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Factors Influencing Retention of Health Care Workers in County Public Health Facilities in Baringo County

[1]Kiptui Jepkemoi Nancy, [2]Dr. Kezia Njoroge & [3]Mr. Fredrick Kimemia

[1]Masters Degree in Health Systems Management, Kenya Methodist University
[2, 3]School of Medicine and Health Sciences, Kenya Methodist University

Abstract

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Purpose: The study aimed to evaluate the factors impacting health care professionals' retention in County public health facilities under Baringo County's devolved government structure. The research particularly investigated the impact of job promotion on health care employees' absorption in the randomly chosen public hospitals in Baringo County.

Methodology: A descriptive research design was employed. The research focused on all health care employees in Baringo County's designated public health institutions. In all, 307 specifically national healthcare employees in health care institutions were targeted. The Fishers' algorithm was used to pick 171 health care employees from the target group who were categorized and randomized. The research gathered both secondary and primary information. Inferential and descriptive techniques was used to dissect the dataset. The SPSS application was used to facilitate the analysis. Inferential statistics, such as correlation and regression analysis, aided in determining the causal link between factors. These were determined by use of R2s, F scores, and beta values, assessed at 0.05 level of significance.

Results: The findings show that employee promotion has a positive and healthcare workers' retention in the selected public hospitals in Baringo County ($\beta = 0.193$, $p = 0.001$). Like employee promotion, the findings show that the work environment has a positive and healthcare workers' retention in the selected public hospitals in Baringo County ($\beta = 0.240$, $p = 0.001$). Health information system also has a positive relationship with health care workers' retention in the selected public hospitals in Baringo County ($\beta = 0.226$, $p = 0.000$). The findings show that special financial packages have a positive healthcare workers' retention in the selected public hospitals in Baringo County ($\beta = 0.369$, $p = 0.00$). The study highlights the significance of employee promotion in influencing retention.

Unique contribution to theory, policy and practice: Hospitals should establish clear and transparent career advancement pathways for healthcare workers. Regularly assessing employees' skills and providing opportunities for growth and advancement within the organization can boost morale and increase retention rates. Addressing issues related to work-life balance, providing resources for stress management, and enhancing relationships between supervisors and staff can contribute to a healthier and more attractive work environment. The study indicates that an effective health information system contributes to higher retention rates. Hospitals should invest in modern and efficient health information technology to streamline processes, improve patient care, and reduce administrative burdens on health care workers. Comprehensive training and ongoing support for the use of these systems can help enhance employee satisfaction and retention Since employee promotion and leadership opportunities positively impact retention, hospitals should establish mentorship programs and leadership development initiatives. Providing guidance, mentorship, and training for aspiring leaders can help nurture a pool of skilled and motivated professionals who are more likely to stay with the organization.

Keywords:
Employee promotion
Work environment
Health care workers retention
Health information system
Special financial package

ECJEP Classification: G20, O40

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1.0 INTRODUCTION

1.1 Background to the study

Employee retention is an important part of personnel management and planning. Companies must undertake retention tactics, and it is critical to investigate why employees leave or stay. Since 2003, the International Labor Organization (ILO) has been proactive in promoting safeguarding workers and considering employees as an asset. According to the Occupational Safety and Health Act (2007), it is critical to ensure personnel' well-being, security, and protection, as well as to provide opportunities for education and growth (Mukherjee et al., 2020). According to the World Health Organization (WHO), management of talent, as well as bad health practices among specialists in low- and middle-income countries, are attracting worldwide attention. Workers are regarded as the most precious resource in any organization (Kundu & Lata, 2017). By incorporating employees in the development of their performance, a highly successful and adaptable company may be established. As a result, people must exhibit complete adherence to the required overall performance principles in order to maintain a competitive advantage. To satisfy high expectations, fluctuating business conditions, and severe competition, organizations must drastically increase the quality of their work.

India is home to over a million immigrants worldwide, ranking second among developing countries, as stated by Arasanmi and Krishna (2019). In Africa, several studies have attempted to identify the reasons behind workers' intention to leave their jobs by exploring various contexts. These studies have found that the primary cause of intent to leave is lack of commitment, and that strong dedication to the entire organization can significantly reduce the likelihood of employees leaving their jobs (Arana et al., 2018; Akinwale & George, 2020). In Cameroon, Bang et al. (2020) conducted a study on multinational organizations and discovered that dedication is a complex concept that can be directed towards work, colleagues, supervisors, or the organization as a whole. Furthermore, Ashraf (2019) highlighted the positive correlation between organizational commitment and employee retention. Hence, it could be argued that a strong commitment to the organization by employees would increase their likelihood of retention. Bichi et al. (2017) suggest that offering better employee perks, incentives, and a conducive working environment could improve staff retention rates. To improve public health, it is crucial for economies to prioritize strengthening the healthcare workforce. This requires integrated and coordinated approaches that address critical stages in the health care value chain, including the capacity, management, and working conditions of health care workers, and an understanding of the dynamics of the health labor market that impact medical personnel production, deployment, uptake, performance, and motivation. Immediate action is necessary (Busari et al., 2017).

Unequal distribution of healthcare personnel is a significant obstacle to providing healthcare interventions to vulnerable populations. Although rural areas are home to half of the world's population, most physicians and nurses are concentrated in urban areas. For example, Yaoundé has 4.5 times more healthcare workers than the lowest-income region in the country. In Malawi, despite 80 percent of the population living in rural areas, only 30 percent of healthcare personnel work there. Furthermore, poorer countries lose many of their healthcare professionals to wealthier countries, resulting in a shortage of healthcare workers in their home countries. Mozambique is an example where 75 percent of physicians educated their work in other countries, mostly in Portugal. The emigration of healthcare professionals from their home countries to wealthier countries has financial implications for the countries that paid for their education. (Davis et al., 2019).

The healthcare system in Kenya faces various challenges such as regional and urban disparities, insufficient funding, and a shortage of healthcare personnel, resulting in a ratio of one doctor for every 10,150 people. Access to healthcare in the north-eastern province is particularly difficult due to fewer facilities and an underserved ratio of 10/100,000 health establishments per inhabitants. Retention of healthcare personnel deployed to this region from other parts of the country is also a

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significant concern, hindering progress towards achieving the MDGs. Additionally, there is a lack of appropriately skilled and motivated healthcare employees across the country (Oxford Analytical, 2017; Davis et al., 2019).

1.2 Statement of the Problem

Employee retention s crucial in any organization since the workplace is becoming very dynamic and the management needs to find innovative ways to ensure high-level commitment and engagement of employees lest they show motives to shirk, be absent and/or leave the job (Timsal et al., 2016; Nassary, 2020). However, the possibility of leaving jobs even with the motivated staff has been a key management problem for many private and public institutions in Kenya (Musango, 2021). s of 2020/2021, the number of nurses per 10,000 population stands at 8 against the baseline of 7 with a target of 10 by 2022/2023 (Baringo County Government Department of Health Services, 2020) marking a significant talent gap against the World Health Organization (WHO) prescribed minimum expectation of 1: 1,000 (KDHS, 2014). Over the past five years, there has been a concerning trend of healthcare workers leaving their positions in Baringo County. In 2013/14, 33 workers resigned, while in 2017/18, 49 workers left. These high turnover ratios indicate a problem with retaining healthcare workers (Baringo County Government, 2019). The county's health strategic plan for 2018- 2022 identified human resource bottlenecks and a lack of specialized facilities as ongoing issues that are impeding the delivery of healthcare services in the region. Currently, there are 1,210 staff members working in the health services department, which includes 247 facilities and 58 community health units. Baringo County has six sub-county children services offices; two officers are manning two sub counties each. This understaffing (against the number of staff leaving jobs has contributed to inefficiency while addressing children's issues in the county (Baringo County Government, 2019). This indicates that the county has significant issues with health care worker turnover such as high employee turnover, high costs of re-training, high managerial costs of staff recruitment, loss of favorable/marketable talent and low employee performance. Therefore, the current study found it worthwhile to investigate the Baringo county public health care facilities to provide generalizable findings and seek to address the problems identified in Baringo County.

1.3 Purpose of the Study

To investigate the factors affecting health care workers' retention in the selected public hospitals in Baringo County.

1.3.1 Specific Objectives

i. To establish the influence of employee promotion on the retention of healthcare workers in the selected hospitals in Baringo County.

ii. To determine the influence of work environment on the retention of healthcare workers in the selected hospitals in Baringo County.

iii. To determine the influence of health information system on the retention of healthcare workers in the selected hospitals in Baringo County.

iv. To evaluate the influence of financial incentives on the retention of healthcare workers in the selected hospitals in Baringo County.

1.4 Research Hypotheses

H_{A1}: Employee promotion has a significant influence on health care workers retention in the selected public health facilities in Baringo County.

