, and training and development respectively predicted staff retention at Kiambu District Hospital. However training and development had the highest contribution 1.298 on retention of staff in Kiambu District Hospital. From the findings in Table 5, the t-test results for the coefficient of multiple determinations for the two independent variables were 7.210 and 10.293. Once again, the probability of these results occurring by chance was less than 0.05, being less than 0.001 for the two independent variables; promotion, training and development. This means that the multiple regression coefficient for the two independent variables were statistically significant at the p<0.05 level.

Table 5: Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|--------------------------|-----------------------------|------------|---------------------------|---------|------|
| | | B | Std. Error | Beta | | |
| | (Constant) | -16.119 | 1.137 | | -14.177 | .000 |
| | Promotion | .775 | .107 | .661 | 7.210 | .000 |
| | Training and Development | 1.298 | .126 | .809 | 10.293 | .000 |

a. Dependent Variable: Staff retention

9. Conclusion

On the role promotion on staff retention, the study concludes that promotion is a key determiner of retention of health workers. Both the descriptive analysis and inferential

analysis supports this proposition which was also reiterated during the interview with departmental heads. On the role of training and development, the study concludes training and development significantly influences staff retention in public hospitals. From the descriptive analysis, a mean of 2.53 implied that respondents were discontented by training and development practices in the hospital, a finding that was supported by the inferential analysis. P-value (0.00<0.05) meant that there existed a statistical significance to conclude that training and development were recognized by health workers as determiners of staff retention.

10. Recommendations

- On the influence of promotion on staff retention, the study recommends that Kiambu District Hospital should implement policies that state promotion titles be accompanied by monetary gains in order to improve employee retention since they are motivated of career growth opportunities at the Hospital.
- On the influence of training and development, the study recommends that Kiambu District Hospital to ensure every employee gets equal opportunity for training since it's the only way service delivery in the public hospitals sector will improve and increase staff retention rate.

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