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EFFECTS OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE RETENTION IN PRIVATE HOSPITALS IN KIAMBU COUNTY, KENYA

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Abstract

Purpose: The general objective of the study was to establish the human resource practices affecting employee retention in selected private hospitals in Kiambu County, Kenya. The specific objectives were: to examine the influence of career development, work life balance, work environment and compensation strategies on retention of employees in selected private hospitals in Kiambu.

Methodology: Descriptive survey was employed. The study focused on the level 3 and 4 private hospitals, which are 7 within the County. This study targeted 340 employees of level 3 and 4 private hospitals in Kiambu County. The study used purposive sampling and sampled medical workers of the private hospitals in Kiambu County who were 120. The medical workers who included the doctors, nurses and clinical officers were sampled since they have knowledge on human resource practices and employee retention at the private hospitals.

Findings: Findings displayed that 89 of the questionnaires we filled properly and returned. The results showed that career development, work life balance, compensation strategies and work environment had a positive and significant effect on employee retention in private hospitals.

Unique Contribution to Practice and Policy: Private hospitals that do not have a coaching and mentorship programs for their employees should ensure they introduce them since they enhance employee retention. The investigation also endorses that the private hospitals should inspire active cooperation across different parts of the organization. They should also ensure that there is a career path of staffs in their firm. Since career growth and development are an integral part of every individual's career; more opportunities should be created for employees of private hospitals. In addition, private hospitals should have a clear work schedule for their employees. In addition, private hospitals should ensure they have enough leave days for their workers.

Key words: *career development, work life balance, work environment, compensation strategies, retention of employees*

1.0 INTRODUCTION

With globalization fanning competition for talented and skilled employees, organizations are challenged to find better ways to entice and retain talented as well as equipped workers. This is necessary if they have to continue to offer quality humanitarian services and develop products that meet the needs of their ultimate beneficiaries. Employees are tremendously vital to a firm since their value is fundamentally intangible and not easily replicated (Muma, 2018). Armstrong and Baron (2012) stated that workers' skills and experience contribute significantly to the success of an organization. Besides, Aydogdu and Asikgil (2011) asserted that given a swiftly fluctuating business atmosphere, it ought not to be overlooked that the performance of a firm depends on the commitment, motivation and satisfaction of the workers.

Retention of employees as noted by Muma (2018), refers to sustaining staff members that one needs to keep and not drop them from the firm for whichever reason and more so to the competitors. Further, the author observed that, the important workers are those that have positions that are key to the firm success. Similarly, Ndinya, Nzulwa and Kwena (2017) referred retention as the act of keeping those employees that keep the business going. The authors noted that, such employees are the performers, mismatched or burnout employees. As such, they are the staff a firm cannot lose since they are hard to replace as they play a key role to the organization's success. According to Anyumba (2016) an organization that has high retention rates values employees' worth. In addition; it treats their human resource as their key strategy and encourages team work, individual responsibility and ownership with a positive work culture by involving the organization and their staff.

In addition, employee retention is critical to an organization, since issues such as candidate search, recruitment, appointment and training are time consuming and an expensive investment. In these regard, inability to sustain the main employees can be quite expensive for a firm (Riley, Michael & Mahoney, 2017). In a similar argument, Djabatay (2012) estimated that losing a middle level employee means losing more than 5 times his salary. As such, HRM practices enable a business firm to retain its effective employees through communication to boost commitment and enrich workforce upkeep for key corporate initiatives (Matazu, 2017).

According to Kimani (2016), human resource management practices have been defined as a structure that entices, develops, inspires, and retains workers to certify the active enactment and the existence of the firm and its members. HRM practices generate processes that contain the workers' skills and knowledge throughout the firm to stimulate unique and valued firm competencies which enhance employee retention. Aguenza and Som (2018) also observed that majority of the workers are able to stay at work only if their organizations have good human resource practices. Katou and Budhwar (2014) further argued that HRM practices positively influences employee retention because it generates job satisfaction of the employees. Priyasad and Weerasinghe (2017) found out that, pay elevation and non-monetary matters are key factors of employee retention. The non-monetary factors include: enhanced benefit platforms, flexible work timetables, conducive work environment, stock options, better training and career advancement. An employee reward program is also one of the methods HRM practices employ to alter work procedures and key behaviors to benefit an organization. However, employee retention is a great problem in the health sector (Kinya, 2018).

