

**MODERATING EFFECT OF RELIGIOUS BELIEFS ON RELATIONSHIP
BETWEEN EMPLOYEE REWARD AND TURNOVER IN PRIVATE
HOSPITALS OF SAMBURU COUNTY.**

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DECLARATION AND RECOMMENDATION

Declaration by Student

I declare that this thesis is my original work and has not been presented in any other university for award of any degree.

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Recommendation

This thesis has been submitted to the university with our approval as the university supervisors.

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DEDICATION

I dedicate this work to my family; my wife Faustinella and my children Melvin, Ezekiel,
Georinah, Linda and Gloriah.

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ABSTRACT

Employee turnover is a critical aspect in the operations and survival of the organization hence the management should take into consideration when putting in place guideline and other strategic plans to ensure turnover is minimized in order to meet organizational set targets. This study scrutinized the moderating effect of religious beliefs on relationship between employee reward and turnover in private hospitals of Samburu County. The objectives of the study were to investigate the effects of remuneration, job security, work environment and moderating effects religious beliefs on employee turnover in private hospitals Samburu County. Maslow hierarchy theory, Herzberg two factor theory of motivation and human capital theory were sources of theoretical framework of the survey to guide remuneration, work environment, job security and moderating effects of religious beliefs respectively. Descriptive survey design was utilized on the target population of ten private hospitals in Samburu County. Questionnaires were utilized to amass statistics from medical practitioners such as senior doctors, senior nurses, senior pharmacists and senior medical technologists. The questionnaires were protested by medical practitioners in Samburu County public hospitals who did not participate in the final study for clarification of the questions. Convenience sampling method was used due to small number of respondents. Descriptive statistics was computed and data was presented using tables while respondents who were medical practitioners from the private hospitals were sampled. Data analysis was done using statistical package for social sciences (SPSS) version 24. The study found out that employee turnover reduction was magnificently contributed by remuneration then, religious beliefs, work environment and last by job security. The study discovered that there was a positive relationship and statistically significant between that remuneration and employee turnover. There was a positive moderating relationship and statistically significant between religious beliefs and employee rewards and turnover. There was a positive relationship and statistically significant between that work environment and employee turnover. There was a negative relationship between that job security and employee turnover. The study contributed knowledge when it was found out that there was the moderating effect of religious beliefs on relationship between employee reward and turnover in private hospitals of Samburu County. The findings of the study provided understanding of the various organizational practices leading to employee turnover and its effects on the hospital's performance and service delivery.

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ABBREVIATIONS AND ACRONYMS

ET	Employee Turnover
FSHC	Firm Specific Human Capital
HR	Human Resource
HRM	Human Resource Management
KeMU	Kenya Methodist University
SC	Samburu County
SCG	Samburu County Government
SCH	Samburu County Hospitals
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

A budding acknowledgement that human resources personnel in Kenyan health system were attenuating intensely thus affecting the delivery of services, was a major concern (Ministry of health and sanitation- Kenya, 2015). Medical practitioners who were the major human resource personnel in hospitals in Kenya, had to balance between concentrating in providing quality health services and work-related issues such as poor remunerations, unfavorable working conditions and deteriorating job security (Bureau of labor statistics, 2019). These work-related issues caused majority of hospitals in Kenya to lack important aspects such skilled and competent labor force due to high employee turnover (Aiken, Sloane, Clarke, Poghosyan, Cho, You, Finlayson, Kanai-Pak & Aunguroch, 2011). The opulence of a country is pegged on how the health of its citizen is effectively managed. The impact of poor management of the health sector in a nation is felt and inhibits growth of other sectors as well in the economy because when health fails all other areas fail too (International labor organization, 2014).