H_{A2}: Work environment has a significant influence on health care workers retention in the selected public health facilities in Baringo County.

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HA3: Health information system has a significant influence on health care workers retention in the selected public health facilities in Baringo County.

HA4: Special financial packages have a significant influence on health care workers retention in the selected public health facilities in Baringo County.

2.0 LITERATURE REVIEW

2.1 Theoretical Framework

Theories are viewed to help readers to understand the behaviour of phenomena. They also help researchers to challenge and expound on existing forms of knowledge (Alavi et al., 2018). Hence, this paper was anchored on the following theories:

2.1.1 Herzberg's Two-Factor Theory

Frederick Herzberg's two-factor theory identifies two sets of factors affecting workplace motivation and employee satisfaction: motivators (intrinsic factors) and hygiene factors (extrinsic factors) (Herzberg et al., 1959; Hackman & Oldham, 1976). Motivators, such as achievement, recognition, work itself, responsibility, promotion, and growth, enhance job enthusiasm and drive. Conversely, hygiene factors, which include company policies, supervision, relationships, working conditions, compensation, and job security, do not inherently motivate but can cause dissatisfaction if absent or inadequate (Gibson, 2000; Dartey-Baah & Amoako, 2011; Riley, 2005). This theory emphasizes the need to address both sets of factors to improve employee productivity and retention, making it relevant for exploring the impact of employee promotion on healthcare worker retention in Baringo County (Ashraf, 2019; Gordon, 2017; Hassan et al., 2021).

2.1.2 Maslow's Hierarchy of Needs and Motivation

Developed by Abraham Maslow in the 1940s, this theory posits that human motivation progresses through a hierarchy of needs: physiological, safety, belonging, esteem, and self-actualization (Maslow, 1943). According to Maslow, lower-level needs must be satisfied before higher-level needs become motivational drivers. Individuals seek different types of information and motivation at each level, with basic needs focusing on survival and higher needs on personal growth and fulfillment (Toshav-Eichner & Bareket-Bojmel, 2021). This framework helps understand the motivational needs of healthcare workers and the importance of addressing these needs to retain skilled staff in Baringo County public health facilities (Renaud et al., 2015; Dzimbiri & Molefakgotla, 2021).

2.1.3 Technology Acceptance Model (TAM)

Developed by Davis et al. (1989), the Technology Acceptance Model (TAM) explains how users come to accept and use technology, emphasizing perceived usefulness (PU) and perceived ease of use (PEU) (Davis, 1993; Venkatesh et al., 2003). PU is the belief that using a particular system enhances job performance, while PEU is the belief that using the system requires minimal effort (Davis, 1989). These perceptions shape attitudes and behavioral intentions towards technology. This model is instrumental in evaluating the impact of health information systems on healthcare worker retention in Baringo County by highlighting the importance of usability and usefulness of technological tools in the workplace (Lai, 2017; Ajzen, 2011).

2.1.4 Job Demand-Resources (JD-R) Model

The JD-R model, introduced in 2006, conceptualizes work stress as a result of imbalances between job demands and resources (Bakker et al., 2014; Demerouti & Bakker, 2011). Job demands (e.g., workload, time pressure) can lead to exhaustion, while job resources (e.g., support, feedback, job control) promote engagement and motivation (Bakker & Demerouti, 2007). The model highlights two psychological processes: the energy-driven process (job demands leading to stress) and the motivation-driven process (job resources leading to engagement). This framework is useful for analyzing the influence of the work environment on healthcare worker retention in Baringo County by assessing how job demands and resources impact job satisfaction and stress (Kim & Wang, 2018; Borst et al., 2019; Bakker & de Vries, 2021).

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2.2 Conceptual Framework

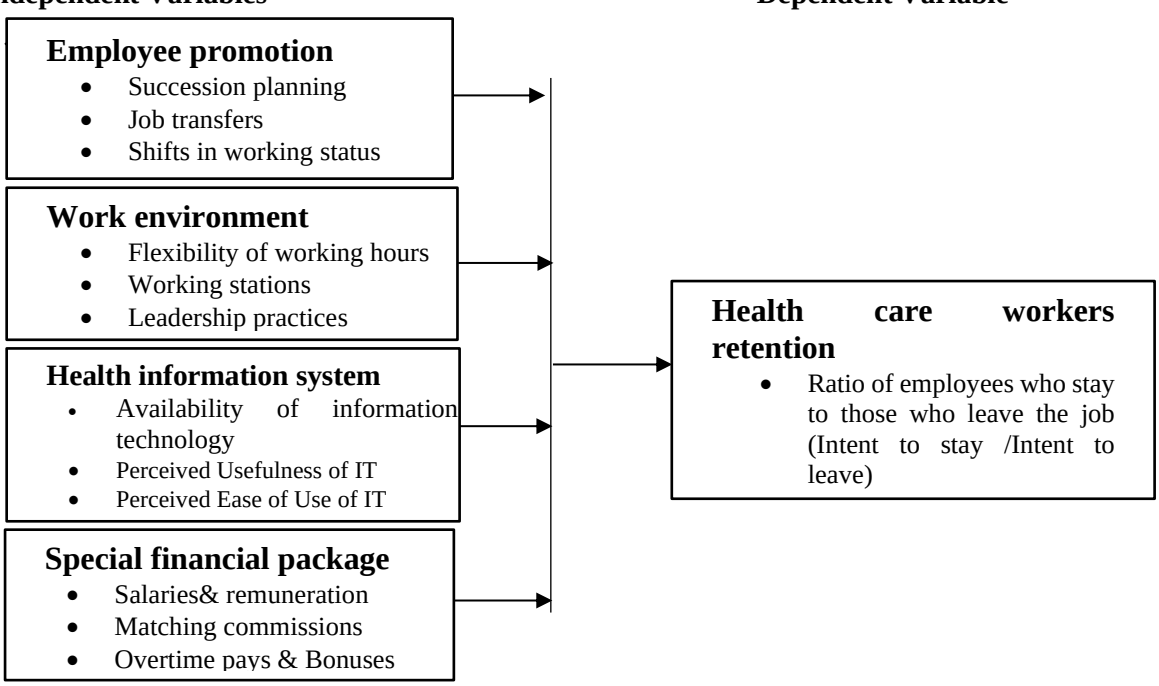

Figure 1: Conceptual Framework

Source: Adapted from (Teece, 2010; Birkinshaw & Ansari, 2015; Teece, 2018; Vodovoz & May, 2017).

2.3 Critique of Existing Literature and Research Gap

The study has established that previous studies have contributed significantly to the concept of motivating factors that contribute to employee retention in various contexts and in various time series. Some of the studies have found that there is a significant while other studies have found that there is an insignificant relationship between the variables. The studies have given extensive information and evidence that employee retention is critical in any given institution. For example, Tiampati and Moronge (2018) investigated the impact of on-the-job instruction on turnover in Kenyan chartered public universities; Ogalo (2018) investigated the impact of induction program on staff utilization in the Kenyan Public Service; Chepkosgey et al. (2017) investigated the impact of on-the-job training intervention on job satisfaction at Kapsara Tea Factory; and Musango (2021) investigated the relationship between training and turnover. The above studies found a positive influence on employee training and their intention to stay in the respective firms. However, the studies have been critiqued to identify the research gaps that form the basis of the current study.

Hassan (2021) conducted the research in Garissa County, Razak et al. (2018) focused on the Makassar Government Region, and Al Sabei et al. (2020) in Muscat, Oman. Wakio (2019) examined employee retention in Machakos County, Guyow (2021) in Mandera County, Rasheed et al. (2022) in Duhok kidney & diseases transplantation centre, Lekartiwa et al. (2020) in Samburu County and Kironji (2020) in Kenyatta National Hospital. However, none of the studies examined the factors influencing healthcare workers' retention in County public health facilities under the devolved system of governance in Baringo County. Amponsah-Tawiah et al. (2016) explored the impact of work related wellbeing and security the board on turnover aim in the Ghanaian mining area, Rasheed et al. (2022) looked to break down the intervening job of profession arranging in the relationship of monetary pay with ability maintenance in Duhok kidney and illnesses transplantation focus (DKDTC), Lekartiwa et al. (2020) explored the impacts of compensation on representative turnover in confidential medical clinics Samburu Province while Kironji (2020) examined the impact of staff inspiration on maintenance of attendants in Kenyatta Public Emergency clinic. The above-mentioned research studies have presented unique findings that there is need for employee motivation for their intent to stay to be solidified.

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However, none of them presented findings on the case of the factors influencing health care workers' retention in County public health facilities under the devolved system of governance in Baringo County. Therefore, the current study finds it worthwhile to investigate the county to provide generalizable findings and seek to address the problems identified in Baringo County.

