



ORGANIZATIONAL DETERMINANTS OF EMPLOYEE TURNOVER IN NATIONAL REFERRAL HOSPITALS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

This study sought to examine organizational determinants of employee turnover in national referral hospitals in Nairobi County, Kenya. The study was guided by the following specific objectives; to assess the effect of work environment on employee turnover national referral hospitals in Nairobi County, Kenya and to examine the effect of career development opportunities on employee turnover national referral hospitals in Nairobi County, Kenya. The study targeted 4,272 health professionals from all the four national referral hospitals in Nairobi County. The study's sample size of 353 respondents was reached at using Krejcie and Morgan sample size determination formula. Stratified random sampling is the technique that was applied in selecting the sample for this study. The study used primary data collected using semi-structured questionnaires. Eighteen questionnaires representing 10% of study sample size was piloted. The pilot group was randomly selected from study population and was excluded from the final study. The study collected both quantitative and qualitative data. Qualitative data collected was analyzed using content analysis and presented in prose form. Quantitative data on the other hand was analysed using descriptive and inferential statistics using the Statistical Package for Social Sciences (SPSS) version 26. Correlation analysis was used to test the strength and the direction of the relationship between the study variables. Multivariate linear regression was used to determine the relationship between the dependent and independent variables. The findings were presented in tables and figures. The study concludes that work environment has a positive and significant effect on employee turnover in national referral hospital in Nairobi County, Kenya. The study also concludes that career development opportunities have a positive and significant effect on employee turnover in national referral hospital in Nairobi County, Kenya. From the findings, this study recommends that well-trained managers are more likely to create a positive work environment. In addition, organize workshops and seminars for hospital managers to improve their leadership skills. Invite experts in leadership and management to provide insights and guidance on how to create a more supportive and engaging workplace

Key Words: Organizational determinants, National referral hospitals, Work environment, Career development opportunities, Employee turnover

Background of the Study

Employee turnover is a significant concern for organizations across various industries, and the healthcare sector is no exception (Buchan et al., 2017). Referral hospitals, which serve as major hubs for specialized medical services and complex cases, face unique challenges in managing employee turnover. The departure of skilled healthcare professionals can have far-reaching consequences, including compromised patient care, decreased organizational performance, and increased costs associated with recruitment and training (Hayes et al., 2018). Therefore, it is crucial to understand the organizational determinants that contribute to employee turnover in referral hospitals in order to develop effective strategies for talent retention and organizational stability.

The retention of staff in their jobs is crucial for organizations as employees are their most valuable asset. In recent years, there has been a shift from viewing employees as mere resources to recognizing them as human capital, possessing valuable knowledge, skills, and abilities (Meudell & Rodham, 2018). When employees choose to leave their jobs, it often indicates underlying issues within the organization. Employee turnover is associated with various costs, including increased workload on remaining staff, recruitment and training expenses, decreased productivity, loss of clients, and the depletion of intellectual capital (Guma, 2016).

High levels of employee turnover can be attributed to factors such as low wages, unattractive working conditions, or a prevalence of casual or seasonal workers (Mayhew, 2017). Conversely, industries with a high demand for specific skills may experience elevated turnover rates as workers are enticed by better opportunities and wages. Several causes contribute to employee turnover, including poor job feedback, job dissatisfaction, unmet job expectations, performance issues, situational constraints, difficulties in socialization, higher job stress, and a lack of career advancement opportunities (Mayhew, 2017).

Redman and Wilkinson (2016) identified various reasons for employees leaving an organization, such as better pay and prospects, personal factors, career-related issues, company-related matters, market factors, and job-related concerns. Additionally, the relationship between employees and management, as well as the nature of management, can significantly impact employee turnover (Shukla & Dr Sinha, 2017). A poor relationship with management can be a decisive factor driving employees to seek alternative employment. Therefore, the employer-employee relationship plays a vital role in understanding turnover dynamics.

Considering the significance of employee retention and the multitude of factors that contribute to turnover, it is essential to examine the organizational determinants that influence employee turnover at a referral hospital. By understanding these factors, organizations can develop effective strategies and interventions to mitigate turnover and ensure the long-term stability and success of their workforce.

In Kenya, research on organizational determinants and employee turnover has provided valuable insights into the factors influencing turnover intentions in various industries. A

Kuria, Odingi and Wanderi (2018) research revealed that employee turnover was caused by lack of balance between work and personal life. It was recommended that employers need to create conducive work environment. Mugove and Clive (2018) showed that job satisfaction influenced employee turnover, the results also found that work environment is important in predicting of Employee turnover. The study found that work flexibility significantly influenced employee turnover. Mwilu (2016) on his study on factors influencing employee turnover in the hotel industry established that individual factors were the main contributor of high employee turnover, followed by the job-related factors and then organization factors. The study found that career growth, manager's style of leadership, toxic work environment, peer pressure, recruitment policies and organizational culture were rated as having highest impact on staff turnover.

Statement of the Problem

Employee turnover is a persistent challenge faced by organizations globally, including healthcare institutions (Kivuvani et al., 2019). National referral hospitals, as the largest referral hospitals in Kenya, are not immune to the issue of employee turnover. For instance, a study conducted by Oyugi et al. (2021) reported a turnover rate of 43.5% among nurses in public hospitals. Similarly, Kivuvani et al. (2019) found that nurses in public hospitals in Nairobi County expressed a high intention to leave their current positions due to various factors, such as workload and dissatisfaction. The Kenya Health Workforce Report (2020) also highlights that the average employee turnover rate for healthcare professionals in these hospitals has increased to approximately 20% annually, indicating that one in five employees leaves their position each year, creating a constant need for recruitment and training. This high turnover rate indicates the urgent need to address the problem.