Therefore, there was need to urgently address the menace around the health sector in Kenya especially related to employee turnover (Kakemam, Sokhanvar, Chegini & Sarbakhsh, 2018). When a medical practitioner was not comfortable in their work-place, they would look for options on where they would get the comfort which ends with quitting (International labor organization, 2014). A motivating and encouraging work environment must be appealing to the employees in a positive way whereby employees

felt like they are treated fairly without considering the efforts, inputs and activities of various categories of employees. It was vital for management to offer its employees security of employment, sense of self-motivation, integral role and sense of belongingness in achieving the organizational set goals. Killing employee's motivation, loyalty was endangering strength, team work and unity as a key element of motivation and retention and thereby reducing the overall productivity (Chandraseker, 2011). This study was set out to survey the moderating effect of religious beliefs on internal organizational practices and employee turnover in private hospitals of Samburu county.

1.1.1 Employee turnover

An employee was an individual contracted by an organization to work by offering services on the behalf of the organization for monetary or non-monetary benefits after an agreed duration of time (Saeed, Yousafzai & Engelen, 2014). Employee turnover was the frequency in which employee left an organization voluntarily or by being sacked (Saeed et al., 2014). Voluntary turnover was when workforces intended to leave a firm to elect the superlative different trail related to their career. Voluntary, involuntary, retirement, internal transfers, avoidable and unavoidable/ Natural calamities were the indicators of employee turnover used in this study. Voluntary turn-over was a situation where an employee decided to leave a job (Ahmed, Isalm & Ahmad, 2014). Involuntary turnover was when an organization laid off an employee due to various reasons (Ahmed et al., 2014). Retirement was when an employee became too old to work (Said, Sudin & Ali, 2006). Internal transfers entailed an aspect where an employee was taken from one department to the other but within the same organization (Ahmed et al., 2014). A voidable turn-over was a turn over that could be avoided by hiring, evaluating and

motivating their employees more effectively (Art & Kaya, 2014). Unavoidable turn-over was when an employee got sick to a point of not being able to work anymore or died (Art & Kaya, 2014).

Workers perhaps leave the association because of financial reasons. Walters (2019) utilized the financial model to anticipate work turnover in the market. Some financial factors, for example, monetary advancement level, state of work a, business structure, openings for work, property endeavor, transport and correspondence, settlement, training and clinical offices, living cost, personal satisfaction amongst other reasons, all had an impact on the expectation of representative turnover (International labor organization, 2018). Monetary development, short flexibly of association faculty, better work openings increment prompted turnover goal. The idea of association influenced the goal of worker turnover. Individuals from staff in state-possessed associations had the most significant level of turnover goal, the following was laborers in private associations, and the last was staff in outside financed associations.

By and large, these three kinds of business association had the higher pace of turnover aim, more than the normal. Partly, transportation, safe house, tutoring and medicinal services offices were adversely interrelated to the representative turnover. Under the situation of high use of living, so as to get by, the probability of representative turnover decreased. Representatives were probably going to decide to stop the present place of employment for finding the opportunity of high-paid occupation in quest for a superior personal satisfaction (Work Institute, 2019). Specialists additionally had opined that general corporate culture of an association influenced the worker turnover. In any case, the most significant issue here was the trust in and regard for the supervisory crew. On

the off chance that associations acknowledged their representatives, approached them with deference, and gave remuneration, advantages, and advantages that showed regard and mindful, they hence remained in the association.

As such, representatives welcomed a work environment where correspondence was straightforward, the board is open, administrators were agreeable and regarded, and bearing was clear and comprehended (Aiken et al., 2011). What's more, an absence of acknowledgment was one of the critical elements that may add to turnover. Associations gave a great deal of authentic gratefulness and acknowledgment as good to beat all for representative maintenance. Additionally, there was a likelihood that workers would in general leave. Aside from the discussion of worker's turnover, numerous scientists ascribed the speculations of representatives' maintenance as a significant subject of request. Worker maintenance was an exertion by a business to keep up a workplace, which underpinned current workforce in staying with the organization. Holding gifted representatives was a genuine worry for associations despite consistently expanding high pace of worker turnover at national and worldwide level (Al Mamun & Hasan, 2017).

