



**INFLUENCE OF HUMAN RESOURE MANAGEMENT STRATEGIES ON EMPLOYEE TURNOVER IN HEALTH
SECTOR IN KENYA**

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ABSTRACT

The study explored the extent to which organizational justice influenced employee turnover, To establish extent to which Quality of Working Life influence employee turnover, To establish the extent to which job satisfaction influences employee turnover and To establish extent to which organizational commitment influences employee turnover. The study adopted a cross-sectional research study and a questionnaire was used to collect data. Multiple regression analysis was used to verify five hypotheses developed in the study. Data was analyzed using the SPSS Version 24. The result of this contributed knowledge that guides policy makers in the implementation of better human resource management strategies. Analysis of Variance helped in determining the significant relationship between the research variables. The variance of the residuals (or errors) was the value of the mean square which was 2.280. The predictors X1, X2, X3 and X4 represent the independent variables notably; (X₁) Organizational fit strategies, (X₂) Person organization fit strategies, (X₃) Quality of work life and (X₄) Job satisfaction as the major factors influencing Employee performance of the Health sector in Kenya.

Key Words: Employee Turnover, Working Life, Job Satisfaction, Organizational Commitment, Employee Turnover

INTRODUCTION

Kenya has continued to face industrial action in public health facilities. This has resulted in the employees either quitting or seeking transfers. This study explores the strategic management of antecedents that predispose employee to turnover intentions in the public health institutions and recommend appropriate strategies to address them. The study explores whether the health institutions have any strategies to the manage antecedents of employees' turnover intentions. Turnover does not just happen but is predisposed by intentions to turnover. With appropriate managerial strategies an organization has a chance of addressing turnover intentions and hence stem turnover. Strategy determines the direction in which the organization is going in relation to its environment (Mainardes E.W. et al 2014). Xavier continues to argue that it is the process of defining strategic intentions and allocating or matching resources to opportunities and needs and thus achieving strategic fit between them.

Turnover intention may be defined as the intention of employees to quit the organization (Kaur1 B.,et al 2013). He continues to argue that Intentions are a statement about a specific behaviour of interest .Turnover intent is the probability that an individual will change his or her job within a certain time period and thus it leads to actual turnover. It is the individual's intention to voluntary quit the organization or the profession. Turnover intention has been acknowledged as the best predictor of actual turnover. Actual Turnover is expected to increase as the intention increases. The measurement of Turnover Intention can determine the likelihood of the staff leaving the organization. This helps to determine how one can find opportunities to reduce the overall turnover. Mohammed J Almalki et al., (2012) in their study revealed significant associations between turnover intention and demographic variables of gender, age, marital status, dependent children, education level, nursing tenure, organisational tenure, positional tenure, and payment per month.

Ahmad, Bashir et al.,(2012) concluded that job satisfaction is significantly and negatively correlated with turnover intention. Also job stress has significant negative relationship to turnover intention. It has been evidenced that, employees experienced more job stress has more intention to quit. Khadija Al Arkoubi,et al.,(2011) explored some determinants of turnover intention. They proposed a model hypothesizing the existence of relationships between fairness and recognition and job satisfaction. The latter along with commitment are perceived in this model as negatively related to the intent to quit. Not only these two factors lead to turnover intentions however there are many other factors that can lead to turnover intentions. Melanie Lovie- Tremblay et al.,(2011) in their study found that there were no differences in Generation Y and X nurses with respect to their perceptions of nursing work environment and their intention to leave their position or the profession. There is inverse relationship between age and turnover intentions. This finding attributed to the fact that older nurses had increased job satisfaction and organizational commitment as compared with their younger peers. Apart from age differences the actual work environment also has an affect on the turnover intentions of the nurses. Galetta, Maura(2011) found that having the opportunity of responsibility and freedom to develop own work activities, can encourage the sense of identification and attachment to work environment that in turn can reduce the turnover intention. The research also showed the importance of intrinsic motivation to promote affective commitment. Also the affective commitment completely mediates the relationship between intrinsic motivation and turnover intention. This means that employees intrinsically motivated towards their own work, develop a sense of identification and attachment to their organization that in turn is negatively related to turnover intention.

There were 4,981 public health facilities in Kenya. Of these there were 138 district hospitals and ten county referral and level five hospitals (GOK 2015). There were four national referral hospitals. These

facilities employed the bulk of health workers. Sampling was done from the 148 districts and sub district hospitals. Due to logistics the sample of the elements of the study was from district hospitals in from Nakuru, Kajiado, Machakos, Kiambu, Nyeri Kirinyaga, Kiambu and Nyandrua Counties. The unit of the study were the nurses, doctors, medical superintendent and laboratory technologist who provide over seventy percent of health care in hospitals.