The Government Auditor General's reports on Kenyatta National Hospital 2021, Moi Teaching and Referral Hospital 2018, and Mathari Teaching and Referral Hospital 2017 identified delayed patient treatment, use of outsourced poor services, and delayed diagnosis of ailments, respectively. Furthermore, National Spinal Cord Injury and Referral Hospital and Mwai Kibaki Referral Hospitals displayed high staff turnover, deficient information systems, weak staff development, and inadequate performance management frameworks at all levels (Njoroge, 2019), underscoring the complexity and importance of the issue. The problem of employee turnover needs to be addressed to ensure the delivery of high-quality patient care and the effective utilization of resources.

Various researchers have conducted different researches on the determinant factors of employee's turnover and identify different key factors. Balogun and Olowodunoye (2016) conducted a study in Nigerian bank, the result of the study shows that job satisfaction, social support, leadership style and emotional intelligence significantly and independently predicted employee turnover among bank employees. Islam and Zaman (2018) in context of Bangladesh Commerce Bank Limited, found that employee motivation, work environment and job security has influence on employee turnover. Nwagbara (2018) found that effective communication, rewards and career development can create an atmosphere of satisfaction that can foster low employee turnover in the First Bank. Shukla and Sinha (2016) established that work environment, job stress, compensation, employee relationship with management and career growth significantly influenced employee turnover in the telecommunication industry. Kumar (2017) in his study on Arbaminch textile factory, found that the turnover of employees is mainly due to low salary, poor work place relationship, lack of training, lack of recognition of job, lack of evaluation of job performance, lack of proper direction, lack of promotion and participation in decision making.

Empirical studies reviewed were limited to other institutions other than referral hospitals and hence their findings were not generalizable. Further the studies covered different concepts. In view of the preceding gaps, this study sought to examine organizational determinants of employee turnover in national referral hospital in Nairobi County, Kenya.

Objective of the Study

The general objective of the study is to examine organizational determinants of employee turnover in national referral hospital in Nairobi County, Kenya.

The study was guided by the following specific objectives

1. To assess the effect of work environment on employee turnover in national referral hospital in Nairobi County, Kenya
2. To examine the effect of career development opportunities on employee turnover in national referral hospital in Nairobi County, Kenya

LITERATURE REVIEW

Theoretical Review

Theory Z

Theory Z was developed by Ouchi (1981). The theory focused on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job. According to Ouchi, theory Z management tends to promote stable employment, high productivity, and high employee morale and satisfaction. Theory Z highlights that workers have a high need to be supported by the company, and highly value a working environment in which such things as family, cultures and traditions, and social institutions are regarded as equally important as the work itself. This theory is appreciated in the ground that managements must have a high degree of confidence in its workers in order for this type of participative management to work.

However, the theory Z revolves around the assumption that employees want to enter into partnerships with their employer and colleagues. Employees have a strong desire for connection. This requires a high level of support from the manager and the organisation in the form of a safe working environment and the right facilities. The possibility for development and training can also be included on this list. Another assumption is that employees expect reciprocity and support from their organisation. Employees find a work-life balance important and want to maintain this. Family, culture and traditions are therefore just as important as working conditions. The theory Z also assumes that employees trust that they can carry out their work properly with the right support from management (Wilkins & Ouchi, 1983).

Theory Z suffers from the following limitations: Provision of lifetime employment to employees to develop a strong bond between organisation and employees may fail to motivate employees with higher level needs. It merely provides job security and may fail to develop loyalty among employees. Participation of employees in the decision-making process is very difficult. Managers may dislike participation as it may hurt their ego and freedom. Employees may be reluctant to participate due to fear of criticism and lack of motivation. Even if they sit along with management, they may contribute little unless they understand the issues and take initiative. Involvement of all employees may also slow down the decision-making process. Theory Z suggests organisation without any structure. But without structure there may be chaos in the organisation as nobody will know who is responsible to whom. It may not be possible to develop a common culture in the organisation because people differ in their attitudes, habits, languages, religions and customs (Lunenburg, 2017). However, the theory is beneficial in that is based on shared concern for multiple employee needs, it suggests strong bondage between organisation and its employees, Employee involvement is a prominent factor in this theory, the theory encourages the practice of informal organization and also encourages automatic coordination among employees.

The theory is relevant in studying employees' turnover in relations to work environment. It allows the analysis on the behaviour patterns of employee and evaluate the workers' environment in public referral hospitals in Kenya and see whether the Kenyatta National Hospital supports their employees to meet their obligations and if not whether it contributes to the employee turnover in most cases. This theory assumes that workers will be participating in the decisions of the company to a great degree. However, in any organization there are some decisions that are very crucial and urgent to the extent that they cannot be made by all workers. Therefore, this theory will be used in this study to assess the influence of work environment on employee turnover.

Expectancy Theory

The expectancy theory was established by Vroom (1964). It puts forth the premise that employees will put forth an amount of work and commitment equal to what they expect to receive in return.

Commission compensation structures leverage this theory by allowing employees to earn as much money as they desire, completely based on their job performance. Making sure that employees always expect future pay raises and potential job promotions can keep them working hard to achieve personal goals. If employees expect little compensation and there is no growth opportunity in return for their work, they may put forth only minimal effort until they eventually look to a new employer for new opportunities. Expectancy theory identifies three major factors that determine employee motivation as valence, instrumentality and expectancy (Mullins, 2001). According to him, motivation works well when there is a functional relationship between efforts expended, perceived likely outcomes and expectations that reward will be related to performance.

The importance of this theory in this study however, is on the fact that the essence of employee turnover in public hospitals can be examined and assessed on the basis of the workers conditions in terms of their future and ongoing expectations like career growth opportunities which might increase their working morale. Failure to do this may pre assumedly lead to employee turnover. The theory helps to explain why a lot of workers are not motivated on their jobs and do only the minimum necessary to get by. In that context; the theory attempts to convince that an employee will do more if he/she expects to get more and attractive benefits or incentives from the employer. Furthermore, employee commitment to his/her work organization may not need attractive reward to illicit higher performance. With this ambiguity and area of focus in this study, the theory will guide this study in establishing the influence of career development opportunities on employee turnover.