3.0 RESEARCH METHODOLOGY

3.1 Research Design

This study's research approach was a descriptive study approach which tries to characterize variable aspects in a scenario. The architecture deals with contemporary events or interactions, as well as views, procedures, impacts, or patterns. This strategy blends the advantages of quantitative and qualitative research methodologies. The method collects data from a large sample group and produces results that are representative of the full community at a cheaper cost (Schoonenboom & Johnson, 2017; Rahi, 2017).

3.2 Target Population

This study focused on all healthcare employees in Baringo County's designated public health institutions. Baringo County Referral Hospital, Eldama Ravine Hospital, Chemolingot District Hospital, and Marigat Sub District Hospital are among them. In all, 307 targeted health care employees work in health care institutions. The four facilities were chosen because they are the most important and dependable public hospitals in Baringo County and can provide a representative sample for the current study (given the total population of 307).

Table 1: Targeted Population

Selected hospitals	Population of health workers
Baringo County Referral Hospital	117
EldamaRavine Hospital	96
Chemolingot District Hospital	53
Marigat Sub District Hospital	41
Total	**307**

Source: (HR records of the respective hospital, 2023)

3.3 Sampling procedure

Stratified random sampling was used (Nardi, 2018; Sibley, 2014; Uribe-Bohorquez et al., 2018). The four selected public health facilities in Baringo County were the sampling strata. The sample selection first was scientifically guided using Fishers' formula (Fisher, 1956) to arrive at 171 healthcare providers. Therefore, the study targeted 171 health care workers who were stratified and randomly selected from the target population (using the proportionate allocation method). The sample in every stratum is determined to be proportionate to the number of sample frame in that segment using proportional distribution. A self-weighted cohort is produced through proportional representation. The sample size, not the sample size to population size ratio, determines the precision of parameter estimations within each stratum (Arnab, 2017). Thus, this was done by proportionately allocating the sample of 171 to the selected hospitals using the following proportionate allocation method: nf = Ni/N*n (Table 2).

Table 2: Sampling Frame

Selected Hospitals	Population of the health care workers	Proportionate allocation	Sample
Baringo County Referral Hospital	117	117/307*171	65
Eldama Ravine Hospital	96	96/307*171	53
Chemolingot District Hospital	53	53/307*171	30
Marigat Sub District Hospital	41	41/307*171	23
Total	**307**		**171**

3.4 Instrumentation

The study collected both primary and secondary data. Secondary data on retention rate (ratio of employees who stay to those who leave the job (Intent to stay /Intent to leave)) was sourced from the clinical data at the various selected hospitals. This was collected by use of a clinical secondary data template. Structured questionnaires collected primary data. A rating scale was used to measure the

opinion of the respondents where the scales were the following limits: Strongly Agree (1), Agree (2), Neutral (3) Disagree (4) and Strongly Disagree (5). The most positive got five points and the most negative ones got one point. Likert scale ratings are ideal for evaluating opinions since they may capture information on cognitive characteristics such as intensities, feelings, and the polarized of views. It is simple to examine and compare replies to various objects. That is, they enable attitudes and views to be scored and classified for evaluation using representative statistics (Nemoto&Beglar, 2014; Taherdoost, 2019). To make the surveys user friendly for the respondents, they were properly organized, precise, reliable, straightforward, and succinct.

3.4.1 Pretesting

To ensure that the questionnaires used in the main study are appropriate, a pre-testing exercise was conducted at Tambach District Hospital, which is not part of the selected public hospitals for the main study. This provided useful and comparable information to that of the respondents in the actual study area. The pilot group for the pre-testing exercise, as recommended by Ikart (2019), consisted of 10 per cent of the targeted sample frame, that is, 17 healthcare workers. The challenges encountered during the data collection, coding, and analysis were used to improve the questionnaire and address the issues related to the research problem. The questionnaire was carefully refined to ensure that the results obtained from the study are reliable and valid (Ikart, 2019).

3.4.2 Validity of the Instruments

The study used content, face, and construct validity where content and face validity were assessed by supervisors in Kenya Methodist University (KeMU). The test for construct validity was evaluated by the use of the KMO & Bartlett Test of Sphericity at the threshold of < 0.5 (Field, 2000; Pallant, 2013; Kaiser, 1974).

3.5.3 Reliability of Research Instruments

High reliability indicates that the instrument is free from random errors and measures the concept consistently (Olabode, Olateju & Bakare, 2019). Researchers employ various statistical methods to assess reliability, such as test-retest reliability, internal consistency, and inter-rater reliability (Sürücü & Maslakci, 2020). To ensure the that the questions in the instrument are reliable for research, the researcher used a Cronbach's alpha coefficient of more or equal to 0.7 (Cronbach & Meehl, 1955; de Vet et al., 2017).

3.5 Methods of data collection

Before collecting data, the researcher sought the approval of the university (KeMU SERC Ethical Clearance) and then sought permission from the relevant authorities, including a research permit from the NACOSTI. After getting approval from all the relevant authorities, the researcher used the drop-and-pick administer the questionnaires. This was supplemented with the use of google forms and monkey surveys where the questionnaires were electronically emailed to the respondents.

3.6 Data Analysis and Presentation

The completed surveys were checked to ensure that they are valid and trustworthy. Data editing was performed to prepare the data for coding, which includes validating the completeness, consistency, and legitimacy of the information supplied. The collected data was categorized and coded in accordance with the study goals. For this study, descriptive and inferential statistics were employed in data analysis with the use of SPSS v25.0. Descriptive statistics were used to offer a summary of the cohort with regards of averages, measures of central tendency, standard deviations, variability, ratios, and probabilities, among other things. Inferential statistics were utilized to assess the causal link between the variables in the research. This involved correlation and regression analyses (Gogtay, & Thatte, 2017). This was measured by the R^2, F and t tests, and beta indices, all with a p-value below 0.05.

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4.0 RESEARCH FINDINGS, DATA ANALYSIS AND PRESENTATION

4.1 Response Rate

A total of 171 questionnaires were distributed to the potential respondents of the study. Out of these, 153 were filled and returned. The results are presented in Table 3.

Table 3: Response Rate

Response	Frequency	Percentage
Returned	153	89.47%
Unreturned	18	10.53%
Total	**171**	**100.00%**

Agustini (2018) indicated that a response rate of more than 50% is appropriate for descriptive research. Similarly, Babbie (2004) observed that response rate of 50% can be justified, 60% is good and 70% is very good. In this study, a response rate at 89.47%, can be described as very good for deliberation. The good response rate was attributed to great cooperation experienced from the respondents.

4.2 Descriptive Analysis

4.2.1 Descriptive Analysis for Health Care Worker Retention

Healthcare worker retention is a key outcome of this study and is measured through indicators such as the rate of absenteeism, turnover rate, work engagement, attendance, and level of satisfaction. Absenteeism and turnover rates reflect the stability of the workforce, while work engagement, attendance, and satisfaction provide insights into healthcare workers' commitment and contentment with their roles. The provided scale ranging from "Strongly Agree" to "Strongly Disagree" aided in evaluating healthcare workers' perceptions of these retention-related factors.

Table 4: Descriptive Analysis Results for Health Care Worker Retention

Statements	1	2	3	4	5	M	S D
1. I am satisfied with my current position at the hospital.	13.7%	24.2%	14.4%	30.7%	17.0%	3.13	1.33
2. I intend to continue working at this hospital in the foreseeable future.	6.5%	9.2%	37.3%	28.1%	19.0%	3.44	1.10
3. The hospital's efforts to address employee needs positively influence my decision to stay.	16.3%	17.6%	15.7%	29.4%	20.9%	3.21	1.39
4. I feel valued and appreciated by the hospital.	10.5%	2.6%	41.8%	32.0%	13.1%	3.35	1.08
5. My colleagues and supervisors make me want to stay in this workplace.	11.1%	13.7%	28.8%	23.5%	22.9%	3.33	1.28
6. The hospital provides a conducive environment for professional growth.	10.5%	9.2%	6.5%	26.1%	47.7%	3.92	1.36
7. I am proud to be associated with this hospital.	9.8%	7.2%	24.8%	29.4%	28.8%	3.60	1.25
8. The hospital offers opportunities for skill enhancement and specialization.	12.4%	16.3%	20.9%	23.5%	26.8%	3.36	1.36
9. I believe my contributions have a meaningful impact on patient care.	7.2%	9.8%	18.3%	26.1%	38.6%	3.79	1.25
10. I would recommend this hospital as a great place to work.	14.4%	14.4%	11.1%	28.1%	32.0%	3.49	1.43
11. The hospital recognizes and celebrates employee achievements.	5.9%	7.2%	7.8%	42.5%	36.6%	3.97	1.13
12. I am confident about the hospital's future, and it motivates me to stay.	5.2%	10.5%	10.5%	39.9%	34.0%	3.87	1.15
Overall Mean/Std Dev						**3.54**	**1.26**