Statement of the Problem

The turnover of health workers from their facilities which is predisposed by turnover intentions is a common phenomenon in Kenya. Health workers attrition based on available data from the ministry of health Integrated Personnel Pay Data (IPPD) from 2008-2012, indicate that 826 nurses left the public sector (GOK, 2012). Another form of workforce attrition, not directly captured in IPPD, is due to migration. The majority of applications to migrate were to the United States (62%). Applications to Canada (13%) and Australia (10%) accounted for a larger percentage of total applications compared to the previous nine years (Canada 2% and Australia 5%)(GOK, 2012). In March 2014, the Kenya Medical Pharmacists and Dentist Board (KMPDU) reported that data available from the organization indicated a resignation of doctors from public service; at the rate of 18 doctors every month from various counties in Kenya. The doctor citizen ratio in Kenya is 1:18000 against the WHO recommendation of.

Could Challenges faced by doctors be attributed to organizational justice, person-organization fit, job satisfaction and organizational commitment? Are they are possible catalyst to employees' turnover intentions in public health institutions. Are they documented? To what extent can this turnover be attributed to these catalysts? This is what this research intends to establish. Research has indicated that there are several variables related to employees' turnover intentions. Akinyemi (2012) found that variables such as organizational commitment and job satisfaction are both negatively related to employees' turnover

intentions. Similarly, Luna-Acocas (2013) has demonstrated that employee commitment was negatively related to turnover intentions and that the relationship between job satisfaction and turnover intentions was mediated by employee commitment. There are also several other studies that have uncovered variables relating to employee turnover (Zimmerman, 2014); (Griffeth 2010). Though the above had been observed little had been done to link employee turnover intentions to the identified variables below. This study intended to establish whether our health facilities had in place managerial strategies to manage employee turnover intentions.

Study Objectives

This study intended to establish the influence of Management strategies on Employee Turnover Intention in Public Health Institutions in Kenya. The specific objectives were:-

- To assess the influence of organizational justice strategies on employee turnover intention in Public Health Institutions in Kenya
- To establish the influence of person-organization fit strategies on employee turnover intention in Public Health Institutions in Kenya
- To ascertain the influence of Quality of Working Life strategies on employee turnover intention in Public Health Institutions in Kenya
- To determine the influence job satisfaction strategies on employee turnover intention in Public Health Institutions in Kenya
- To find out the influence organizational commitment on the relationship between Organizational justice strategies, person-organization fit strategies, Quality of Working Life strategies and job satisfaction strategies in Public Health Institutions in Kenya

LITERATURE REVIEW

Theoretical Review

Strategic Management Theory

This theory focused on determining why organizations fail to succeed (porter, 1991). In this

research, significant attention was given to organizational capabilities from the perspective of knowledge, skill and ability, the main elements of which are informational, and relationship-building. Previous studies have illustrated that there is a significant relationship between capabilities and competitive advantage in organizations, where capabilities are measured in terms of human resource training programmes, contact and job rotation among employees (Morgan et al., 2004; Ray et al., 2004).

Based on the 'Management Theory' it could be observed that the strategic management theories stem mainly from the systems perspective, contingency approach and information technology approach. In light of this background, following David *et al* (2005) and Mohd Khairuddin Hashim (2005), among the common strategic management theories noted and applicable are, the resource-based theory, the survival-based theory, the human resource based theory, the agency theory and the contingency theory the context of this research, the study intends to establish the strategic interventions that would make enure organisational capability of our hospitals.

The Resource-Based Theory

The resource-based theory stems from the principle that the source of a firms competitive advantage lies in their internal resources, as opposed to their positioning in the external environment. The human resources are among the most important resource in any hospital. Competitive advantage depends on the unique resources and capabilities that a firm possesses (Barney, 1995).

The resource-based view of an organization predicts that certain types of resources owned and controlled by firms have the potential and promise to generate competitive advantage and eventually superior firm performance (Ainuddin et al., 2007). In the context of public health institutions the highly trained, skilled knowledgeable and competent human resource provides a strong resource base bearing their long and costly training. Training of health workers provides a resource that

is not easily imitable. They should therefore be guided and protected at all costs.

The human resource-based theory

The human resource-based theory emphasizes the importance of the human element in the strategy development of organizations. In academic literature it has been argued that the human resources of the organization are potentially the sole source of sustainable competitive advantage and capability for organizations (Kochan and Dyer, 1993; Pfeffer, 1994). These works have drawn on the resource-based view of the firm and have argued that few of the more traditional sources of sustainable competitive advantage create value in a manner that is rare, non-imitable, and non-substitutable (Ferris *et al.*, 1999).

Following the resource-based view of the firm theory it has been argued that more attention must be paid to the resources required to execute strategies (Barney, 1991; Teece *et al.*, 1997). One such key resource is the human capital of an organization. Lee T. and Miller (1999), says that a dedicated and talented workforce may serve as a valuable, scarce, non-imitable resource that can help an organization execute an appropriate positioning strategy.

Strategic Contingency Theory

The contingency theory draws the idea that there is no one or single best way or approach to manage organizations. Since an organization operates and thrives in a complex environment, managers must adopt specific strategies which will maximize gains and minimize risks from the environment (Robbins 1992). In this premise, the theory contends that there is no one best strategy for managing people in organizations. Overall corporate strategy and the feedback from the environment will dictate the optimal strategies, policies, objectives, activities and tasks in human resource management. The first of these areas will entail a careful consideration of existing or developing plans and strategies to identify and draw attention to common themes and

implications, which have not been made explicit previously.