Conceptual Framework

Conceptual framework comprises well organized ideas that connect the independent variables to the dependent variable which provides focus, tools and rationale for interpreting and integrating information of the research under investigation. The figurative representation of the conceptual framework is used to explain the relationships between the components of the independent variable as they influence the dependent variable, which will be the solution to establish organizational determinants and employee turnover at Kenyatta National Hospital in Kenya, under investigation.

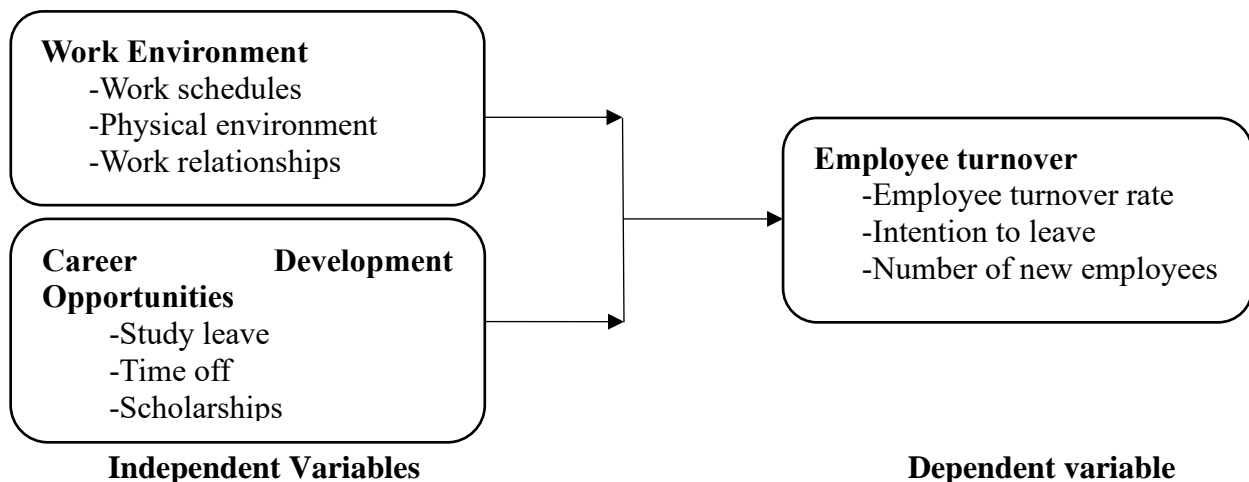


Figure 1: Conceptual Framework

Work Environment

The work environment is the immediate environment in which people operate. This includes the physical setting such as the office layout, design and broader organisational features such as history and policies concerned with employment conditions. It also encompasses psychological factors such as job profiles, role congruity, social support, working conditions and goes as far as including

aspects of the external organisational setting such as work-life balance, firm and industry factors and market conditions (Tripathi, 2018).

Briner (2016) claims that all these aspects are interlinked and have an impact on employee productivity and overall organisational performance. He states that employees will be more productive and content where their obligations are in tandem with their work environment. The work environment therefore plays a large role in organisational performance through its ability to keep employees motivated. It has long been argued that a poor work environment forces employee to disengage and leave organisations more than any other factor. Gagné and Deci (2015) argue that this disengagement has been on a steady increase and it has proven more important than ever to create a positive work environment where employees are motivated and productive.

Employees comfort on the job, determined by workplace conditions and environment, has been recognized as an important factor for measuring their productivity and ultimate organisational performance (Tripathi, 2018). In today's dynamic and competitive business world, a healthy workplace environment makes good business sense. Managers should not just focus on the employees pay packet with the assumption that it is proportionate to performance. Organizations deemed as a positive place to work will have a competitive edge over the others (Heath, Centeno, George, Jaluria & Bianchini, 2016).

Many employees in the competitive industry struggle to achieve a work-life balance. This refers to the ability to work under flexible work options, ease of applying and acceptance of family and personal leaves and basic organisational support for dependent care (Earle, 2017). Armstrong (2016) further asserts that organisations should focus on work life balance employment practices which aim at providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work. This allows reconciliation between competing claims of employer work needs and home needs.

Properly articulated work life balance policies should take keen interest in reducing absenteeism and increasing employee morale that reduces the high degree of stress that these employees face in high pressure environments. Organisational performance is directly affected by employee performance and employees who are constantly juggling work and life responsibilities are known to underperform. Many researchers have emphasized the role of work life balance on the psychological well-being and overall sense of harmony in an employee's life (Chandrasekar, 2016). A balanced work- life is linked to increased job satisfaction and organisational commitment. Employees work life experiences deepen their role-related engagement which is related to organizational performance improvement.

Contemporary literature on work environment stress typically focuses on psychosocial factors that affect employee performance, however theoretical models of stress at work include the physical environment as a prime factor (Chughtai & Buckley, 2018). From research findings, Earle (2017) notes that organisational performance is affected by employee's productivity which is in turn is affected by aspects regarding storage space, quiet space, climate control, technology, personalising the workspace and its visual appeal.

Studies show a correlation between workplace satisfaction and job satisfaction. They also lean towards indicating a link between employee performance and aspects of the physical work environment such as lighting, ergonomic furniture and air quality (Chandrasekar, 2016). According to Buckley *et al.*, (2018), the office layout influences productivity. Individuals carrying out detailed and non-routine tasks perform better in private offices as opposed to an open-office plan layout. Inversely, simpler and less detailed work can be performed under any set-up. Operating in an open plan set up can however expose one to distractions and disruptions, affecting organisational performance through negative employee performance (Meyer & Smith, 2018).

High levels of employee productivity are achievable when organisations ensure the physical environment is conducive to organisational needs. This would facilitate interaction and privacy, functionality and cross-discipline and formality and informality. Subsequently, the physical environment can be leveraged upon to improve employee and organisational performance (Huang *et al.*, 2020). Management supports staff through well designed human resource policies that caters for more than individual needs. Welfare amenities such as day-care, training rooms, gyms, canteen and in-house clinics are also available at no cost to employees. This allows employees to be comfortable and motivated to work under tight schedules, focussing all their attention to organisational performance. Employees are paid on an overtime basis and transport is provided for employees to make life convenient and facilitate on-time reporting.