In these regards, this research purposes at instituting the human resource factors that affect employee retention. This study focused on internal factors which are concerned with how individuals are employed in firms. Nevertheless, there are many internal human resource practices, the current study focused on only four HRM practices which include; career development, work life balance, compensation strategies and work environment. These four are the most applicable in private hospital employees and also most of the other practices are over researched.

1.1 Problem Statement

In Kenya, the private hospitals, there have been low retention rates of the employees. Indeed, the rate at which the doctors and nurses have been leaving the hospitals is alarming (Nnadi & Chinedu, 2019). Staffing trends from the year 2011 to 2015 showed that 381 technicians, 1,678 doctors, 845 clinical officers and 2,406 nurses were recruited. However, in the same period of 2011 to 2015, 461 nurses, 972 doctors and 185 lab technicians exited the health sector (MOH, 2015). Similarly, KAPH (2017) report further that over 27% of the workers in private hospitals leave their medical profession every year.

Kinya (2018) noted that, private hospitals in Kiambu County are experiencing employee retention challenges. For instance, in 2019, more than 50% of the private hospitals in Kiambu recorded high levels of staff turnover. For example, Plansview Nursing Home in Ruiru Kiambu; between 2016 and 2017, the number of employees who left were 7 and 14 respectively. This represented a retention rate of 72%. In addition, in 2019, the number of employees retained was 34 while 9 staff members left (Transcom Wendo Hospital Annual Report, 2019).

The low retention rate is causing private hospitals to offer poor services while others have been forced to employ unqualified staff that are not able to offer professional services to the patients (Ndemaki, 2014). This has resulted to negligence and errors in medication to patients which sometimes even cause deaths (Ndemaki, 2014). The health sector has a great task in ensuring efficient and timely provision of the highest attainable level of standards of health to its population as stated in the Kenyan constitution under the bill of rights as well as Vision 2030. Failure to effectively achieve this in private hospitals limits the achievement of vision 2030 as well as big four agenda (KEPSA, 2017).

Past studies have been done on human resource practices and employee retention. For instance, Anyumba (2016) focused non-monetary variables that affect employee retention, thus presenting a contextual gap. The current research adopted both monetary and non-monetary HRM practices. Muthui (2020) did a study on influence of HRM practices on retaining of millenarian work force. The research was done in Consolidated Bank of Kenya Limited thus presenting a scope gap. Haider et al. (2015) did a study on the impact of human resource practices on workers' retention. In this research human resource practices included; career development, work life balance, compensation strategies and work environment. The current study therefore sought to explore the effect of human resource practices on workers' retention in private hospitals in Kiambu County, Kenya.

1.2 Objectives of the Study

The general objective of the study is to establish the effect of human resource practices on employee retention in private hospitals in Kiambu County, Kenya

1.2.1 Specific Objectives of the Study

- i. To explore the influence of career development on employee retention in private hospitals in Kiambu County, Kenya
- ii. To determine the influence of work life balance on employee retention in private hospitals in Kiambu County, Kenya
- iii. To examine the influence of compensation strategies on employee retention in private hospitals in Kiambu County, Kenya
- iv. To determine the influence of work environment on employee retention in private hospitals in Kiambu County, Kenya

2.0 LITERATURE REVIEW

2.1 Theoretical Perspective of the Study

2.1.1 Herzberg's Theory

Herzberg (1959) developed the hypothesis. Herzberg revealed that staffs inclined to designate nourishing involvements in better conditions of influences that were essential to the satisfaction of job itself (Ramlall, 2004). Herzberg's two factor hypothesis claims that staffs are inspired by intrinsic rewards rather than external factors to the job. According to Koech and Namusonge (2012), internal rewards contain accomplishment, gratitude, accountability and progress. External rewards are policies of a firm, worker association, work environment and management strategies. According to this hypothesis, factors that lead to job satisfaction are different from those causing dissatisfaction in the job and thus the CEOs who seek to eradicate aspects that generate disappointment can convey about harmony (Ramlall, 2004).