Writing was overwhelmingly demonstrated that important workforce or useful workforce maintenance assumed a noteworthy job for the endurance of an association. Accordingly, this had an unfriendly impact on efficiency and productivity (Al Mamun & Hasan, 2017). Numerous specialists concurred that workers' maintenance arrangements were planned for tending to the different needs of representatives to improve their activity fulfillment and decrease the considerable costs engaged with employing and preparing new staff. It was basic for an association to keep up corporate key favorable position by holding the persevering and gifted representatives. Thus, administrators comprehended the contrast

between a significant representative and a worker who doesn't contribute a lot to the association with the goal that they configured fitting systems to hold the potential representatives. These systems ran from worthwhile remunerating bundles to including representatives in each circle of the working of the association (Mercer, 2019). Past observational investigations saw that components, for example, serious pay, amicable workplace, great relational connections and professional stability were the key inspirational factors that prompted to hold them in the associations (Mercer, 2019). Two factor hypotheses propounded by Herzberg (1959) was a significant hypothesis that clarified what fulfilled or disappointed workers and, thus, filled in as a significant system for representative maintenance.

Globally, organizations were putting more energy in terms of resources and attention to alarming turn-over of the personnel which decelerated the performance of workforce and the firm in general. Besides, it inflated the expenses related to recruitment and new employee training (Bureau of labor statistics, 2019). Developed nations such as America, Europe and Asia's high employee turn-over was caused by issues such as no promotional opportunities, organizational commitment, procedural justice; job-hopping attitude; work-life balance, meagre communication, incompetence, absence of backing, personal health issues and unsafe working environment (Work Institute, 2019). United States Bureau of labor statistics (2019) pinpointed that a cumulative sum of bosses noticed that most workforce employment period in firms did not go beyond two years. Additionally, more than half of personnel in textile industries in United Kingdom left work annually. Looking at Hong Kong's merchandizing segment, 36.7 percent of labor workforces quit in the year 2008 being the highest yearly turn-over.

In African business sector, personnel in firms were recognized as part of important aspects that facilitated competitive cutting edge mainly in retail area. For instance, it was found that most studies were based in big firms making personnel quitting an encounter fronting many firm's human resource sections. Africa employee job turnover cases were caused by age; gender; marriage; education levels; low job satisfaction, job stress, better jobs; conflict with management; unstable management; unclear job descriptions (Al Mamun & Hasan, 2017). Any decline in productivity or departure from the organizations was seen to result in noteworthy influence on the firm's performance (Khatri Fern & Budhwar, 2001). Therefore, retaining personnel was crucial to the long-term development and achievement of a firm. According to International labor organization (2014) South Africa's retail business segment average personnel turnover ranged between 20% to 25%. This gave rise to deficiencies of skills in South African firms leading to contentions with international firms for talented personnel. The expatriation of talented personnel to other nations worsened the state of deficiencies of skills South African (Laine, Beatrice, Gustav, Hans & Tackenberg, 2009).

Over the last decade, employees' turnover rate in Kenyan had become a nationwide challenge. Employee turnover was caused by issues such as poor governance, leadership, and management of human resource; poor pay; retrenchment; conflicts between employees and management; poor working conditions and lack of career growth (Ministry of health-Kenya, 2015). For example, the increase in corporate mergers and acquisitions in the telecommunication industry left employees detached from their employers leading to lowered customer loyalty and increased focus on job seeking especially where overall job security was threatened. This has had demanding effects on

the organizational performance. With a concern of the highest order on employee turnover in the telecommunication industry, the growth realization and expansion in the sector remained un-answered question. The calls for greater attention on employee retention and critical analysis on what factors motivates employees to stay back were promoted. Organizational practices kept on advancing with time hence continuous need to keep on changing them was required.