Hytter (2018) explains that work environment stress maybe as a result of role ambiguity, role conflict or judging and occupational demands. He further claims that where employees do not have clear direction on what is expected of them, confusion can arise between expected and actual outcomes leading to conflict. Employees may perform as expected and later receive negative feedback, leading to a confusing environment where instructions are not clear or being changed frequently.

Organisation support is recognised as an important work environment tool to strengthen employee and organisational performance. Westerman and Yamamura (2017) indicate that organisational performance may be affected where employees are not adequately supervised and supported, however the relationship between work environment and employee outcomes in this respect is interrelated and in need for further examination. Social support also involves the assistance that an employee receives from his/her co-workers, supervisor and colleagues to perform their work effectively (Castilla, 2015). Co-workers provide a sense of identity, support and friendship which makes the work environment a safer and more secure place to work. This makes employees more productive and drives organisational performance through teamwork (Nayeri, Nazari, Salsali & Ahmadi, 2015).

Career Development Opportunities

Career development is viewed as a scheme designed to enable each employee in an organization to advance in his/her occupation, therefore, giving organizational members opportunities to grow, advance and develop (Cascio, 2017). When addressing career development, it is important to look at both the individual career planning and institutional career development processes (Arnold, 2015).

With a high turn-over, limited supply of competent talent and changing requirements, career development has become an important focus in human resource planning (Dessler, 2018). As employees develop, they become more productive and increase their contribution towards overall organizational effectiveness. However, for effective and strategic career development, organizations need to merge the individual goals with those of the organization, then help the individual in the achievement of their anchors (Kaya & Ceylan, 2018). This involves identifying, developing and utilizing skills and interests. Many employers have recognized this need and are therefore, integrating their goals and objectives more closely with the individual needs. Career development, therefore, becomes an important component of the total strategy of policies, procedures and programmes essential to improving human productivity and motivation in the work environment (Dessler, 2018).

As organizations become more complex and for effectiveness to be achieved, sophisticated highly trained manpower is therefore required. Effective contribution does not just occur naturally; rather it is the duty of organizations to develop their employees in order to meet the ever-increasing challenges of the workplace, increased productivity and overall organizational effectiveness

(Okurame, 2018). One of the characteristics of a career employer is seeking the majority of employment being made from within rather than from without (Cao & Thomas, 2017). As a result, organizations have to equip their employees with skills not only for the immediate requirements but also to prepare them for future requirements. For this reason, training emerges as an important resource for developing staff. This distinguishes training for career development from the many other forms of training because it integrates both the immediate and future needs of the employees within the organization (Stewart & Brown, 2017).

Training refers to a planned effort by an organization to facilitate the learning of job-related behaviour on the part of its employees. Training is also a means to provide employees with relevant skills so as to improve the efficiency of their organization. Training is considered to be learning related to the present job while. Training is critical to any organization because it provides the skills, knowledge and attitudes needed now and, in the future, (Cascio, 2017).

The plan of employees training, and development helps the employees to be conventional to quick changes in services prerequisites and keeps them redesigned to fresh advances and system. By large there are two expansive kinds of training and development approaches accessible to individuals: on-job and Off-job training methods. What tactic ought to be utilized for the organization is controlled by the circumstances and reasons for training and development program (Saakshi, 2015). On-job strategies refer to the systems that are linked in the workplace, while the staff is in fact working to get particular skill. Mattare and Lyons (2020) found out that in view of limited personnel and financial resources on-the-job training methods such as observation, mentoring and job rotation schemes address the training needs of organizations, as these approaches are inexpensive, flexible and can be used on-site

Off-job strategies are utilized far from work puts; few abilities and information are hard to train employees at the workplace, so off-job training is very important. Staffs get training far from their workstation. The strategy also allows the employment of more prominent variety of training systems, these incorporates assistantships, apprenticeship, exceptional study, movies, lecture, TV, seminars, recreation, customized guideline and research trainings. The organization can figure out which strategies to make use of reliant upon the provisions and goals of the training (Khanka, 2017). Saakshi (2015) notes that meetings strategies are utilized to help workers create critical thinking abilities. It is a sequence of instructive and work sessions. Gatherings of individuals meet together over a brief timeframe to focus on a characterized range of concern. These workshops incorporate aptitudes that can be connected in the work environment. Ambardar (2017) explains that training programmes foster improved knowledge procedure, expands employees' capability, which leads to high organization performance.

Employee Turnover

Employee turnover is the percentage or number of employees who leave a company or an organization and are replaced by new workers. It is the rate at which employees leave an organization. Armstrong (2018) states that employee turnover is known as labour turnover or attrition. It is sometimes known as 'wastage' or 'attrition'. Employee turnover could be voluntary turnover, involuntary turnover or avoidable and unavoidable turnover. It related to loss of firms' competitive advantages (Hedwiga, 2017). Kazi (2017) posits that labour turnover is the rotation of workers around the marketplace between firm, jobs and occupations and between the states of employment and unemployment. According to Nzuve (2020), employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment.

There are two types of turnover, voluntary and involuntary. Voluntary turnover is the process where an employee leaves an organization at his/her own discretion (Dess & Shaw, 2016). According to

Shaw, Delery and Gupta (2015), voluntary turnover occurs when an employee decides to leave an organization. Sims (2017) states that voluntary turnover occurs when an employee initiates the termination of their employment at their own free will. Gomez-Mejia, Berrone and Franco (2018) voluntary turnover is a separation that occurs when an employee decides to end the relationship with the employer due to personal reasons. Voluntary turnover refers to termination initiated by employees. Employee might decide to leave an organization voluntarily because of getting a better job, changing career, or present job is unattractive because of poor working conditions, low pay or benefits, and bad relationship with supervisor (Heneman, Judge & Kammeyer-Muelle, 2018).