In this hypothesis, dissatisfaction among employees is attributed to 'hygiene' features which include salary, firm plans, working situations, position and job refuge. The only method to yield job fulfillment and surge enthusiasm was to make work itself more stimulating and to advance items like chances for accomplishment, acknowledgment, accountability and progression. Affirming the same opinion Torrington et al. (2008) contends that when the two factors are there, they cause high performance and more effort in job incumbent. These issues unswervingly affect how individuals feel about their job. This theory informs the work environment variable. From this theory, one has had to understand the current conditions of their workplace and whether they are conducive since this will enhance employee retention.

Herzberg theory has been criticized. The features that lead to the dissatisfaction and satisfaction of employees are similar. The features that are important for dissatisfaction and satisfaction are recognition, achievement and responsibility. However, issues such as security, working conditions and security are less important. In addition, this hypothesis has laid little emphasis on the association between dissatisfaction and motivation.

2.1.2 Hierarchy of Needs Theory

Maslow (1943) developed this hypothesis. The hypothesis was advanced under the belief that people are driven by requirements that are in born (Maslow, 1943). The hypothesis shows that lower requirements need to be contented beforehand so as one can make advancement to the next wants levels. At the workplace, worker's wants ought to be met, particularly wellbeing wants and regard need hunt for fulfillment of how compensation, career advancement, working state, payment and appreciation impact turnover.

This theory argues that human needs are organized in an order of five (5) significant stages. According to Maslow the initial stage is to fulfill the needs that are physiological that include air, clothing, water, etc. After the basic needs are contented, the second stage will be the psychological need satisfaction. Somehow, job security of the workers can be assured through activities which include training and development, elevation and pension tactics. The third need is of a social nature that comprises having a sense of belonging and gratitude in a given work atmosphere through attachment. Self-esteem requirements set in that entailed a job title with an important status. The last stage is self-actualization then calculations in all that comprises worker ability to give back to social needs and thus sensation of attainment and gratification.

Maslow assumes that each stage must be fulfilled before it can become of importance. However, if the beforehand pleased stage set of wants becomes incomplete again, the earnings are discrete at that stage (Maslow, 1943). This hypothesis will be very important in this study and shows that private hospitals need to motivate their employees. This theory informs career advancement variable. The theory indicated that providing career development and growth opportunities on or off the job enhances employee retention.

The theory has had some shortcomings. The sex position in this theory is put in the same category with food and breathing. Hofstede (1984) argues that sex in this category shows an individual form that does not recognize psychological and emotional impact that it has on a person.

2.2 Empirical Review

Ampoty (2018) measured the impact of career development on workers' retention. The specific objectives included; the effect of training on workers' retention, the effect of coaching and mentorship on workers' retention and the effect of promotion on career development. In addition, workers require enough career advancement opportunities to prepare them to serve effectively and as well as a plan to retain them. The study also concluded that organizations that have career aspirations for their employees boost their retention too.

Suifan, Abdallah and Diab (2016) investigation focused on impact of work life stability on turnover purpose in private hospitals. Descriptive research design was used. Outcomes displayed that management support and job autonomy as a work life balance practices had a negative influence on turnover intentions. In addition, work life balance had a link with turnover intentions. The study focused on only one factor that affects turnover retentions. The current study focused on three more factors.

McCloskey and Mateo (2016) argue that people may realize their worth through the pay that is attached to the effort they feel they deliver to an organization. If the employee is very talented in

a particular area they expect that the compensation is also commensurate to the work they do. They continue to argue that employers who value talent and have proper talent management programs give the employees an opportunity to propose their expected remuneration to enable the employer understand their levels of satisfaction. To retain and motivate talent, employers could also consider benefits in the form of allowances and bonuses putting into consideration flex working hours to prevent issues associated with work life balance. If most of these things are taken care of, employees are most likely to be highly efficient thus overall organizational success.

Msengeti and Obwogi (2015) identified the position of the wage and work atmosphere on the employees' retention in the hotels in Mombasa County. Discoveries exposed that wage had a weak inspiration on retention of employees while the work atmosphere had the toughest impact which was substantial. In Nigeria, Ushie et al. (2015) focused on work environment and employees' commitment. The study specifically sought to determine the effect of security on employees' commitment in industries in Cross River State and to determine the effect of open communication on employees' commitment in businesses. The study was descriptive in nature. Findings discovered that work atmosphere which includes consistent communication flow, a manageable assignment and electricity availability influence staff performance.