Distributive Justice Strategies theory

Folger and Crapanzano (1998) defined distributive Justice as the "perceived fairness of the outcomes or allocations that an individual receives". The authors showed that injustice can bring about negative consequences such as reduced job performance (Greenberg, 1988; Pfeffer & Langton, 1993), less cooperation with coworkers (Pfeffer & Langton, 1993), reduced quality of work (Cowherd & Levine, 1992), stress (Zahar, 1995), and theft (Greenberg, 1990). Greenberg (1987) discussed both the reactive and proactive content theories of distributive justice. Reactive content theories focus on how individuals respond to unfair treatment in terms of outcome distributions, and proactive content theories focus on how individuals bring about equitable distributions of outcome. Is there distributive justice in the health sector in Kenya that predisposes employee turnover intention? Are the various strikes noted in the health sector reflective of lack of distributive justice?

According to Greenberg (1987); Thibaut and Walker's (1975) theory of procedural justice is a prime example of reactive process theory, for it assesses people's reactions to dispute resolution procedures. Thibaut and Walker's theory involves two types of decision input: process control and decision control. Process control refers to individuals' ability to control the nature of evidence presented on their behalf in the process stage of the dispute-resolution process. Decision control refers to individuals' ability to have a say in the determination of an outcome during the decision stage of the dispute-resolution process. Process control is referred to as "voice" (Folger, 1977; Folger & Crapanzano, 1998), and decision control is referred to as "choice" (Folger & Crapanzano, *The international Journal of Organizational justice*, Vol 8, No 1, 2000). Tyler, Boeckmann, Smith, & Huo (1997) indicated that Thibaut and Walker's theory of procedural justice had been applied to both legal

and non-legal settings such as the managerial. Tyler et al (1997)

Attraction–Selection–Attrition Theory

The attraction–selection–attrition theory states that individuals are attracted to and seek to work for organizations where they perceive high levels of person–organization fit (Gregory et al., 2010). A strong person–organization fit can also lead to reduced turnover and increased organizational citizenship behaviours (Andrews, Baker, & Hunt, 2010).

Theoretical and empirical research suggests that individuals and organizations are most effective when their values, needs, and interests are aligned. Manifestations of this alignment, which often is called person-organization (P-O) fit, include employee commitment, satisfaction, and retention (Chatman, 1991; Meglino, Ravlin, & Adkins, 1989; O'Reilly, Chatman, & Caldwell, 1991; Sheridan, 1992), organizational performance (Govindarajan, 1989; Meglino et al., 1989), and individual health (Moos, 1987). Judge and Ferris (1992) proposed that P-O fit affects the degree to which an individual is liked by co-workers, supervisors, and subordinates, which may be related to many other aspects of individual and organizational effectiveness. Furthermore, researchers have argued that P-O fit may affect the utility of selection systems (Adkins, Russell, & Werbel, 1994) and may have bottom-line consequences for organizations (Boudreau, Sturman, & Judge, 1994). In light of the potential positive outcomes of P-O fit, researchers have suggested that organizations proactively hire employees based on their fit with organizations' cultures (Bowen, Ledford, and Nathan, 1991).

Person–person fit

Person–person fit is conceptualized as the fit between an individual's culture preferences and those preferences of others. It corresponds to the similarity-attraction hypothesis which states people are drawn to similar others based on their values, attitudes, and opinions (Van Vianen, 2000). The most studied types are mentors and protégés,

supervisors and subordinates, or even applicants and recruiters. Research has shown that person-supervisor fit is most strongly related to supervisor-oriented outcomes like supervisor satisfaction (Boone & Hartog, 2011). Is this supervisor-person fit

found in hospitals in Kenya? In the process of deploying workers do we realise supervisor person fit? Is lack of it a predisposing factor to turnover intentions? He above informed the choice of the second variable person-organisation fit strategies.