Gomez-Mejia *et al.* (2018) posits that involuntary turnover is a type of turnover that an organization or employee cannot control. Involuntary turnover occurs when management decides to terminate its relationship with an employee due to economic necessity or a poor fit. Sims (2017) states that involuntary turnover occurs when employment is terminated against wishes of employees. It is a type of turnover in which employees have no choice in their termination. Involuntary turnover might occur due to long term sickness, death, or moving overseas (Heneman *et al.* 2018). Employee may leave an organization due to sickness, death, moving abroad or employers-initiated termination (Aman, 2015). Mayhew (2017) argues that involuntary turnover occurs when employers terminate an employee's contract or ask an employee to resign. Involuntary turnover might occur when an employee violates workplace policies, performs poorly or in case of business slowdown.

Employee turnover can be caused by lack of training and development, poor working conditions, lack of reward and compensation (Verhee, 2017). According to Campbell, Ganco, Franco and Agarwal (2018), employees leave an organization due to bad relationship in the workplace, being bored or unchallenged in the work itself and poor benefits. According to Lee and Jimenez (2017), performance-based rewards, supervision support reduce the possibility that employees will opt to leave their current jobs; however, job satisfaction is the most important predictor of turnover intention. Other studies have determined that bad working condition, lack of career growth, unfair compensation, negative supervisory support, lack of employee development and job stress influences employee turnover rate (Sattar & Ahmed, 2018).

Rawat (2017) posits that organizations face a lot of problems due to high turnover rate. Employee turnover occurs because employees are dissatisfied with their job, poor working conditions, low salary, lack of career advancement and better offer. High employee turnover leads to low performance in the organization. Mendes (2017) assert that company should invest in employee retention in order to be successful. Competition and the lack of availability of highly talented skilled employees make finding and retaining talented employees a significant priority for organizations.

Since, employee turnover can certainly be problematic and in some cases devastating for organisations, developing and implementing effective evidence base guidelines for managing turnover requires that the parties involved like the human resources manager need to understand the impact of turnover on the organisation and how to manage employee turnover (Allen, Bryant & Vardaman, 2020). Even when voluntary turnover rate drops due to unfavourable labour markets it would be short-sighted to ignore retention management for example there is evidence that high unemployment rates have little or no impact on the turnover of highly skilled employees or those in a demand skill set (Trevor, 2017). When employees leave the organisation its costs the organisation time and money to replace them, the total cost of which sometimes range from the 90%-200% of the annual salary for the position advertised (Mitchell, Holtom & Lee, 2017). In addition to the obvious direct costs, there are a wide range of other direct and indirect costs associated with turnover, and organisations must attempt to avoid these costs at all times (Allen, Bryant & Vardaman 2020).

Empirical Review

Work Environment and Employee Turnover

Meirina, Ferdian and Pasaribu (2018) studied the influence of work environment towards turnover intention of employee of 4-star hotels in Padang City. The purpose of this study was to analyze the influence of the work environment towards turnover intention of 4-star hotel employees in Padang City. This was a quantitative descriptive with a causal associative approach. The population in this study was 796 people consisting of all 4-star hotel employees in Padang City. The data analysis technique used was simple linear regression analysis. The results of the study showed that work environment variable had a significant influence on employee turnover intention.

Arnoux-Nicolas, Di Fabio and Bernaud (2016) researched on perceived work conditions and turnover intentions: The mediating role of meaning of work. This study examined the role of this psychological resource as a mediator for the relationships between perceived working conditions and turnover intentions in a sample of 336 French workers from different job contexts. Results show that adverse working conditions were positively and significantly associated with turnover intentions. Meaning of work is negatively related to both perceived working conditions and turnover intentions. Mediation analyses for meaning of work demonstrated indirect effects of several adverse working conditions on turnover intentions.

Ngantung, Saerang and Pandowo (2015) researched on the effect of job stress, workload and work environment on employee turnover. The objective of this research was to identify the effect of job stress, workload, and work environment on employee turnover. In this research, the population refers to the employees of PT Hasjrat Abadi Manado with sample size as many as 50 respondents. The data are gathered from using questionnaires and used multiple regression analysis. Result showed that job stress, workload, and work environment have significant effect on employee turnover simultaneously and partially at PT Hasjrat Abadi Manado.

Kurniawaty, Ramly and Ramlawati (2019) studied the effect of work environment, stress, and job satisfaction on employee turnover intention. This study aims at investigating the factors that influence Bank Mandiri employees' turnover intention including work environment, stress, and job satisfaction. The study used a quantitative method with the Path Analysis model and the resulted model analyses both direct effect and indirect effects of independent variables on dependent variable. The sample size includes 100 employees of Mandiri Bank who were selected from a population of 430 employees based on purposive random sampling technique. The findings of this research indicate that, work environment had a positive and significant effect on job satisfaction. Second, stress had a negative and significant effect on job satisfaction. Third, work environment had a negative and significant effect on turnover intention. Fourth, stress had a positive and significant effect on turnover intention. Fifth, job satisfaction had a negative and significant effect on turnover intention. Based on these results, work environment, stress, and job satisfaction can be policy tools to reduce turnover intention, which can lead to a decrease in real turnover at Mandiri Bank.

Kullab and Kassim (2017) researched on determinants of working environment, employee loyalty and employee turnover of ICT-SME industry. This study examined the problem of career development, compensation and rewards, job security, working environment and employee loyalty. Data was collected and analysed in terms of descriptive statistics and SEM was used to test the significance of relationship the variables. Result indicates that there was significant relationship among the variable.