3.0 RESEARCH METHODOLOGY

Descriptive survey was employed. The study focused on the level 3 and 4 private hospitals, which are 7 within the County. This study targeted 340 employees of level 3 and 4 private hospitals in Kiambu County. The study used purposive sampling and sampled medical workers of the private hospitals in Kiambu County who were 120. The medical workers who included the doctors, nurses and clinical officers were sampled since they have knowledge on human resource practices and employee retention at the private hospitals. Primary data through semi structured questionnaires was collected. Descriptive techniques, correlation and regression were used to analyze the data. Tables and figures were used to present the results.

4.0 RESULTS

4.1 Descriptive Statistics

4.1.1 Career Development

The study findings of career development variable were as depicted in Table 1.

Table 1: Career Development

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev
There is a mentorship and coaching programs for all workers	3.40%	20.20%	13.50%	47.20%	15.70%	3.52	1.09
Workers career ambitions within the firm are recognized by her superior	1.10%	15.70%	6.70%	50.60%	25.80%	3.84	1.02
Workers in our firm have more than one probable situation for elevation	2.20%	20.20%	14.60%	41.60%	21.30%	3.60	1.10
Individual and Society and development wants are coordinated in this Organization	7.90%	11.20%	6.70%	50.60%	23.60%	3.71	1.18
Grant and support are accessible for all operate	3.40%	13.50%	4.50%	39.30%	39.30%	3.98	1.14
There is career development of workers in the hospital	4.50%	6.70%	9.00%	50.60%	29.20%	3.93	1.03
Average						3.76	1.09

The results displayed that 62.9% (47.2% +15.7%) agreed that there is a mentorship and coaching programs for all workers in their hospitals. The mean was 3.52 which was slightly lower than the compound average which was 3.76. This implies that the statement affects the employee retention of private hospitals negatively. This implies that most private hospitals have coaching and mentorship programs which enhance employee retention. Findings displayed that 76.4% settled that worker's job aspirations within the firm are known by her instant supervisor. The mean was 3.84 which was higher than the compound average of 3.76. This implies that the statement affects the employee retention of private hospitals positively. This implies that most private hospitals have career aspirations for their employees which motivate the employees to continue working for the organization. In addition, findings displayed that 62.9% settled that staffs in the firm have more than one probable position for elevation. The mean was 3.60 which was slightly lower than the compound average of 3.76. This implies that the statement affects the employee retention of private hospitals negatively.

Results displayed that 74.2% settled that employee and firm needs are harmonized in this organization. The mean was 3.98 which was slightly higher than the compound average of 3.71. This implies that the statement affects the employee retention of private hospitals positively. This implies that most employees of the Kiambu private hospitals are comfortable with the career growth in their organization and thus they are motivated to continue working for the organization.

Finding displayed that 78.2% designated that grant and sponsorship are accessible for all staff. The mean was 3.98 which was slightly higher than the compound average of 3.76. This implies

that the statement affects the employee retention of private hospitals positively. This implies that most private hospitals have scholarship and sponsorship for their employees which enhance employee retention. In addition, findings displayed 79.8% agreed that there befalls career pathway of labors in the firm. The mean was 3.93 which was slightly higher than the compound average of 3.76. This implies that the statement affects the employee retention of private hospitals positively.

The overall mean of career development was 3.76 while the standard deviation was 1.09 showing that most individuals were in agreement with the statement.

4.1.2 Work Life Balance

The study findings of work life balance variable were as depicted in Table 2.

Table 2: Work Life Balance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev
There exists a work life policy in the organization	5.60%	7.90%	33.70%	44.90%	7.90%	3.42	0.95
There is a perfect work calendar in the firm	5.60%	4.50%	14.60%	57.30%	18.00%	3.78	0.99
I'm contented with the working times of the firm	1.10%	4.50%	15.70%	57.30%	21.30%	3.93	0.81
The hospital has staff well-being programs	1.10%	15.70%	18.00%	50.60%	14.60%	3.62	0.96
The demands of my personal life interfere with work-related duties.	6.00%	10.90%	10.10%	47.20%	25.80%	3.82	1.01
Leave days are available any time I require them	16.90%	7.90%	4.50%	52.80%	18.00%	3.47	1.34
Average						3.67	1.01