Note: 5= strongly / totally agree, *4*= agree *3*= undecided *2=disagree*, *1*= strongly / totally disagree, *M= Mean, S D = Standard Deviation*

A considerable portion of respondents (43.9%) indicated agreement or strong agreement with this statement, suggesting a prevailing sentiment of satisfaction with their current positions. The mean score

of 3.13 reflects a moderate level of agreement overall. The standard deviation of 1.33 indicates variability in responses, underscoring the need for targeted efforts to address specific factors influencing job satisfaction and enhance overall retention. A significant majority of respondents (47.1%) expressed agreement or strong agreement, highlighting a positive intent to continue working at the hospital in the foreseeable future. The mean score of 3.44 indicates a relatively high level of agreement. The low standard deviation of 1.10 suggests a consistent agreement among healthcare workers, emphasizing the potential effectiveness of retention strategies in place. A notable portion of respondents (37.3%) conveyed agreement or strong agreement, indicating that the hospital's efforts to address employee needs have a positive influence on retention decisions. The mean score of 3.21 suggests a moderate level of agreement. The standard deviation of 1.39 implies varying perceptions of the effectiveness of these efforts, pointing to potential areas for improvement. A substantial number of respondents (43.1%) expressed agreement or strong agreement, indicating that they feel valued and appreciated by the hospital. The mean score of 3.35 reflects a moderate level of agreement. The low standard deviation of 1.08 suggests a consistent sentiment, emphasizing the significance of recognition in fostering healthcare worker retention.

A considerable proportion of respondents (49.4%) indicated agreement or strong agreement, highlighting the positive influence of colleagues and supervisors on their desire to remain. The mean score of 3.33 suggests a moderate level of agreement. The standard deviation of 1.28 implies some variability in experiences, underscoring the potential to enhance teamwork and leadership for improved retention. A significant majority of respondents (76.8%) expressed agreement or strong agreement, reflecting a widespread belief that the hospital offers a conducive environment for professional growth. The mean score of 3.92 indicates a relatively high level of agreement. The standard deviation of 1.36 implies varying perceptions, highlighting the need to tailor growth opportunities to individual preferences. A substantial portion of respondents (63.2%) conveyed agreement or strong agreement, underscoring a prevalent sense of pride in being associated with the hospital. The mean score of 3.60 indicates a moderate to high level of agreement. The low standard deviation of 1.25 suggests a consistent sentiment, emphasizing the potential positive impact of institutional pride on retention. A notable majority of respondents (63.2%) expressed agreement or strong agreement, indicating that the hospital provides opportunities for skill enhancement and specialization. The mean score of 3.36 suggests a moderate level of agreement. The standard deviation of 1.36 implies varying perceptions of these opportunities, pointing to areas for clearer communication and more tailored offerings.

A significant majority of respondents (65.7%) indicated agreement or strong agreement, highlighting the belief that their contributions have a meaningful impact on patient care. The mean score of 3.79 indicates a moderate to high level of agreement. The standard deviation of 1.25 suggests a consistent agreement, underscoring the importance of recognizing and valuing individual contributions. A notable proportion of respondents (46.5%) expressed agreement or strong agreement, indicating a positive sentiment towards recommending the hospital as a great place to work. The mean score of 3.49 suggests a moderate to high level of agreement. The standard deviation of 1.43 implies varying opinions, signaling the potential to address specific areas for improvement to strengthen recommendations. A significant majority of respondents (79.1%) conveyed agreement or strong agreement, emphasizing the positive impact of the hospital's recognition and celebration of employee achievements. The mean score of 3.97 indicates a high level of agreement. The low standard deviation of 1.13 suggests a consistent sentiment, underlining the significance of acknowledgment in retention strategies. A considerable proportion of respondents (75.1%) expressed agreement or strong agreement, highlighting a prevailing sense of confidence in the hospital's future and its motivating effect on retention. The mean score of 3.87 indicates a moderate to high level of agreement. The low standard deviation of 1.15 suggests a consistent sentiment, emphasizing the potential positive impact of a positive organizational outlook on retention efforts.

The overall mean score of 3.54 indicates a moderate to high level of agreement among healthcare workers regarding the antecedents of retention. The standard deviation of 1.26 implies variability in responses, suggesting a mix of consensus and diversity in opinions. This variability underscores the

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importance of targeted interventions to enhance specific aspects of retention, tailored to address varying perspectives. In conclusion, the study provides valuable insights into healthcare workers' perceptions of factors influencing their retention in selected public hospitals in Baringo County. The findings highlight areas of agreement and variability, indicating opportunities for strategic enhancements in job satisfaction, recognition, career growth, and overall working environment to foster higher retention rates and improve the quality of healthcare services provided.

4.2.2 Descriptive Analysis Results for Employee Promotion

In this study, we evaluate healthcare workers' perceptions of these promotion-related factors using a scale ranging from "Strongly Agree" to "Strongly Disagree."

Table 5: Descriptive Analysis Results for Employee Promotion

Statements	1	2	3	4	5	M	S D
Succession planning							
1. I am periodically trained on the job on higher leadership roles in the public hospital	12.4%	9.8%	13.1%	29.4%	35.3%	3.65	1.37
2. I get coaching advise and mentorship on my career as a medical practitioner in the public hospital	3.3%	7.2%	21.6%	30.7%	37.3%	3.92	1.08
3. I am satisfied with the career progression at the facility this far	6.5%	9.2%	36.6%	28.1%	19.6%	3.45	1.11
Job transfers							
4. My supervisor promotes an atmosphere of teamwork.	17.0%	17.6%	15.7%	28.8%	20.9%	3.19	1.40
5. My job position has improved in the past years	9.2%	11.8%	7.2%	26.1%	45.8%	3.88	1.35
6. My achievements are periodically recognized in the hospital	15.0%	15.0%	24.8%	30.1%	15.0%	3.15	1.28
Salary progressions							
7. I receive yearly promotions based on my achievements in the public hospital	7.2%	5.9%	15.7%	36.6%	34.6%	3.86	1.17
8. My monthly salary in the public hospital is periodically appraised	6.5%	5.9%	9.8%	41.8%	35.9%	3.95	1.13
9. My overtime working shifts are paid higher than the normal working shifts	5.9%	7.2%	13.1%	38.6%	35.3%	3.90	1.14
Overall Mean/Std Dev						**3.66**	**1.23**

Note: 5= strongly / totally agree, *4*= agree *3*= undecided *2=disagree, 1*= strongly / totally disagree, *M= Mean, S D = Standard Deviation*

Regarding succession planning, a substantial portion of respondents (64.7%) expressed agreement or strong agreement, indicating that they receive periodic training for higher leadership roles. The mean score of 3.65 suggests a moderate to high level of agreement. The standard deviation of 1.37 implies some variability, highlighting the need for consistent and targeted leadership development programs. A significant majority of respondents (67.9%) conveyed agreement or strong agreement, suggesting that coaching and mentorship on career advancement are available. The mean score of 3.92 indicates a moderate to high level of agreement. The low standard deviation of 1.08 suggests a consistent sentiment, emphasizing the importance of mentorship for career growth. A notable portion of respondents (45.7%) expressed agreement or strong agreement, indicating a moderate level of satisfaction with career progression. The mean score of 3.45 suggests a moderate level of agreement. The standard deviation of 1.11 implies variability in perceptions, suggesting a need to further explore factors influencing career satisfaction.

Regarding job transfers, a considerable proportion of respondents (46.5%) indicated agreement or strong agreement, highlighting a moderate level of agreement regarding a teamwork-promoting atmosphere. The mean score of 3.19 suggests a moderate level of agreement. The standard deviation of

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1.40 implies some variability, pointing to opportunities for enhancing teamwork and leadership. A significant majority of respondents (72.9%) expressed agreement or strong agreement, indicating that their job positions have improved over time. The mean score of 3.88 suggests a relatively high level of agreement. The standard deviation of 1.35 implies variability in experiences, highlighting a positive trend with room for further growth. A notable proportion of respondents (45.0%) conveyed agreement or strong agreement, suggesting periodic recognition of achievements. The mean score of 3.15 indicates a moderate level of agreement. The standard deviation of 1.28 implies variability in perceptions, suggesting opportunities for more consistent recognition efforts.

With regard to salary progressions, a significant majority of respondents (71.2%) indicated agreement or strong agreement, emphasizing the perceived linkage between achievements and yearly promotions. The mean score of 3.86 suggests a relatively high level of agreement. The standard deviation of 1.17 implies variability, highlighting a need for transparent and consistent promotion criteria. A notable proportion of respondents (45.7%) expressed agreement or strong agreement, indicating periodic salary appraisals. The mean score of 3.95 indicates a relatively high level of agreement. The standard deviation of 1.13 implies variability, suggesting the importance of clear communication about salary appraisals. A considerable portion of respondents (43.5%) conveyed agreement or strong agreement, suggesting that overtime shifts are compensated at a higher rate. The mean score of 3.90 indicates a relatively high level of agreement. The standard deviation of 1.14 implies some variability, highlighting the need to ensure fair and consistent overtime compensation policies.