Sojeb (2016) studied the impact of work environment on employee turnover intentions. The purpose of the study was to examine the impact of work environment on employee turnover intentions. The study used Nigerian breweries Plc, Sang183361992o Ota, Ogun state. The main

objective was to examine the impact of work environment on employee turnover intentions. The research methodology used is a descriptive survey method adopted to achieve the research objectives. The target population was permanent and temporary staffs working in the organisation named above. The sample size of 120 employees was selected for the study. The data was collected using a well-structured questionnaire and the hypotheses of the study were tested using Pearson's correlation. The findings revealed that there is a significant relationship between work environment and employee turnover intention.

Sikawa (2018) studied the influence of working conditions strategy on employee retention in rural public secondary schools in Tanzania. Descriptive research design was used along with positivism paradigm to carry out this study. Results showed that there was a positive significant influence of working conditions on employee retention. Hartono (2019) reached on the relationship of work environment, commitment, compensation and turnover intention of private elementary school teachers. This research was a quantitative research with a questionnaire as its data collection method. The data analysis method chosen is Pearson correlation and regression. The findings showed a negative relationship between work environment and turnover intention, commitment to turnover intention, compensation with turnover intention.

Career Development Opportunities and Employee Turnover

Syahrizal (2018) studied the effect of compensation and career development on turnover intention. This examined the effect of compensation and career development on employee turnover intention: work satisfaction as a mediation variable. The study established that compensation and career development had a positive and significant influence on job satisfaction and negatively affect turnover intention, meaning that if the compensation provided by the company can meet the needs of the employee's desire, employee job satisfaction will increase and lower employee turnover rates.

Al-sharafi (2018) studied the effect of training and career development on employees retention in the Telecommunication Organizations in Yemen. Using a sample of 100 non-managerial employees in the four Yemeni telecommunication organizations, results indicated that training has a positive impact on the employees' satisfaction and retention. In fact, results show the importance of training in enhancing employees' satisfaction as well as improving their retention rate in the telecommunication sector in Yemen. Surprisingly, results showed that career development has no relationship with employees' satisfaction or retention. Results also found that Job satisfaction mediates the relationship between training and employees' retention in the Yemeni telecommunication sector.

Puspitaa and Susanty (2017) researched on career development and work motivation drive employee turnover intention in an IT Consulting in Indonesia. The objective of this research is to examine the effect of career development and work motivation on turnover intention. The census technique used to collect the data from the employee that already pass the probation period. Total number 66 data are collected from respondents by distributing online questionnaire to the target population. The data analyzed by using multiple regression as an approach. The result show that career development and work motivation have negative significant impact on turnover intention. These mean that the better career development and work motivation in an IT consulting in Indonesia will reduce turnover intention. Therefore, an IT consulting should consider these two factors to minimize the turnover intention

Zahari, Supriyati and Santoso (2020) studied the influence of compensation and career development mediated through employee engagement toward turnover intention of the permanent officers employees at the head office of PT Bank Syariah Mandiri. The researcher used structural equation model in testing, analysing the data, and model development. The data was analyzed by

using statistical software tools (LISREL 8.8). The results were: Compensation has a direct negative influence on turnover intention, career development has a direct negative influence on turnover intention, compensation has a direct positive influence on employee engagement, career development has a direct positive influence on employee engagement, employee engagement has a direct negative influence on turnover intention, compensation has an indirect negative influence on turnover intention through employee engagement and career development has an indirect negative influence on turnover intention through employee engagement.

Li Yifei (2018) researched on career growth and turnover intention: The mediator role of career commitment and organizational identification. The study examined two types of indirect effect of organizational career growth on turnover intention. By identifying how career growth can affect turnover intention indirectly, the study ultimately proposed practical implications for organizations to better manage human resources. Data was obtained from 282 participants from four adjacent cities in the Pearl River Delta area. The results showed that career growth was the predictor of both career commitment and organizational identification; career commitment was negatively related to employee turnover intention; career growth conveys an indirect influence on employee turnover intention through the mediating effect of career commitment.

Yulianti and Margaretha (2019) researched on employee development and intention to turnover. This study was a quantitative study by distributing questionnaires to 108 employees of beauty services companies in Surabaya. The result of this study was that employee development has no direct effect on turnover intentions, perceived internal and external employability fully mediates employee development related to turn over intentions. Job autonomy strengthen the perceived internal employability relationship with turnover intentions and job autonomy lowered the perceived external employability relationship with the turnover intention.

Abbas (2018) carried a study to establish the perceived influence of career development on retention at Deloitte Kenya. Training and development were explored as one of the major variables in his study. Using descriptive statistics and regression survey designs, Abbas (2018) targeted 120 respondents at Deloitte Kenya and used structured questionnaires to collect data. Respondents admitted that they were satisfied with training and development practices in the company. Respondents attributed their willingness to work in the company to proper coaching and extensive job training employed by the management. However, the study was conducted in a very competitive international auditing company, whose state of affairs may not be replicable to other institutions such as universities. When the employees are introduced to more training, they show higher level of commitment as compared to others.

RESEARCH METHODOLOGY

This study adopted a cross-sectional survey research design. This design suits the scenario where the correlation of two variables is to be determined at an instant in time (Mugenda, 2008; Cooper & Schindler, 2017). The target population comprised of 4,272 health professionals from four different national referral hospitals in Kenya, in the year 2023 (MoH, 2023). The study's sample size was reached at using Krejcie and Morgan sample size determination formula (Russell, 2017). Therefore, the sample size for the study was 353 health professionals from four different national referral hospitals in Kenya.

Stratified random sampling is the technique that was applied in selecting the sample for this study. This research utilized a questionnaire as the primary data collection instrument. According to Leedy and Ormrod (2019), a pilot study is an excellent way to determine the feasibility of the study. The subjects participating in the pilot study were not included in the final study. Eighteen questionnaires were piloted that represented 5% of the study sample size. The pilot group was selected randomly from study population and was not included in the final study.