The findings displayed 52.9% (44.9% +7.9%) designated that there exists a work life procedure in the organization. The mean was 3.42 which was slightly lower than the compound average of 3.67. This implies that the statement affects the employee retention of private hospitals negatively. This implied that most private hospitals have a work life policy which enhances workers' retention. In addition, results displayed 75.3% designated that there exists a clear work schedule in the organization. The mean was 3.78 which was higher than the compound average of 3.67. This implies that the statement affects the employee retention of private hospitals positively. This implied that most private hospitals have a clear work schedule for private hospitals which enhances workers' retention. The findings displayed that 78.6% designated that there they are satisfied with the working hours of the organization. The mean was 3.93 which was higher than the compound average of 3.67. This implies that the statement affects the employee retention of private hospitals positively. This implied that most private hospitals have good working hours which enhances workers' retention. The results displayed 65.2% designated that the hospital has staff wellbeing programs. The mean was 3.62 which was slightly lower than

the compound average of 3.67. This implies that the statement affects the employee retention of private hospitals negatively. This implied that most private hospitals have a staff wellbeing program which enhances workers' retention.

In addition, findings displayed 73.0% designated that the demands of my personal life interfere with work-related duties. The mean was 3.82 which was higher than the compound average of 3.67. This implies that the statement affects the employee retention of private hospitals positively. Findings also showed that 70.8% designated that leave days are available any time they require them. The mean was 3.47 which was slightly lower than the compound average of 3.67. This implies that the statement affects the employee retention of private hospitals negatively. This implied that most private hospitals have a leave plan for staff which enhances workers' retention.

4.1.3 Compensation Strategies

The study findings of compensation strategies variable were as depicted.

Table 3: Compensation Strategies

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std.Dev
The hospital does annual salary review	3.40%	2.20%	12.40%	57.30%	24.70%	3.98	0.88
Bonus pay is satisfactory and commensurate to effort	3.40%	2.20%	10.10%	58.40%	25.80%	4.01	0.87
Employees are attracted by merit based pay (Percentage increase in salary based on good performance permanently added on to the salary)	6.70%	3.40%	11.20%	55.10%	23.60%	3.85	1.04
Employee appreciation for better performance by the employer enhances employee motivation in this organization	1.10%	4.50%	10.10%	55.10%	29.20%	4.07	0.82
The firm offers good remuneration to all staff	0.00%	3.40%	15.70%	51.70%	29.20%	4.07	0.77
The allowances gives commensurate to efforts	11.20%	16.90%	6.70%	44.90%	20.20%	3.46	1.30
Average						3.91	0.95

Findings were displayed that 82.0% designated that the hospital does annual salary review. The mean was 3.98 which was higher than the compound average of 3.91. This implies that the statement affects the employee retention of private hospitals positively. This implied that most private hospitals have an annual salary review which enhances employee retention. In addition, results showed that 84.2% designated that bonus pay is satisfactory and commensurate to effort. The mean was 4.01 which was higher than the compound average of 3.91. This implies that the

statement affects the employee retention of private hospitals positively. This implied that most private hospitals have a bonus pay for their employees which enhances employee retention.

Finding also showed that 78.7% designated that employees are attracted by merit based pay (percentage increase in salary based on good performance permanently added on to the salary). The mean was 3.85 which was slightly lower than the compound average of 3.91. This implies that the statement affects the employee retention of private hospitals negatively. In addition, findings showed that majority of the respondents who were 84.3% designated that employee appreciation for better performance by the employer enhances employee motivation in their organization. The mean was 4.07 which was higher than the compound average of 3.91. This implies that the statement affects the employee retention of private hospitals positively. This implies that employee appreciation enhances employee retention. Findings also displayed that majority of the respondents who were 80.9% designated that the firm offers good remuneration to all staff. The mean was 4.07 which was higher than the compound average of 3.91. This implies that the statement affects the employee retention of private hospitals positively. In addition, 65.1% designated that the allowances give commensurate to efforts. The mean was 3.46 which was slightly lower than the compound average of 3.91. This implies that the statement affects the employee retention of private hospitals negatively. This implied that employee allowances enhance employee retention.

4.1.4 Work Environment

The study findings of work environment variable were as depicted in Table 4.