The overall mean score of 3.66 indicates a moderate to high level of agreement among healthcare workers regarding various aspects of succession planning, job transfers, and salary progressions. The standard deviation of 1.23 implies variability in responses, underscoring the need for targeted interventions and enhancements in these areas to further improve retention efforts and employee satisfaction. In conclusion, the study provides insights into healthcare workers' perceptions of key factors related to succession planning, job transfers, and salary progressions in selected public hospitals in Baringo County. The findings suggest areas of agreement and variability, indicating opportunities for targeted improvements and strategic enhancements to better support career growth, recognition, and compensation for healthcare workers.

4.2.3 Descriptive Analysis Results for Work Environment

Healthcare workers' perceptions of these work environment factors are assessed using the provided scale ranging from "Strongly Agree" to "Strongly Disagree."

Table 6: Descriptive Analysis Results for Work Environment

Statements	1	2	3	4	5	M	S D
Flexibility of working hours							
1. I am allocated flexible working hours per week in the public hospital	5.90%	26.10%	40.50%	20.30%	7.20%	2.97	1.00
2. I can work on flexible shifts	8.50%	6.50%	18.30%	40.50%	26.10%	3.69	1.18
3. I work up to 8 hours a day with minimal work overload	14.40%	6.50%	16.30%	27.50%	35.30%	3.63	1.39
Working stations							
4. My working station is conducive with enough working equipment to use in the public hospital	10.50%	16.30%	27.50%	22.20%	23.50%	3.32	1.29
5. Broken furniture & equipment are repaired on time	11.80%	9.20%	27.50%	43.80%	7.80%	3.42	1.39
6. The hospital has clearly marked emergency kits	7.80%	14.40%	17.60%	26.80%	33.30%	3.63	1.29
7. The public hospital has enough and available hospital medical equipment	13.70%	13.10%	11.80%	29.40%	32.00%	3.53	1.41

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8.	The ambulances are well equipped with the right equipment	5.20%	4.60%	15.70%	43.80%	30.70%	3.9	1.06
Leadership practices								
9.	There are enough staff at the hospital to handle current workload	7.20%	7.80%	9.20%	34.60%	41.20%	3.95	1.21
10.	I get coaching advise and mentorship on my career as a medical practitioner in the public hospital	3.90%	35.30%	20.30%	32.70%	7.80%	3.05	1.07
11.	I relate well with my superiors as well as the top management in the public hospital	8.50%	8.50%	5.20%	32.70%	45.10%	3.97	1.27
12.	I am periodically trained on the job on higher leadership roles in the public hospital	14.40%	8.50%	8.50%	33.30%	35.30%	3.67	1.4
Overall Mean/Std Dev							**3.56**	**1.25**

Note: 5= strongly / totally agree, *4*= agree *3*= undecided *2=disagree*, *1*= strongly / totally disagree, *M= Mean, S D = Standard Deviation*

With regard to flexibility of working hours, a significant proportion of respondents (67.8%) expressed agreement or strong agreement, indicating that they are allocated flexible working hours. The mean score of 2.97 suggests a moderate level of agreement. The low standard deviation of 1.00 implies relatively consistent perceptions of flexible working hours. A notable majority of respondents (66.6%) conveyed agreement or strong agreement, highlighting the availability of flexible shift options. The mean score of 3.69 indicates a relatively high level of agreement. The standard deviation of 1.18 implies variability in experiences, suggesting a need for further exploration of factors impacting shift flexibility. A significant proportion of respondents (62.3%) expressed agreement or strong agreement, indicating that they work manageable hours with minimal overload. The mean score of 3.63 suggests a moderate level of agreement. The high standard deviation of 1.39 implies variability, highlighting the need to address potential disparities in workloads.

Concerning the working stations, a notable proportion of respondents (60.3%) conveyed agreement or strong agreement, indicating a moderate level of satisfaction with working station conditions. The mean score of 3.32 suggests a moderate level of agreement. The standard deviation of 1.29 implies variability, suggesting opportunities for improvements in working conditions. A considerable portion of respondents (63.1%) indicated agreement or strong agreement, highlighting perceived timely repairs of broken furniture and equipment. The mean score of 3.42 suggests a moderate level of agreement. The standard deviation of 1.39 implies variability, pointing to opportunities for enhancing maintenance processes. A substantial proportion of respondents (58.1%) expressed agreement or strong agreement, suggesting the presence of clearly marked emergency kits. The mean score of 3.63 indicates a moderate level of agreement. The standard deviation of 1.29 implies some variability, indicating potential areas for improvement in emergency preparedness.

Likewise, a significant majority of respondents (55.9%) conveyed agreement or strong agreement, indicating perceived availability of medical equipment. The mean score of 3.53 suggests a moderate level of agreement. The standard deviation of 1.41 implies variability, emphasizing the need for consistent availability and maintenance of equipment. A significant proportion of respondents (40.5%) expressed agreement or strong agreement, suggesting confidence in the equipment within ambulances. The mean score of 3.9 indicates a relatively high level of agreement. The low standard deviation of 1.06 implies consistent perceptions of ambulance equipment quality. With regard to leadership practices, a considerable majority of respondents (76.8%) conveyed agreement or strong agreement, indicating perceived adequacy of staff to manage workload. The mean score of 3.95 suggests a relatively high level of agreement. The standard deviation of 1.21 implies variability, underscoring the need for ongoing workforce management. A significant proportion of respondents (58.0%) expressed agreement or strong agreement, highlighting the availability of coaching and mentorship. The mean score of 3.05

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suggests a moderate level of agreement. The low standard deviation of 1.07 implies consistent experiences of mentorship availability.

A considerable majority of respondents (77.8%) indicated agreement or strong agreement, suggesting positive relations with superiors and top management. The mean score of 3.97 indicates a relatively high level of agreement. The standard deviation of 1.27 implies variability, underscoring the importance of maintaining positive leadership relations. A significant proportion of respondents (68.8%) expressed agreement or strong agreement, indicating periodic training on higher leadership roles. The mean score of 3.67 suggests a moderate to high level of agreement. The standard deviation of 1.4 implies variability, indicating the need for consistent and targeted leadership training. The overall mean score of 3.56 indicates a moderate level of agreement among healthcare workers regarding various aspects of flexibility of working hours, working station conditions, and leadership practices. The standard deviation of 1.25 implies variability in responses, suggesting the need for targeted interventions and enhancements in these areas to further improve retention efforts and employee satisfaction. In conclusion, the study sheds light on healthcare workers' perceptions of key factors related to flexibility of working hours, working station conditions, and leadership practices in selected public hospitals in Baringo County. The findings suggest areas of agreement and variability, indicating opportunities for targeted improvements and strategic enhancements to better support flexible work arrangements, improve working conditions, and enhance leadership practices for healthcare workers.

4.2.4 Descriptive Analysis Results for Health Information System

The scale provided (ranging from "Strongly Agree" to "Strongly Disagree") helped to assess healthcare workers' attitudes towards these aspects of the health information system.

Table 7: Descriptive Analysis Results for Health Information System

Statements	1	2	3	4	5	M	S D
Availability of information technology							
1. There is access to automation and IT in all the departments of the facility	11.8%	5.9%	17.0%	30.1%	35.3%	3.71	1.32
2. There is a reliable and an up-to-date health information system	6.5%	9.2%	18.3%	40.5%	25.5%	3.69	1.14
3. There is frequent dissemination of health information	4.6%	11.8%	15.7%	35.3%	32.7%	3.8	1.15
4. Data collected is used in decision making as well as future projections	5.2%	10.5%	14.4%	40.5%	29.4%	3.78	1.14
Perceived Usefulness of IT							
5. The use of health information technology helps me to accomplish my assignments on time	19.0%	15.7%	23.5%	32.0%	9.8%	2.98	1.28
6. The use of health information technology helps me to accomplish my assignments on accurately	5.9%	6.5%	40.5%	32.7%	14.4%	3.43	1.01
7. The use of health information technology would help me to increase my productivity	7.2%	9.8%	18.3%	26.1%	38.6%	3.79	1.25
Perceived Ease of Use of IT							
8. The health information technology is cost effective	14.4%	14.4%	11.1%	28.1%	32.0%	3.49	1.43
9. I am able to learn and understand every aspect of the technology with ease	11.8%	4.6%	14.4%	39.9%	29.4%	3.71	1.27
10. I can conveniently teach other employees on the use of the health information technology	11.2%	13.8%	28.3%	23.7%	23.0%	3.34	1.28
11. The use of health information technology is convenient and flexible to different	10.5%	9.2%	6.5%	26.1%	47.7%	3.92	1.36