The objectives of the study guided data analysis. SPSS version 26 was used to analyze the data that was collected from the field. In order to allow data to be entered into the software, the questionnaires were referenced, and the data coded. Both quantitative and qualitative data was collected. Quantitative data collected was analyzed using descriptive statistics techniques. Qualitative data was analyzed using content analysis and presented in prose form. Before the data is analyzed, it will be first coded, cleaned, and grouped as per their variables. The inferential analysis included correlation and regression analysis.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

From the 353 questionnaires 339 were completely filled and returned hence a response rate of 96%. The response rate was considered as suitable for making inferences from the data collected. As indicated by Metsamuuronen (2017), a response rate that is above fifty percent is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

Descriptive Statistics Analysis

Work Environment and Employee Turnover

The first specific objective of the study was to assess the effect of work environment on employee turnover in national referral hospital in Nairobi County, Kenya. The respondents were requested to indicate their level of agreement on work environment and employee turnover in national referral hospital in Nairobi County, Kenya. The results were as shown in Table 1

From the results, the respondents agreed that their organization prioritizes employee work life balance to maintain a healthy and productive workforce. This is supported by a mean of 3.996 (std. dv = 0.865). In addition, as shown by a mean of 3.819 (std. dv = 0.945), the respondents agreed that in their organization, employees are given time off to focus on their personal life and have a break from their work. Further, the respondents agreed that in their organization, employees are provided with flexible working hours to take care of their needs. This is shown by a mean of 3.798 (std. dv = 0.611).

The respondents also agreed that in their organization, employees are provided with adequate working space to perform their work efficiently. This is shown by a mean of 3.731 (std. dv = 0.908). With a mean of 3.711 (std. dv = 0.776), the respondents agreed that in their organization, the work environment is safe to protect the employee health and safety. The respondents agreed that in their organization, the management ensure that the work environment has proper lighting and air quality to help employees undertake their tasks comfortably. This is shown by a mean of 3.675 (std. dv = 0.897). With a mean of 3.613 (std. dv = 0.786), the respondents agreed that employees are encouraged together as a team to achieve firm goals. The respondents also agreed that in their organization, employees are encouraged to maintain positive relationships to be more productive. This is shown by a mean of 3.608 (std. dv = 0.783). With a mean of 3.576 (std. dv = 0.874), the respondents agreed that in their organization, employees maintain good communication among themselves to perform their tasks effectively

Table 1: Work Environment and Employee Turnover

	Mean	Std. Dev.
Our organization prioritizes employee work life balance to maintain a healthy and productive workforce	3.996	0.865
In our organization, employees are given time off to focus on their personal life and have a break from their work	3.819	0.945
In our organization, employees are provided with flexible working hours to take care of their needs	3.798	0.611
In our organization, employees are provided with adequate working space to perform their work efficiently	3.731	0.908
In our organization, the work environment is safe to protect the employee health and safety	3.711	0.776
In our organization, the management ensure that the work environment has proper lighting and air quality to help employees undertake their tasks comfortably	3.675	0.897
In our organizations, employees are encouraged together as a team to achieve firm goals	3.613	0.786
In our organization, employees are encouraged to maintain positive relationships to be more productive	3.608	0.783
In our organization, employees maintain good communication among themselves to perform their tasks effectively	3.576	0.874
Aggregate	3.732	0.841

Career Development Opportunities and Employee Turnover

The second specific objective of the study was to examine the effect of career development opportunities on employee turnover in national referral hospital in Nairobi County, Kenya. The respondents were requested to indicate their level of agreement on various statements relating to career development opportunities and employee turnover in national referral hospital in Nairobi County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that the organization has a well-designed training policy. This is supported by a mean of 4.168 (std. dv = 0.905). In addition, as shown by a mean of 3.959 (std. dv = 0.885), the respondents agreed that the training programs offered are relevant to employee career growth. Further, the respondents agreed that every employee undergoes relevant training to prepare them for upward mobility. This is shown by a mean of 3.920 (std. dv = 0.605). The respondents also agreed that workshops/seminars is a fundamental human resource policy in the organization. This is shown by a mean of 3.915 (std. dv = 0.981).

The respondents agreed that workshops/seminars help the employees to grow and develop. This is supported by a mean of 3.911 (std. dv = 0.873). In addition, as shown by a mean of 3.897 (std. dv = 0.786), the respondents agreed that workshops/seminars help the employees to build new relationships which is important to personal growth. Further, the respondents agreed that every employee in the organization has the opportunity get scholarship. This is shown by a mean of 3.789 (std. dv = 0.896). With a mean of 3.695 (std. dv = 0.897), the respondents also agreed that scholarships help employee to advance in their career. The respondents agreed that scholarships provides employees with opportunities to learn through new experiences. This is supported by a mean of 3.621 (std. dv = 0.784).

Table 2: Career Development Opportunities and Employee Turnover

	Mean	Std. Dev.
The organization has a well-designed training policy	4.168	0.905
The training programs offered are relevant to employee career growth	3.959	0.885
Every employee undergoes relevant training to prepare them for upward mobility	3.920	0.605
Workshops/seminars is a fundamental human resource policy in the organization	3.915	0.981
Workshops/seminars help the employees to grow and develop	3.911	0.873
Workshops/seminars help the employees to build new relationships which is important to personal growth	3.897	0.786
Every employee in the organization has the opportunity get scholarship	3.789	0.896
Scholarships help employee to advance in their career	3.695	0.897
Scholarships provides employees with opportunities to learn through new experiences	3.621	0.784
Aggregate	3.849	0.853

Employee Turnover in National Referral Hospital

The respondents were requested to indicate their level of agreement on various statements relating to employee turnover in national referral hospital in Nairobi County, Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 3.

From the results, the respondents agreed that the number of employees leaving the organization annually has reduced. This is supported by a mean of 4.084 (std. dv = 0.997). In addition, as shown by a mean of 3.917 (std. dv = 0.831), the respondents agreed that employees leave the organization voluntarily. Further, the respondents agreed that employees leave the organization involuntarily. This is shown by a mean of 3.858 (std. dv = 0.563). The respondents also agreed that employees leave the organization due to retirement. This is shown by a mean of 3.831 (std. dv = 0.851). From the results, the respondents agreed that the number of new recruitments has decreased in the organization. This is supported by a mean of 3.802 (std. dv = 0.786). In addition, as shown by a mean of 3.765 (std. dv = 0.897), the respondents agreed that low new recruitments save costs for the organization.