Conceptual framework

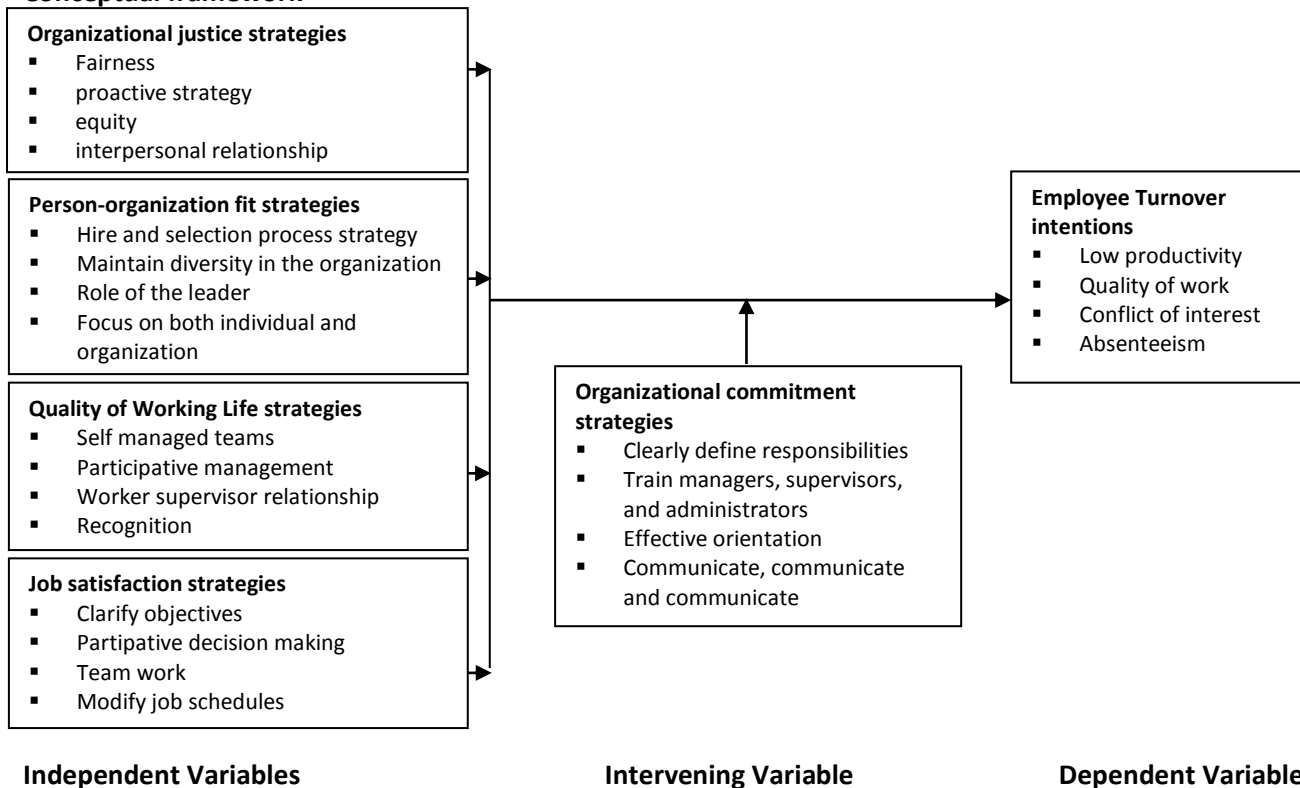


Figure 1: Conceptual Framework

Organizational Justice Strategies

The justice concept was first developed in philosophy and then introduced to the social psychological literature. Cohen and Greenberg; (1982) discussed various philosophers' works on the justice concept. They mentioned Aristotle's "proportionate equality," a Justice principle that has at heart "merit," although not all individuals define merit in the same terms. In Hobbes' *Levathan*, first published in 1651 (as cited in Cohen & Greenberg, 1982), the English philosopher conceptualized justice to be dependent on the contractual terms drawn up by individuals. In J. S. Mill's *Utilitarianism, Liberty, and Responsive Government* (as cited in Cohen & Greenberg, 1982). The philosopher, with a utilitarian approach,

conceived justice "as equal treatment accorded each individual as a matter of right".

Person-organization fit strategies

The results of empirical analysis show that these two variables are also significantly negatively correlated. This finding is also supporting the earlier work (Hollenbeck 1989; Saks & Ashforth 1997; Wilk & Sackett 1996), which implies that the employees who have such knowledge, skills and abilities that are better aligned with their jobs have less intention to leave their jobs. The study tests mediating relationship of psychological climate between P-O fit, and turnover intention. The results suggest that psychological climate fully mediates the relationship between and turnover and partially mediates the relationship between P-O fit and turnover.

Previous researches tested the relationship between psychological climate and turnover intention but to our knowledge, no significant research is conducted to test the mediating effect of psychological climate between P-O fit, and turnover intention especially in the context of Kenya. The study assesses the impact of P-O fit on turnover intention because it provides a more realistic picture by considering the influence of fit on employee turnover intention.

Quality of Working Life strategies

Indumathy R, et. al., (2012) found QWL affects employees' timings, their output and available learners. A happy healthy employee will give better turnover, make good decision and personality contribute to organization's goal. QWL will not only attract young and new talents but also retain the existing experienced learners. Pavithra, S., et al., (2012) found what QWL means to lawyers and how it affects the profession as a whole. Thus, it was concluded that once the lawyers attain a good work life balance it will improve the quality of work life. It was also founded that if the quality of work life is good it will help in reducing the attrition and absenteeism rate of lawyers.