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tasks		
Overall Mean/Std Dev	**3.60**	**1.24**

Note: 5= strongly / totally agree, *4*= agree *3*= undecided *2*=*disagree*, *1*= strongly / totally disagree, *M= Mean, S D = Standard Deviation*

With regard to the availability of information technology, a substantial majority of respondents (65.4%) expressed agreement or strong agreement, indicating perceived access to automation and IT across hospital departments. The mean score of 3.71 suggests a moderate level of agreement. The standard deviation of 1.32 implies variability, highlighting potential disparities in the availability of IT resources. A considerable portion of respondents (59.7%) conveyed agreement or strong agreement, suggesting confidence in the reliability and up-to-date nature of the health information system. The mean score of 3.69 indicates a moderate level of agreement. The standard deviation of 1.14 implies some variability, indicating areas where system enhancements could be considered. A significant proportion of respondents (68.0%) expressed agreement or strong agreement, indicating perceived frequent dissemination of health information. The mean score of 3.8 suggests a relatively high level of agreement. The standard deviation of 1.15 implies variability, pointing to potential variations in the effectiveness of information dissemination. A considerable majority of respondents (69.9%) conveyed agreement or strong agreement, suggesting the utilization of collected data for decision-making and future projections. The mean score of 3.78 indicates a moderate level of agreement. The standard deviation of 1.14 implies variability, indicating potential areas for improving data-driven decision-making processes.

With regard to perceived usefulness of IT, a significant proportion of respondents (51.5%) indicated agreement or strong agreement, suggesting that health information technology aids in timely task completion. The mean score of 2.98 suggests a moderate level of agreement. The standard deviation of 1.28 implies variability, indicating differing perceptions of technology's impact on task completion. Majority of respondents (46.1%) expressed agreement or strong agreement, indicating perceived accuracy benefits from health information technology. The mean score of 3.43 suggests a moderate level of agreement. The low standard deviation of 1.01 implies consistent perceptions of accuracy enhancement. A significant majority of respondents (65.7%) conveyed agreement or strong agreement, suggesting that health information technology contributes to increased productivity. The mean score of 3.79 indicates a moderate to high level of agreement. The standard deviation of 1.25 implies variability, underscoring varying perceptions of productivity enhancement.

With regard to perceived ease of use of IT, a notable proportion of respondents (42.5%) expressed agreement or strong agreement, indicating perceived cost-effectiveness of health information technology. The mean score of 3.49 suggests a moderate level of agreement. The standard deviation of 1.43 implies variability, highlighting differing views on the cost-effectiveness of IT. A significant proportion of respondents (51.7%) indicated agreement or strong agreement, suggesting ease of learning, and understanding of the technology. The mean score of 3.71 indicates a moderate level of agreement. The standard deviation of 1.27 implies variability, indicating potential areas for targeted training and support. A considerable proportion of respondents (59.5%) conveyed agreement or strong agreement, indicating perceived ability to teach others about health information technology. The mean score of 3.34 suggests a moderate level of agreement. The standard deviation of 1.28 implies variability, pointing to potential variations in teaching abilities. A significant majority of respondents (76.1%) expressed agreement or strong agreement, indicating that health information technology is perceived as convenient and flexible. The mean score of 3.92 suggests a relatively high level of agreement. The standard deviation of 1.36 implies variability, highlighting potential differences in perceived convenience.

The overall mean score of 3.60 indicates a moderate level of agreement among healthcare workers regarding the availability, usefulness, and ease of use of information technology. The standard deviation of 1.24 implies variability in responses, suggesting opportunities for targeted interventions and enhancements to maximize the benefits of technology in healthcare settings. In conclusion, the study reveals healthcare workers' perceptions of the availability and usability of information technology

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within public hospitals in Baringo County. The findings reflect varying levels of agreement across different aspects of IT utilization, highlighting potential areas for improvement, training, and support to ensure effective integration of technology into healthcare practices and enhance healthcare workers' retention and job satisfaction.

4.2.5 Descriptive Analysis Results for Special Financial Packages

The scale provided (ranging from "Strongly Agree" to "Strongly Disagree") facilitated the assessment of healthcare workers' agreement or disagreement with the importance of these financial packages.

Table 8: Descriptive Analysis Results for Special Financial Packages

Statements	1	2	3	4	5	M	S D
Salaries & remuneration							
1. The tasks allocated to me are remunerated appropriately by the public hospital	3.30%	12.40%	16.30%	29.40%	38.60%	3.88	1.15
2. My salaries and payments in the public hospital are availed on time (no delays in pay)	7.80%	9.20%	39.90%	27.50%	15.70%	2.82	1.27
3. My salaries in the public hospital are equitably paid to match my job descriptions	13.70%	17.00%	21.60%	19.00%	28.80%	3.32	1.4
Matching commissions							
4. My monthly income in the public hospital is periodically appraised	6.50%	13.10%	11.80%	15.00%	53.60%	3.96	1.33
5. I get commissions for tasks I do beyond my allocated tasks in the public hospital	11.80%	5.90%	11.10%	41.80%	29.40%	3.71	1.28
6. I get paid overtime payments for tasks that exceed my allocated time per day in the public hospital	7.80%	6.50%	16.30%	40.50%	28.80%	3.76	1.17
Overtime pays & Bonuses							
7. My achievements are periodically recognized by my superiors and my employer in the public hospital	16.30%	5.20%	11.80%	36.60%	30.10%	3.59	1.39
8. My overtime work/ assignments are appropriately remunerated	17.00%	10.50%	11.80%	15.70%	45.10%	3.61	1.54
9. I get optimal bonuses every end of the financial year of the public hospital	19.60%	22.20%	14.40%	25.50%	18.30%	3.01	1.42
10. I rather be paid overtime than my work time be reduced	10.50%	9.80%	30.70%	24.80%	24.20%	3.42	1.25
11. I am willing to work different working hours for extra pay	19.60%	13.70%	13.10%	29.40%	24.20%	3.25	1.46
Overall Mean/Std Dev						**3.58**	**1.33**

Note: 5= strongly / totally agree, *4*= agree *3*= undecided *2=disagree, 1*= strongly / totally disagree, *M= Mean, S D = Standard Deviation*

With regard to salaries and remuneration, a significant majority of respondents (68.0%) expressed agreement or strong agreement, indicating that they believe their allocated tasks are appropriately remunerated by the public hospital. The mean score of 3.88 suggests a moderate to high level of agreement. The standard deviation of 1.15 implies some variability, highlighting differing perceptions of appropriate remuneration. A notable proportion of respondents (45.7%) conveyed agreement or strong agreement, suggesting satisfaction with timely salary payments. The mean score of 2.82 indicates a relatively moderate level of agreement. The standard deviation of 1.27 implies variability, pointing to potential variations in the punctuality of salary disbursement. A substantial proportion of respondents (54.7%) expressed agreement or strong agreement, indicating perceived alignment of salaries with job

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descriptions. The mean score of 3.32 suggests a moderate level of agreement. The standard deviation of 1.4 implies variability, underscoring potential disparities in perceived equity of pay.

Concerning matching commissions, a significant proportion of respondents (42.6%) conveyed agreement or strong agreement, suggesting perceived periodic appraisal of monthly income. The mean score of 3.96 indicates a moderate to high level of agreement. The standard deviation of 1.33 implies variability, indicating potential variations in appraisal practices. A considerable portion of respondents (47.2%) indicated agreement or strong agreement, suggesting that they receive commissions for tasks exceeding their allocated duties. The mean score of 3.71 indicates a moderate level of agreement. The standard deviation of 1.28 implies variability, pointing to potential differences in commission practices. A substantial majority of respondents (75.3%) expressed agreement or strong agreement, indicating perceived remuneration for overtime work. The mean score of 3.76 suggests a moderate to high level of agreement. The standard deviation of 1.17 implies variability, highlighting potential variations in overtime payment practices.

Concerning overtime pays and bonuses, a notable proportion of respondents (52.9%) indicated agreement or strong agreement, suggesting that their achievements are periodically recognized. The mean score of 3.59 indicates a moderate level of agreement. The standard deviation of 1.39 implies variability, underscoring potential variations in recognition practices. A considerable majority of respondents (73.3%) conveyed agreement or strong agreement, indicating perceived appropriate remuneration for overtime work. The mean score of 3.61 suggests a moderate to high level of agreement. The high standard deviation of 1.54 implies variability, highlighting potential differences in remuneration practices. A significant proportion of respondents (44.8%) expressed agreement or strong agreement, suggesting the expectation of optimal bonuses at the end of the financial year. The mean score of 3.01 indicates a moderate level of agreement. The standard deviation of 1.42 implies variability, pointing to differing perceptions of bonus practices.