Table 3: Employee Turnover in National Referral Hospital

	Mean	Std. Deviation
The number of employees leaving the organization annually has reduced	4.084	0.997
Employees leave the organization voluntarily	3.917	0.831
Employees leave the organization involuntarily	3.858	0.563
Employees leave the organization due to retirement	3.831	0.851
The number of new recruitments has decreased in the organization	3.802	0.786
Low new recruitments save costs for the organization	3.765	0.897
Aggregate	3.841	0.822

Inferential Statistics

Inferential statistics in the current study focused on correlation and regression analysis. Correlation analysis was used to determine the strength of the relationship while regression analysis was used to determine the relationship between dependent variable (employee turnover in national referral

hospital in Nairobi County, Kenya) and independent variables (work environment, and career development opportunities).

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (work environment and career development opportunities) and the dependent variable (employee turnover in national referral hospital in Nairobi County, Kenya) dependent variable. Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients. The current study employed Taylor (2018) correlation coefficient ratings where by 0.80 to 1.00 depicts a very strong relationship, 0.60 to 0.79 depicts strong, 0.40 to 0.59 depicts moderate, 0.20 to 0.39 depicts weak.

Table 4: Correlation Coefficients

		Employee Turnover	Work Environment	Career Development Opportunities
Employee Turnover	Pearson Correlation		1	
	Sig. (2-tailed)			
	N	339		
Work Environment	Pearson Correlation	.856**		1
	Sig. (2-tailed)	.001		
	N	339	339	
Career Development Opportunities	Pearson Correlation	.859**	.189	
	Sig. (2-tailed)	.000	.081	1
	N	339	339	339

The results revealed that there is a very strong relationship between work environment and employee turnover in national referral hospital in Nairobi County, Kenya ($r = 0.856$, p value = 0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings conform to the findings of Meirina, Ferdian and Pasaribu (2018) that there is a very strong relationship between work environment and employee turnover.

The results also revealed that there was a very strong relationship between career development opportunities and employee turnover in national referral hospital in Nairobi County, Kenya ($r = 0.859$, p value = 0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the results of Syahrizal (2018) who revealed that there is a very strong relationship between career development opportunities and employee turnover

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (work environment, and career development opportunities) and the dependent variable (employee turnover in national referral hospital in Nairobi County, Kenya).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931	.867	.868	.10120

a. Predictors: (Constant), work environment, and career development opportunities

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent

variables and the dependent variable was 0.867. This implied that 86.7% of the variation in the dependent variable (employee turnover in national referral hospital in Nairobi County, Kenya) could be explained by independent variables (work environment, and career development opportunities).

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	14.087	4	3.522	176.1	.000 ^b
Residual	6.568	334	.020		
Total	20.655	338			

a. Dependent Variable: employee turnover in national referral hospital

b. Predictors: (Constant), work environment, and career development opportunities

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 176.1 while the F critical was 2.399. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of work environment, and career development opportunities on employee turnover in national referral hospital in Nairobi County, Kenya.

Table 7: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.332	0.091		3.648	0.003
	Work Environment	0.387	0.095	0.386	3.949	0.000
	Career Development Opportunities	0.398	0.102	0.399	3.716	0.002

a Dependent Variable: Employee Turnover

The regression model was as follows:

$$Y = 0.332 + 0.387X_1 + 0.398X_2$$

The results also revealed that work environment has significant effect on employee turnover in national referral hospital in Nairobi County, Kenya, $\beta_1=0.387$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings conform to the findings of Meirina, Ferdian and Pasaribu (2018) that there is a very strong relationship between work environment and employee turnover.

In addition, the results revealed that career development opportunities has significant effect on employee turnover in national referral hospital in Nairobi County, Kenya $\beta_1=0.398$, p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the results of Syahrizal (2018) who revealed that there is a very strong relationship between career development opportunities and employee turnover

Conclusions

In addition, the study concludes that work environment has a positive and significant effect on employee turnover in national referral hospital in Nairobi County, Kenya. The study revealed that work schedules, physical environment and work relationships influence employee turnover in national referral hospital in Nairobi County, Kenya

The study also concludes that career development opportunities have a positive and significant effect on employee turnover in national referral hospital in Nairobi County, Kenya. The study revealed that study leave, time off and scholarships influence employee turnover in national referral hospital in Nairobi County, Kenya.

Recommendations

From the findings, this study recommends that the management of national referral hospital in Nairobi County, Kenya should;

Ensure that the hospital's physical facilities are well-maintained, clean, and equipped with modern amenities. A comfortable and safe work environment can positively impact employee satisfaction. In addition, ensure that staffing levels are adequate to handle patient loads efficiently. Overworking employees due to understaffing can lead to burnout and higher turnover. Monitor workload and redistribute tasks as necessary.

Ensure that the hospital offers competitive salaries and benefits compared to other healthcare institutions in the region. Regularly review and adjust compensation packages to stay competitive in the job market. In addition, implement performance-based incentives and bonuses to reward employees for their contributions. Recognize and reward high-performing individuals and teams to motivate them to stay and excel in their roles.

Suggestions for Further Studies

This study focused on examining organizational determinants of employee turnover in national referral hospital in Nairobi County, Kenya. Having been limited to national referral hospital in Nairobi County, Kenya, the findings of this study cannot be generalized to performance of private hospitals in Kenya. The study therefore suggests further studies on organizational determinants of employee turnover in private hospitals in Kenya.

Further, the study found that the independent variables (work environment, and career development opportunities) could only explain 86.7% of the employee turnover in national referral hospital in Nairobi County, Kenya. This study therefore suggests research on other factors affecting the employee turnover in national referral hospital in Nairobi County, Kenya.

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