Khosla, Bhawna, et al., (2012) have attempted to establish a relationship between QWL, employee performance and career growth opportunities. They have concluded that in high quality of work life is essential for organizations to continue to attract and retain employees. There is also a relationship which exists between QWL, employee performance and career growth aspects. Barzegeer, Mehdi, et al., (2012) studied the relationship between Leadership behaviour, QWL and Human Resources productivity in hospitals in Iran. The purpose of the study was to gain insight on how QWL, Leadership Behaviour and Human Resources productivity would be inter-related in the high performance hospitals in developing countries. The finding of the study demonstrated a strong correlation between Leadership behaviour and QWL. The employee's perception of Leadership behaviour is positively correlated with their perception of QWL. Also, the

QWL level and Leadership behaviour is positively correlated with Human Resources productivity. Jofreh, Manouchehr, et al., (2012) concluded that there is a positive and significant relationship between components of QWL and staff performance and QWL is a factor to enhance performance.

Job satisfaction strategies

Barak *et al.* (2001) in their review of antecedents to turnover argued that many studies use intent to leave rather than actual turnover as the outcome variable due to two main reasons. First, there is evidence to indicate that workers typically make a conscious decision to do so before actually leaving their jobs. This relationship is supported by the attitude-behaviour theory (Fishbein and Ajzen, 1975), which holds that one's intention to perform a specific behaviour is the immediate determinant of that behaviour. Second, it is more practical to ask employees of their intention to quit in a cross-sectional study than actually tracking them down via a longitudinal research to see if they have left. In addition, actual turnover may be more difficult to predict, as there may be other factors such as employment alternatives that affect a person's turnover behaviour.

Job satisfaction is one the factors that contribute to people's intention to quit their jobs (Moore, 2002); however, it is important both manager's and the individual's perspective to understand the factors that mediate the relationship between job stress and turnover intention. Moore (2002) found that social support from supervisors reduced the level of nurses' burnout and indirectly, through reduced levels of burnout, reduced nurses' intention to quit. A similar result by Kalliath and Beck (2001) when they tested the impact of social support on two components of burnout, namely depersonalization and emotional exhaustion and found that supervisory support reduced not only those symptoms of burnout but also directly and indirectly nurses' turnover intention.

Organizational commitment strategies

The relationship between organizational commitment and employee turnover intentions has been widely studied (Yang, 2009; Lane et al., 2010; Namasivayama and Zhaob, 2007). Researchers all over the world have come up with different models to investigate the insight of association between organizational commitment and to what extent this determines employee turnover intentions. However, the present available literature provides that organizational Commitment is prominent predictor of employee turnover intention and absenteeism.

Hao Chens *et al.*, (2012), introduced macro level variable reflecting the external environment, that is, organizational, cultural and economic factors to explain to explain the individual level withdrawals attitudes in terms of turnover intentions. The findings reveal that the employees who are committed to their organization are less likely to leave the organizations. However the relationship between job satisfaction and organization commitment is weaker in high collectivism cultures compare to low collectivism cultures. The study further explains that environmental factors are important moderates in influencing the relationship between organizational commitment, job satisfaction and employee turnover intentions. In addition, the results demonstrate that when economy is growing slowly, employees are more likely to seek better opportunities outside current when they are less committed.

Employee Turnover intentions

Regionally, a number of factors have been said to contribute to employee turnover in the health sector (Masibulele T. M. 2010) observes that availability of higher paying jobs significantly contribute to employee intention to exit and hence a high turnover. He argues that some minimum-wage workers report leaving one job for another that pays only 50 cents an hour more. He continues to argue that in a better economy the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews. If the performance of the organization is perceived to be

in economic difficult, this will also raise the specter of impending layoffs and workers believe that it is rational to seek other employment.

(Masibulele T. M. 2010) also notes that organizational culture such as sufficient reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of workers, and its development of a sense of shared goals are among other factors that influence turnover rate. He also notes that characteristics of the job where some jobs are intrinsically more attractive than others also influence employee turnover. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenge, danger, perceived importance, and capacity to elicit a sense of accomplishment. A job's status is also important, as are many other factors. Another factor is, the unrealistic expectations and general lack of knowledge that many job applicants have about the job at the time they receive an offer. When these unrealistic expectations are not realized, the worker becomes disillusioned and decides to quit.

Empirical research

Organizational Justice Strategies and Employee Turnover Intentions.

Aghaei, Najaf., et al.,(2012) in their paper 'Relationship between Organizational Justice and Intention to Leave in Employees of Sport and Youth Head Office of Tehran' concluded in their study that there is a negative and significant relation between distributed justice and intention to leave. In addition, it was also shown that a negative and significant relation exists between interaction justices with intention to leave.