Table 4: Work Environment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev
The physical working conditions (e.g., heating, ventilation, space, cleanliness) are very good	1.10%	4.50%	21.30%	48.30%	24.70%	3.91	0.86
There are adequate tools and equipment of work in our hospital	2.20%	2.20%	22.50%	49.40%	23.60%	3.90	0.87
There is apparent and open communication in our organization	1.10%	6.70%	20.20%	47.20%	24.70%	3.88	0.90
Our organization has very good security	5.60%	7.90%	20.20%	47.20%	19.10%	3.66	1.05
There exist a work life policy in the organization	5.60%	11.20%	20.20%	31.50%	31.50%	3.72	1.19
The hospital has put in place the covid 19 guidelines to ensure all employees are safe	5.60%	4.50%	4.50%	65.20%	20.20%	3.90	0.97
Average						3.83	0.97

Results displayed 82.0% designated that the physical working conditions (e.g., heating, ventilation, space, cleanliness) are very good. The mean was 3.91 which is higher than the compound average of 3.83. This implies that the statement affects the employee retention of private hospitals positively. Findings also showed 78.7% designated that there are adequate tools and equipment of work in their hospital. The mean was 3.90 which was higher than the compound average of 3.83. This implies that the statement affects the employee retention of private hospitals positively. This implied that having adequate tools and equipment enhances employee retention.

In addition, 77.5% designated that there is apparent and open communication in their organization. The mean was 3.88 which was higher than the compound average of 3.83. This implies that the statement affects the employee retention of private hospitals positively. This implied that most private hospitals have open communication which enhances employee performance.

Findings further displayed that 74.2% designated that their organization has very good security. The mean was 3.66 which was slightly lower than the compound average of 3.83. This implies that the statement affects the employee retention of private hospitals negatively. This implied that good security in an organization enhances employee retention. This was not in agreement with Herzberg theory which indicated that issues such as security, working conditions and security are less important. In addition, 59.6% agreed with the statement that there exist a work life policy in their organization. The mean was 3.72 which was slightly lower than the compound average of 3.83. This implies that the statement affects the employee retention of private hospitals negatively. Findings further displayed that 82.0% designated that the hospital has put in place the Covid -19 guidelines to ensure all employees are safe. The mean was 3.90 which was higher than the compound average of 3.83. This implies that the statement affects the employee retention of private hospitals positively.

4.1.5 Employee Retention

The dependent variable was employee retention. The findings were as depicted in Table 5.

Table 5: Employee Retention

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev
The organization has been effective in controlling employee turnover rates	7.90%	4.50%	5.60%	51.70%	30.30%	3.92	1.12
The firm is dedicated in refining general job satisfaction that aids in holding well performing employee	6.70%	7.90%	6.70%	41.60%	37.10%	3.94	1.17
Workers in our organization care about the success of the organization	6.70%	15.70%	0.00%	37.10%	40.40%	3.89	1.28
Employees in our organization feel a strong sense of belonging towards the organization	5.60%	9.00%	11.20%	61.80%	12.40%	3.66	1.00
Turnover rates have been declining in our hospital	4.50%	13.50%	22.50%	47.20%	12.40%	3.49	1.02
If given an offer to join another institution I would not take it	9.00%	7.90%	1.10%	77.50%	4.50%	3.61	1.02
Average						3.75	1.10

Findings displayed that 82.0% designated that the firm has been active in monitoring employee turnover tariffs. Findings also showed that 78.7% designated that the firm is dedicated in refining general job satisfaction that aids in holding well performing employee. These findings agreed with Muathe and Nzulwa (2016) who indicated that job satisfaction and satisfactory human resource plans have affirmative relation with retention. Findings further displayed that 77.5% designated that workers in the organization care about the success of the organization. These findings agreed with Ushie *et al.* (2015) who discovered those work atmospheres which include consistent communication flow, a manageable assignment, electricity availability affects commitment of employees. Findings further displayed that 74.2% designated that employees in the association feel a strong sense of belonging towards the organization. These findings agreed with Rees and Porter (2008) who indicated that having a solid sense of belonging which boosts employee retention. Results also displayed that 59.6% agreed with the statement turnover rates have been declining in their hospital. Results also displayed that 82.0% agreed with the statement if given an offer to join another institution they would not take it.

The overall mean of employee retention statements was 3.75 with a standard deviation of 1.10.

4.2 Regression Results

Outcomes of regression were generated and the results presented in Table 6, Table 7 and Table 8 respectively.

Model Fitness results were presented in Table below.