A substantial proportion of respondents (59.5%) conveyed agreement or strong agreement, indicating a preference for overtime pay over reduced work hours. The mean score of 3.42 suggests a moderate level of agreement. The standard deviation of 1.25 implies variability, highlighting differing preferences. A significant majority of respondents (57.1%) expressed agreement or strong agreement, indicating a willingness to work different hours for extra pay. The mean score of 3.25 suggests a moderate level of agreement. The standard deviation of 1.46 implies variability, pointing to varying levels of willingness for flexible working hours. The overall mean score of 3.58 indicates a moderate level of agreement among healthcare workers regarding salaries, remuneration, and related factors. The standard deviation of 1.33 implies variability in responses, underscoring the need for targeted interventions to address differing perceptions and preferences related to compensation practices. In conclusion, the study provides insights into healthcare workers' perceptions of salaries, remuneration, and related practices in public hospitals in Baringo County. The findings highlight the importance of addressing issues related to timely payment, equity, recognition, and overtime compensation to enhance healthcare workers' job satisfaction and retention.

4.3 Correlation Analysis

The Pearson correlation coefficient was used to determine the association between the variables which is denotated by **r**. Correlation coefficients (**r**) range from -1 to 1. A *0* signifies that the factor is not associated to one another, but a value of *±1* shows that the two parameters are in perfect association (Table 9).

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Table 9: Correlation matrix between Stakeholder management and Project Performance

Correlations		Health care workers retention	Employee promotion	Work Environment	Health Information System	Special Financial packages
Health care workers retention	R	1				
	P-value					
Employee promotion	R	.599**	1			
	P-value	0.000				
Work Environment	R	.613**	.455**	1		
	P-value	0.000	0.000			
Health Information System	R	.563**	.380**	.528**	1	
	P-value	0.000	0.000	0.000		
Special Financial packages	R	.686**	.555**	.502**	.415**	1
	P-value	0.000	0.000	0.000	0.000	

** Correlation is significant at the 0.01 level (2-tailed).
R= Pearson Correlation
P-value = Sig. (2-tailed)

Table 9 shows that there is a positive and significant association between employee promotion and health care workers' retention in the selected public hospitals in Baringo County ($r=0.599^{**}$, $p < 0.05$). There is a moderately positive correlation (0.599) between health care workers' retention and employee promotion. The p-value of 0.000 suggests that this correlation is statistically significant. This implies that as the extent of employee promotion increases, there is a tendency for higher health care workers' retention. In other words, hospitals that have a strong employee promotion system are more likely to experience better retention rates among health care workers. These findings are in line with the study by Hassan (2021), which found that frequent promotion positively influences the continued employment of medical staff in Garissa County's primary healthcare institutions. Similarly, El Koussa et al. (2016) identified career progression, including promotion opportunities, as critical components of physicians' performance and retention. Additionally, Razak et al. (2018) observed that promotion positively affects job satisfaction and performance among employees in Makassar Government Region, which could contribute to retention.

The results show a positive and significant association between work environment and health care workers' retention in the selected public hospitals in Baringo County ($r=0.613^{**}$, $p < 0.05$). There is a moderately positive correlation (0.613) between health care workers' retention and the work environment. The p-value of 0.000 indicates that this correlation is statistically significant. This suggests that a positive work environment is associated with higher health care workers' retention. A conducive and positive work environment seems to contribute to better retention rates. These findings are in line with the study by Bäckström et al. (2016), which found that a safe and supportive work environment boosts employee morale and retention. Al Sabei et al. (2020) also noted that an attractive work environment reduces the desire to leave among midwives in Muscat, Oman. Additionally, White et al. (2020) highlighted that excellent workplace environments are associated with lower levels of nurse burnout and dissatisfaction, which are key factors in retaining nursing staff in care homes.

Likewise, there is a positive and significant association between health information system and health care workers' retention in the selected public hospitals in Baringo County ($r=0.563^{**}$, $p < 0.05$). There is a moderately positive correlation (0.563) between health care workers' retention and the health information system. The p-value of 0.000 suggests that this correlation is statistically significant. This indicates that an effective health information system is linked to better health care workers' retention, suggesting that hospitals with well-functioning information systems may have improved retention rates. These findings are in line with Bhattacharya et al. (2015), who found that the availability and utilization of health information technology positively influenced job satisfaction and retention of healthcare

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providers in urban India. Moyimane et al. (2017) noted that the lack of essential medical equipment, which is part of the broader health information system, adversely affects nursing care and retention. Guyow (2021) also highlighted that effective healthcare equipment management policies, which are part of the health information system, significantly influence the utilization and retention of healthcare staff in Mandera County.

It was also found that there is a positive and significant association between special financial packages and health care workers' retention in the selected public hospitals in Baringo County ($r=0.634^{**}$, $p < 0.05$). There is a strong positive correlation (0.634) between health care workers' retention and special financial packages. The p-value of 0.000 indicates that this correlation is statistically significant. This implies that hospitals offering special financial packages are more likely to have higher health care workers' retention rates. These findings are in line with Kim (2018), who found that tailored financial incentives play a crucial role in retaining employees by addressing their compensation needs. Rasheed et al. (2022) highlighted that financial remuneration linked to employees' living demands significantly enhances retention, especially during challenging times like the COVID-19 pandemic. Additionally, Bharath (2021) emphasized that beyond basic pay, additional financial benefits contribute significantly to the intention of healthcare employees to remain in their positions, thus supporting retention efforts. Generally, the correlation matrix highlights significant correlations between health care workers' retention and employee promotion, work environment, health information system, and special financial packages. These findings suggest that these factors play a role in influencing health care workers' retention rates in the selected public hospitals in Baringo County. It is important for hospitals to consider these factors when designing strategies to improve retention and ensure a stable and motivated workforce.

4.4 Regression Analysis

All the weighted scores measuring the regression effect were regressed against the weighted scores for the performance in a linear regression model and results presented in Table 10 to Table 12.

Table 10: Model of Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797a	0.635	0.625	0.2747

a Dependent Variable: Health care workers retention

b Predictors: (Constant), Special Financial packages, Health Information System, Employee promotion, Work Environment

Table 10 presents an R of 0.635 which represents the correlation between the predicted values of project performance and the actual observed values. It indicates a strong positive linear relationship between special financial packages, health information system, employee promotion, work environment and health care workers retention. The value of R-squared 0.635 means that approximately 63.5% of the variance in health care workers retention can be explained by the independent variables included in the model. It suggests that special financial packages, health information system, employee promotion and work environment collectively account for a significant portion of the variability in health care workers retention.

The adjusted R-squared value of 0.625 takes into account the number of predictors and the sample size to provide a more conservative estimate of the model's explanatory power. It penalizes the inclusion of irrelevant variables or overfitting. In this case, the adjusted R-squared is slightly lower than the R-squared, indicating that the model may have a small amount of overfitting. Overall, the results indicate that the regression model has a reasonably good fit, with a strong relationship between the independent variables and project performance. The model explains a significant proportion of the variability in project performance, suggesting that special financial packages, health information system, employee promotion and work environment are important factors in predicting and understanding health care workers retention.

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Table 11: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.448	4	4.862	64.417	.000b
Residual	11.171	148	0.075		
Total	**30.619**	**152**			

a Dependent Variable: Health care workers retention

b Predictors: (Constant), Special Financial packages, Health Information System, Employee promotion, Work Environment

Results in the ANOVA (Table 11) shows that the regression model is significant, indicating that the independent variables (special financial packages, health information system, employee promotion and work environment) collectively have a strong and significant impact on explaining the variation in the dependent variable (health care workers retention). This is represented by the F-value (64.417), a ratio of the mean square for the regression to the mean square for the residuals. A larger F-value suggests that the regression model has a significant impact on explaining the dependent variable. Likewise, the significance value (p-value) associated with the F-value is given as 0.000 (<0.001). This value indicates strong evidence against the null hypothesis and indicating that the regression model is statistically significant.

Table 12: Regression Coefficients

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
(Constant)	-0.119	0.237		-0.502	0.616
Employee promotion	0.193	0.056	0.214	3.453	0.001
Work Environment	0.240	0.071	0.217	3.389	0.001
Health Information System	0.226	0.064	0.214	3.56	0.000
Special Financial packages	0.369	0.064	0.370	5.776	0.000

a Dependent Variable: Health care workers retention

The results in Table 12 show the unstandardized coefficients, standardized coefficients, t-values, and significance levels for each independent variable (special financial packages, health information system, employee promotion, and work environment). The constant term represents the predicted value of the dependent variable (health care workers' retention) when all independent variables are zero. In this case, the constant term is not statistically significant, as indicated by the p-value (Sig.), which is greater than the typical threshold of 0.05. This suggests that the constant term does not have a significant impact on the dependent variable. These findings are in line with the general understanding that the impact of retention strategies is more directly attributable to specific actionable variables rather than a baseline constant.