This was a population based study as the sample population included all employees of Sport and Youth Head Office of Tehran (N=180). 117 of participants completed and returned the questionnaires and shaped the study population. Two questionnaires were used to collect data in the study. These results have a strong bearing in the intended research where the proposed research

intends to establish whether organisation justice as perceived by employees in Kenyan hospitals is a significant contributor to the industrial instability in the sector

Person-organization fit strategies and employee turnover intention

Dr. Masood Ul Hassa(2012) observes that the relationship between Person-Organization Fit, and turnover intention in banking sector of Pakistan. Employee turnover intentions have negative influence on organizational performance (Reiche, 2008; Shaw, Gupta, & Delery 2005). Since employees are the most valuable asset for an organization, managers always try to identify the factors causing turnover intention in their organization. Dr. Masood Ul Hassa (2012) study examined the impact of P-O fit on employee turnover intention while considering psychological climate as a mediating variable. Empirical analysis demonstrates the relationship between P-O fit and turnover intention. A significant negative relationship is proved between these two variables. This finding is in accordance with the earlier researches (Becker & Billings 1993; Bretz & Judge, 1994; Brown & Yoshioka, 2003; Edwards, et al., 1998; Harris & Mossholder 1996; Lee, et al., 1996; Verquer, Beehr, & Wagner, 2003), which implies that employees who are better fitted in their organizations have less intention to leave. The study empirically tested the relationship between person-job-fit and turnover intention.

Quality of Working Life and employee turnover intention

Ali Mohammad Mosadeghrad from the Tehran University in Iran conducted a research entitled Quality of Working Life: An Antecedent to Employee Turnover Intention. The purpose of the study was to measure the level of quality of work life (QWL) among hospital employees in Iran. it aimed to identify the factors that are critical to employees' QWL. It also aimed to test a theoretical model of the relationship between employees' QWL and their intention to leave the organisation. A survey study was conducted based on a sample of 608

hospital employees using a validated questionnaire. Face, content and construct validity were conducted on the survey instrument.

Job satisfaction strategies and employee turnover intention

Dua'a Abdul Rahim Mohammad Issa et al.,(2013) in their study showed that there is significant low negative relationship between pay, supervision, promotion, satisfaction and turnover intentions and significant very low relationship between co-workers and satisfaction with the work itself and turnover intentions. It was also found that pay satisfaction was the dominant dimension.

Samuel Emeka Mbah et al.,(2012) in their study found that greater the job satisfaction less likely is the turnover intention, thus confirming previous literature that a person with a high level of job satisfaction holds positive attitude toward the job and conversely the person who is dissatisfied with the job holds negative attitude about the job. It means that employees who are satisfied on their job will retain their jobs and not quit. So it was found that specifically job satisfaction reduces employees' turnover intention and acts a strategy to reduce employees' turnover but also as the company retention strategy. Rohani Salleh (2012) provided empirical support that satisfaction with salary, promotion, superior, and the work itself has a significant influence on turnover intention. Interestingly though, satisfaction with the co-workers was found not to be associated with turnover intention. Prodromos D. Chatzoglou et al.,(2011)suggested that job satisfaction can be enhanced not only by providing a satisfactory salary, promotion opportunities or having good relations with one's co-workers, which constitute some of the constructs facets, but, also, through strengthening the variables that are related to it. Job satisfaction leads to improvement in the commitment level of employees thus reducing the turnover intentions. In an organization, what makes an employee leave or intend to leave has always become the big question for any company. Several

studies have examined job satisfaction as an antecedent of turnover intentions (for instance, Mobley *et al.*, 1979; Price and Mueller, 1981; Shore and Martin, 1989; Hellman, 1997; Ghiselliet *al.*, 2001; McBey and Karakowsky, 2001).

Organisation Commitment and Turnover Intentions

Hyung-Ryong Lee (2000) in his research found that his study supported previous research conducted to explain the importance of the allocation phenomenon in organizations (Alexander & Ruderman, 1987; Cropanzano & Greenberg, 1997; Folger & Konovsky, 1989). Distributive justice has a direct positive influence on job satisfaction and is negatively related to turnover intentions, as hypothesized. Thus, if employees feel discontent in what they receive compared to those of a referent other, they are more likely to quit. Therefore, if employees receive better pay or more rewards when they deserve them, they would evaluate procedures fairly. In other words, the fairness of a procedure can be assessed in terms of the expected value-outcome that employees receive.

Procedural justice has a direct positive influence on job satisfaction. This positive relationship between procedural justice and job satisfaction is consistent with the findings of Tang & Sarsfield-Baldwin (1996). They found that employees' perceptions of procedural fairness are related to different facets of job satisfaction. People are more accepting of decisions that result from fair procedures than with decisions that result from unfair processes.

Employee turnover

Employee turnover is an expensive problem and represent a significant cost, both in terms of direct costs (replacement, recruitment and selection, temporary staff, management time) but also, and perhaps more significantly, in terms of indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality, organizational memory) and the loss of social capital (Dess and Shaw 2001). Employee turnover is a much studied

phenomenon (Shaw, Delery, Jenkins and Gupta 1998:511).The impact of turnover has received considerable attention by senior management, human resources professionals, and industrial psychologists (sigma assessments 2012. It is a measurement of how many employees leave the company vs. how many new ones are hired.

A high turnover percentage means that a lot of employees are cycling in and out of an organization, whereas a low turnover means they stick around for a long time. It's generally measured on a monthly, quarterly and yearly basis. It costs money to recruit and train each new employee. An inexperienced work force tends to be less productive and must invest in new employees. Leahy J. (2012) identifies four reasons for high employee turnover. First she says that no matter how much someone loves working for you and believes in your business, if they are presented with a better offer they will likely consider leaving. Secondly she notes that lack of employee engagement is a good reason for employee turnover.