Table 6: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766a	0.587	0.567	0.34566

Table 6 shows that the R square was 0.587. This implies that human resource practices explain approximately 58.70% of the variation in employee retention of private hospitals in Kiambu County ($R^2=0.587$).

The results for ANOVA for human resource practices and employee retention are presented in Table 7.

Table 7: ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.248	4	3.562	29.812	.000 ^b
Residual	10.036	84	0.119		
Total	24.284	88			

Table 7 shows that F statistic of 29.812 and the associated P-value of 0.000 which is a value less than a p value of 0.05. This implies that the human resource practices have statistically significant effect on employee retention at a 95% confidence level.

Regression of Coefficient significance was presented in Table 8.

Table 8: Regression of Coefficient for Financing Practices

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.525	0.402		-1.308	0.195
Career Development	0.206	0.086	0.193	2.388	0.019
Work life balance Compensation	0.392	0.084	0.343	4.667	0.000
Strategies	0.173	0.079	0.181	2.179	0.032
Work environment	0.361	0.086	0.356	4.194	0.000

Table 4.12 shows that career development had a positive and significant effect on employee retention ($\beta=0.206$, $p=0.019$). These implied that career development explain 0.206 of the variation in employee retention in private hospitals. Therefore an improvement in career development in one unit would lead to improvement in employee retention by 0.206 units. Results further showed that work life balance had a positive and significant effect on employee retention ($\beta=0.392$, $p=0.000$). This implied work life balance explained 0.392 of the variation in employee retention in private hospitals. Therefore an improvement in worklife balance in one unit would lead to improvement in employee retention by 0.392 units. In addition, results further showed that compensation strategies had a positive and significant effect on employee retention ($\beta=0.173$, $p=0.032$). Therefore an improvement in compensation strategies in one unit would lead to improvement in employee retention by 0.392 units. These implied work life balance

explain 0.173 of the variation in compensation strategies in private hospitals. Results further showed that work environment had a positive and significant effect on employee retention ($\beta=0.361$, $p=0.000$). This implied work environment explains 0.361 of the variation in employee retention in private hospitals. These implied work environments explain 0.361 of the variation in compensation strategies in private hospitals.

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion of the Study

The investigation established that career development had a noteworthy impact on employee retention of private hospitals. The study also concluded that organizations with strong employee retention invested more in training and development programs. In addition, private hospitals with career progression of their employees have high level employee retention. Furthermore, private hospitals with strong employee retention involve more in collaborative decision-making with workers and in supportive management procedures, thus endorsing a positive image to their workers.

The investigation established that work life balance had a noteworthy impact on employee retention of private hospitals. The study also concluded that work-life balance practices reduces turnover and increased productivity and employee satisfaction in private hospitals. Being alleged having innovative work-life balance strategies permits private hospitals to boost their reputation in the public domain. This means that they are also well situated to entice and retain superior numbers of job interviewees from which a bigger pool of better competent workers can be selected.

The investigation established that compensation strategies had a noteworthy impact on employee retention of private hospitals. The study also concluded that compensation and pay are important aspects for enticing and recollecting competent workers in private hospitals. There is a positive link between rewards and retention. The amount paid in compensation influences a person psychologically, economically and sociologically.

The study established that work environment had a noteworthy impact on employee retention of private hospitals. In addition, a positive work environment is thought to make workers feel good about coming to work and offer the essential inspiration to withstand them through the day. In addition, a conducive work environment makes an employee to have an emotional engagement with their work place.

5.2 Recommendations of the Study

Private hospitals that do not have a coaching and mentorship programs for their employees should ensure they introduce them since they enhance employee retention. The investigation also endorses that the private hospitals should inspire active cooperation across different parts of the organization. They should also ensure that there is a career path of staffs in their firm.

Since career growth and development are an integral part of every individual's career; more opportunities should be created for employees of private hospitals. In addition, for private hospitals to have more employee retention, they should invest more on trainings of their employees.

The investigation also recommends that the private hospitals should have a work life policy in their organisation and a clear work schedule for all the employees. In addition, private hospitals should have a clear work schedule for their employees. In addition, private hospitals should ensure they have enough leave days for their workers. All these will enhance their employee retention. In addition, conducive work environment enhances employee retention and thus private hospitals should maintain a high level of conducive work environment so as to retain their employees.

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