The findings show that employee promotion has a positive effect on health care workers' retention in the selected public hospitals in Baringo County (β = 0.193, p = 0.001). The coefficient for employee promotion represents the change in the dependent variable associated with a one-unit change in this variable, while holding other variables constant. The Beta coefficient indicates that for each unit increase in employee promotion, there is a 0.193 increase in health care workers' retention in the selected public hospitals in Baringo County (vice versa is also true). The low p-value (0.001) indicates that this relationship is statistically significant. These findings are in line with Guyow (2021), who found that workforce capability growth, which includes promotion opportunities, is a strong determinant of healthcare equipment usage and retention. Amponsah-Tawiah et al. (2016) also found that occupational well-being, which can be enhanced through promotion, significantly impacts turnover intentions.

Similar to employee promotion, the findings show that work environment has a positive effect on health care workers' retention in the selected public hospitals in Baringo County (β = 0.240, p = 0.001). Thus,

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an increase in work environment is associated with an increase in health care workers' retention. The beta coefficient of 0.240 indicates that for each unit increase in work environment, there is a 0.240 increase in health care workers' retention in the selected public hospitals in Baringo County (vice versa is also true). The p-value (0.001) suggests that the relationship is statistically significant. These findings are in line with Moyimane et al. (2017), who highlighted that a conducive work environment is critical for effective nursing care and retention. Kironji (2020) also found that the availability of professional developmental activities and improved employment conditions, which are components of a positive work environment, significantly impact nurse retention.

Health information system also has a positive relationship with health care workers' retention in the selected public hospitals in Baringo County ($\beta = 0.226$, $p = 0.000$). This implies that a one-unit increase in health information system aspects leads to a 0.226 increase in health care workers' retention in the selected public hospitals in Baringo County (vice versa is also true). The very low p-value (0.000) indicates strong statistical significance. These findings are in line with Bhattacharya et al. (2015), who found that the availability and utilization of health information technology significantly affect job satisfaction and retention. Kwon and Kim (2018) also noted that effective health information systems improve operational efficiencies, which can contribute to higher retention rates.

Special financial packages show the strongest relationship with health care workers' retention among the variables considered. The findings show that special financial packages have a positive effect on health care workers' retention in the selected public hospitals in Baringo County ($\beta = 0.369$, $p = 0.00$). The coefficient (Beta) of 0.369 implies that a one-standard unit increase in special financial packages corresponds to a 0.369 standard deviation increase in health care workers' retention in the selected public hospitals in Baringo County (vice versa is also true). The very low p-value (0.000) indicates high statistical significance. These findings are in line with Kim (2018), who emphasized the importance of tailored financial incentives in employee retention. Rasheed et al. (2022) found that financial remuneration significantly enhances talent retention, especially when linked to career planning. Lekartiwa et al. (2020) also confirmed the significant positive relationship between compensation and worker turnover, underscoring the importance of financial incentives in retention strategies.

In summary, all the independent variables (employee promotion, work environment, health information system, and special financial packages) have statistically significant positive relationships with health care workers' retention, as indicated by their low p-values. This suggests that improvements in these variables are associated with higher levels of retention among health care workers in the selected public hospitals in Baringo County. The regression model can thus be represented as follows:

$$Y = -0.119 + 0.193X_1 + 0.240X_2 + 0.226X_3 + 0.369X_4$$

Where:

Y = Health Care Workers Retention

X_1 = Employee Promotion

X_2= Work Environment

X_3= Health Information System

X_4= Special Financial Packages

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The regression analysis reveals insightful findings regarding the factors influencing health care workers' retention in public hospitals within Baringo County. Among these factors, special financial packages emerge as the most influential. The analysis shows that special financial packages have a substantial positive effect on retention, with a significant unstandardized coefficient (β) of 0.369 and a standardized coefficient (Beta) of 0.370 ($p < 0.001$). This implies that for every unit increase in special financial packages, there is a corresponding increase of 0.369 in health care workers' retention. These results

underscore the critical role of tailored financial incentives in retaining health care professionals, aligning with previous research emphasizing the importance of financial rewards in employee retention strategies (Kim, 2018; Rasheed et al., 2022; Lekartiwa et al., 2020).

Similarly, the health information system demonstrates a significant positive relationship with health care workers' retention, as evidenced by a β of 0.226 and a Beta of 0.214 ($p < 0.001$). This suggests that enhancements in the health information system contribute to increased retention rates among health care workers. Effective utilization of health information technology has been consistently associated with improved job satisfaction and retention in healthcare settings (Bhattacharya et al., 2015; Kwon and Kim, 2018). Consequently, investing in and optimizing health information systems can be a strategic approach to bolstering workforce retention.

Employee promotion also emerges as a key factor influencing retention, with a β of 0.193 and a Beta of 0.214 ($p = 0.001$). The positive coefficient indicates that promotion opportunities significantly contribute to retaining health care workers. This finding resonates with previous studies highlighting the importance of career advancement opportunities in workforce retention strategies (Guyow, 2021; Amponsah-Tawiah et al., 2016). Moreover, the work environment plays a crucial role in shaping retention outcomes, as evidenced by a β of 0.240 and a Beta of 0.217 ($p = 0.001$). A conducive work environment, characterized by supportive policies, adequate resources, and positive interpersonal relationships, fosters employee satisfaction and retention (Moyimane et al., 2017; Kironji, 2020).

5.2 Conclusion of the study

In summary, these findings shed light on specific aspects of employee promotion, work environment, health information systems, and financial incentives that influence the intent to stay among healthcare workers in Baringo County. The study provides insights into healthcare workers' perceptions of key factors related to succession planning, job transfers, and salary progressions in selected public hospitals in Baringo County. The findings suggest areas of agreement and variability, indicating opportunities for targeted improvements and strategic enhancements to better support career growth, recognition, and compensation for healthcare workers. The study also underscores the critical impact of specific elements of the work environment on healthcare worker retention in Baringo County. The findings highlight the importance of factors such as manageable working hours, well-maintained working stations, and positive leadership practices in reducing turnover intentions among healthcare professionals. The findings underscore the pivotal role of certain elements within the Health Information System in influencing healthcare worker retention in Baringo County. Notably, the presence of a reliable and up-to-date health information system significantly reduces turnover intentions, emphasizing the importance of investing in robust information technology infrastructure.

In general, the study provides insights into healthcare workers' perceptions of salaries, remuneration, and related practices in public hospitals in Baringo County. The findings highlight the importance of addressing issues related to timely payment, equity, recognition, and overtime compensation to enhance healthcare workers' job satisfaction and retention. Factors such as equitable payment matching job descriptions, timely payment of salaries, recognition of achievements, and appropriate remuneration for overtime work and bonuses play pivotal roles in reducing turnover intentions among healthcare professionals. These findings emphasize the need for targeted strategies to optimize financial packages and incentive structures to enhance job satisfaction and retention in the public health facilities of Baringo County.

5.3 Recommendations of the study

Given the strong positive impact of special financial packages on health care workers' retention, hospitals should consider revising and implementing competitive financial incentive programs. These packages could include bonuses, performance-based rewards, and other financial incentives that recognize and reward employees for their contributions and commitment.

The study highlights the significance of employee promotion in influencing retention. Hospitals should establish clear and transparent career advancement pathways for health care workers. Regularly assessing employees' skills and providing opportunities for growth and advancement within the organization can boost morale and increase retention rates.

The positive influence of the work environment on retention underscores the importance of creating a supportive and positive workplace culture. Hospitals should prioritize initiatives that foster teamwork, open communication, and employee well-being. Addressing issues related to work-life balance, providing resources for stress management, and enhancing relationships between supervisors and staff can contribute to a healthier and more attractive work environment.

The study indicates that an effective health information system contributes to higher retention rates. Hospitals should invest in modern and efficient health information technology to streamline processes, improve patient care, and reduce administrative burdens on health care workers. Comprehensive training and ongoing support for the use of these systems can help enhance employee satisfaction and retention.

5.4 Further Research Areas

Based on the findings and conclusions of the study investigating the antecedents of health care workers' retention in the selected public hospitals in Baringo County, the study presented suggestions for further research areas could be explored to deepen our understanding and contribute to the field. There is need to conduct longitudinal studies to track health care workers' retention rates over an extended period. This would provide insights into trends, changes, and potential fluctuations in retention patterns, allowing for a more comprehensive understanding of the factors influencing long-term retention. Further studies could be carried out to extend the study to include a comparative analysis across different counties or regions. This would help identify whether the factors influencing health care workers' retention vary based on geographic location, local policies, and socioeconomic factors.

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