METHODOLOGY

A research design is a logical structure of inquiry. In this context the research design used cross-sectional research that intended to establish a causal relationship is a quantitative research and Purposive sampling of facilities was done while purposive random sampling of the unit of analysis was done. Data was collected from registered health workers who were working in sampled public health institutions in Kenya. The use of self-reported questionnaire eliminated the effect of a researcher on participants which allows them more freedom to answer the questions honestly and openly. The study focused on doctors, nurses, clinical officers, and laboratory technologist who had the bulk of health care service in district hospital and level five hospitals in the central region of Kenya comprising of the former central province, current Nakuru County, Kajiado and Machakos. There were 10 level five hospitals previously referred to as the provincial general hospitals or

level five hospitals. There were 138 district hospitals and 137 sub- district hospitals. Doctor did not work in health centre. A self-administered questionnaire was used to collect the data about Kenya health workers' turnover intention. Questionnaire of 57 items was subjected to validation process by researchers and expert health workers (n=15) that assessed the level of comprehensiveness, clarity, avoidance of ambiguity, and content validity.

RESULTS

Descriptive Results

The study sought to establish the influence of Employee involvement on Employee performance of the Health sector in Kenya. Specifically, the study focused on Organizational fit strategies, Person organization fit strategies, Quality of work life, Job satisfaction and Employee performance of the Health sector in Kenya in schools.

Organizational fit strategies

The study sought to identify the influence of Access to computers on Employee performance of the Health sector in Kenya. According to Blair (2001) Organizational fit strategies relates to processes and decisions that seek to define actions, grant power and verify Employee performance.

On the extent to which Organizational fit strategies Influenced Employee performance of the Health sector in Kenya, from the findings majority (43%) indicated that Organizational fit strategies influenced Employee performance of the Health sector in Kenya to a large extent, 30% to a very large extent, 15% to a moderate extent, 8% to a small extent and 4% not at all.

These echoed findings by O'Donnell (2007) that Organizational fit strategies in many Health organizations have led to increase in Employee performance of the Health sector in Kenya (Rosi, 2010). The study therefore inferred that Organizational fit strategies helped improve Employee performance of the Health sector in Kenya.

Table 1: Extent to which Organizational fit strategies influenced Employee performance of the Health sector in Kenya

Organizational fit strategies	Frequency	Percent
To a very large extent	18	30
To a large extent	26	43
To a moderate extent	9	15
To a small extent	4	8
Not at all	2	4
Total	59	100

Person organization fit strategies

The study sought to find out the influence of Person organization fit strategies on Employee performance of the Health sector in Kenya. Person organization fit strategies is providing one-to-one support to employees in a particular field of study (De Fabrizio, 2001). In this study, it meant support offered to employees by experts boost their knowledge.

On the extent to Which Person organization fit strategies influenced the Employee performance of

the Health sector in Kenya, From the findings, majority (41%) indicated that Person organization fit strategies influenced Employee performance of the Health sector in Kenya to a very large extent, 31% to a large extent, 19% to a moderate extent, 7% to a small extent and 2% not at all. These findings corroborated with findings by Hui (2011) who found out that Person organization fit strategies plays a key role in improving Employee performance of the Health sector in Kenya.

Table 2: Extent to Which Person organization fit strategies Influence Employee performance of the Health sector in Kenya

Person organization fit strategies	Frequency	Percent
To a very large extent	25	41
To a large extent	18	31
To a moderate extent	11	19
To a small extent	4	7
Not at all	1	2
Total	59	100

Quality of work life

The study sought to examine the influence of Quality of work life on the Employee performance of the Health sector in Kenya. According to Collier (2006) Quality of work life is the involvement of the employees in work related responsibilities (Foster, 2000). On the extent to which Quality of work life influenced the Employee performance of the Health sector in Kenya, From the findings, majority (49%)

indicated that Quality of work life influenced Employee performance of the Health sector in Kenya to a large extent, 32% to very a large extent, 11% to a moderate extent, 4% to a small extent and 4% not at all. These findings were in agreement with findings by Collier (2006) who found out that Quality of work life influenced Employee performance of the Health sector in Kenya.

Table 3: Extent to which Quality of work life Influence the Employee performance of the Health sector in Kenya

Quality of work life	Frequency	Percent
To a very large extent	19	32
To a large extent	29	49
To a moderate extent	7	11
To a small extent	2	4
Not at all	2	4
Total	59	100

Job satisfaction

The study sought to determine the effect of Job satisfaction on Employee performance of the Health sector in Kenya. This is a summary of policies and procedures governing collaboration of the employees in relation to the Employee performance of the Health sector in Kenya (Gelderman et al., 2006). O'Donnell (2007) articulates that a Job satisfaction is simply the rules and regulations that are set in place to govern the process of long functionality and efficiency of employees.

On the extent to Which Job satisfaction Influence the Employee performance of the Health sector in kenya, From the findings, majority (42%) indicated that Job satisfaction influenced Employee performance of the Health sector in Kenya to a large extent, 26% to a very large extent, 18% to a moderate extent, 7% to a small extent and 7% not at all. These findings corresponded with those by Eyaa and Oluka (2011) who found out that Job satisfaction disruptions interfere with Employee performance of the Health sector in Kenya.

Table 4: Extent to Which Job satisfaction Influence the Employee performance of the Health sector in Kenya

Job satisfaction	Frequency	Percent
To a very large extent	15	26
To a large extent	25	42
To a moderate extent	11	18
To a small extent	4	7
Not at all	4	7
Total	59	100

Employee performance of the Health sector in Kenya

From the findings, Funds availability had a mean score of 4.311, technical Skills had a mean score of 3.909 and Bureaucracy had a mean score of 3.942. These findings were in line with those of Braxton (2008) who found out that Employee performance

of the Health sector in Kenya was determined by Funds availability, technical Skills and Bureaucracy. Inferences revealed that Funds availability, technical Skills and Bureaucracy to a large extent determined Employee performance of the Health sector in Kenya.

Table 5: Employee performance of the Health sector in Kenya Factors Mean, Std. Deviation and Variance Results

Employee performance of the Health sector in Kenya	N	Mean	Std. Deviation	Variance
Funds availability	107	4.311	.8404	.648
Technical Skills	107	3.909	.7152	.612
Bureaucracy	107	3.942	.7176	.582
Average	107	4.054	0.7577	0.614

Regression Results

Table 6: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std Error
1	.901.	.859	3.545	3.545

Predictors: (Constant), X1, X2, X3, X4

Table 7: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	P-Value.
1	Regression	8.332	3	3.280	83.433	.002
	Residual	2.000	103	.027		
	Total	10.332	106			

a. Predictors: (Constant), X1, X2, X3, X4

b. Dependent Variable: Y

Table 8: Coefficients

	β - Coefficients	Std. Error	Sig
(Constant)	0.221	.211	.00314
X4	0.799	.184	.00423
X2	0.655	.184	.00253
X3	0.701	.170	.00312

X1	0.811	.168	.00109
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Dependent Variable Y

This study clearly demonstrated that all the independent variables significantly influenced Employee performance of the Health sector in Kenya but the relative importance of each independent variable was different. However, since the significance values were less than 0.05, all the coefficients were significant and thus the regression equation was;

$$Y = 221 + 811X_1 + 799X_2 + 701X_3 + 655X_4 + \epsilon$$

The Beta coefficients indicated that a unit change in the independent variables; X1, X2, X3 and X4 will in effect lead to the dependent variable Y to change by 811, 655, 701 and 799 respectively.

CONCLUSION

The findings indicated that currently organizational fit strategies clarity was low. With regard to the integration of ICT, the respondents expressed overwhelming excitement and eagerness to implement ICTs; however, these attitudes are dampened by various challenges that they face.

Person organization fit strategies had the potential to provide a framework for professional development; one consistent with experiential learning and the development of a learning organization"; "Prior research had shown that one-shot workshops without ongoing individual technology support often fail to meet the specific needs of most educators; instead one-on-one technology mentoring models show promising results"

It was clear that collaboration was keen to encourage further study through the provision of ICT opportunities. The aims of this initiative were to i) enhance teachers' personal skills; ii) enrich their understanding; and (most importantly) iii) support them to develop into capable (as opposed to simply competent) computer users – those who could go on learning beyond the period of the course

On the other hand, the study also revealed that lack of operational Job satisfaction policies was another challenge hindering the implementation of Employee performance of the Health sector in Kenya.

Based on the research findings it was logical to conclude that Employee performance of the Health sector in Kenya. Given the backdrop that the Employee performance of the Health sector in Kenya is below par.

RECOMMENDATIONS

Expansion of ICT and e-learning infrastructure to facilitate access to e-learning by staff and other stakeholders through allocation of more resources towards ICT and e-learning infrastructure development. Availability of computers, laptops, networks and other relevant infrastructure will improve accessibility to e-learning.

Identifying a way of Person organization fit strategies use e-learning and convert their course materials to e-content either through being given extra credit points during promotions, monetary incentives etc. Relevant and high quality e-content is vital to success of e-learning.

Collaborations and partnerships with other successful Employee performance of the Health sector in Kenya partners in a bid to acquire best practices to accelerate the implementation of Employee performance of the Health sector in Kenya.

Using blended learning approach and piloting with few schools as a starting point before implementation of full scale e-learning. This recommendation is supported by Awidi (2008) who advises that developing an e-learning environment that is trusted and sustainable for higher education requires pursuing a blended approach to educational delivery, at least initially.

Recommended Areas for Further Research

Due to constraints highlighted in the study, this study could not exhaust all the challenges. Research should be conducted to establish other factors that influence Employee performance of the Health sector in Kenya since those covered in this study

account for 58.9% only. Such a research should be conducted in other regions to establish their unique challenges so that some harmonization can be realized.

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