1.1.2 Employee reward

An employee reward was a form of motivation that was given to employees to perform better (Public Service Commission, 2016). Employment reward followed systems which were programs set up by a company to reward performance and motivated employees on individual and/or group levels. They were normally considered separate from salary but could be monetary in nature or otherwise had a cost to the company. An example included the Performance Management System (PMS). Public Service Commission (2016) defined PMS as a systematic process for getting better results from an organization, teams and individuals by managing performance within an agreed framework of planned goals, objectives and standards. PMS was a set of tools, processes and actions that allowed for maximization of the performance of employees and institutions. It also provided employees with a clear understanding of job expectations; regular feedbacks about performance, advise and steps in improving performance, rewards for good performance and sanctions for poor performance.

A good reward system acknowledged the organizational objectives that the system backed; was clear on the projected staff achievements that boosted the organizational objectives; devised an known and achievable way of quantifying performance anchored

on personal or organizational objectives; developed apposite rewards; and passed the information on the reward systems that was effected to the employees (United Nations, 2013). By establishing this procedure every employee knew what was considered for considerations to be done to be rewarded in the organization. This enabled employee be focused towards offering their best in achieving organizational goals. Employees who were highly productive, achieved the overall goals of the organization and ultimate rewards followed the same. Without rewards, employees felt wasted, misused and most of them considered leaving the organization for better employment where their efforts were recognized and rewarded. (Public Service Commission, 2016).

As indicated by Said, Sudin and Ali (2006) when personnel left the organization, the business needed to bring about a lot of immediate and aberrant cost. The expenses of representative turnover were amazing extended from expending a serious significant measure of yearly compensation that a business would some way or compensation to its workforce (Said et al., 2006). The expenses of personnel's turnover typically incorporated; publicizing costs, loss of time and proficiency, work irregularity, and worker preparing and improvement costs for new joiners (United Nations, 2013). The organization quarterly ascertained worker turnover rates to amend the components causing the turnover (United Nations, 2013). On the off chance that the organization decided the most widely recognized reasons for worker turnover, it would surely have the option to make the essential strides for enlisting and holding very much qualified faculty (United Nations, 2013).

As also indicated by Dubale, Friedman, Chemali, Denninger, Mehta, Alem, Fricchione, Dossett and Gelaye (2019) an immense worry to most organizations was that

representative turnover was an expensive endeavor particularly in associations that flourishes and qualities feasibility of the business. Staff's wages, organization benefits, worker participation, and occupation execution were on the whole factors that added to representative turnover (Chandrasekar, 2011). According to European Commission (2019), organizations took a profound enthusiasm for their representative turnover rate since turnover influenced the running of the business by making interruptions which results to diminished creation and benefits of the association. Supplanting a worker requested that time was to be taken to draft the new representative on new jobs and obligations which was an expense to the association (European Commission, 2019).

These costs of staff turnover confronting associations incorporated the expense of preparing and improvement, loss of productivity, recently recruited employees and client maintenance. Contingent upon the business, and the activity job, the yearly wages and pay rates go between 30-200% of a solitary manager (Chandrasekar, 2011). This was increasingly effective on the lower paying occupations and they generally cost organizations less per substitution of a worker than do more lucrative employment jobs. Notwithstanding, they caused the cost all the more regularly. Thus, most organizations centered around worker maintenance methodologies paying little mind to pay levels (Said et al., 2006).

As indicated by Snipes, Oswald, LaTour and Armenakis (2005) most organizations found that representative turnover decreased when issues influencing worker's confidence were tended to. This was predominantly through contribution representatives advantages, for example, sensible adaptability with work and family balance, execution surveys, and execution based motivating forces, alongside customary advantages, for example, paid

occasions or days off (Wambui & Githui, 2019). The degree to which an organization will to hold staff depended on worker substitution costs, yet in addition on by and large execution of the organization (Wambui & Githui, 2019). In the event that an organization was not getting the presentation it was paying for, substitution cost became a tremendous cost to pay over the long haul (Chandrasekar, 2011).

As indicated by Art and Kaya (2014) high turnover was a genuine impediment to hierarchical effectiveness, quality, and benefit of firms everything being equal. For the littlest of organizations, a high turnover rate implied that just having enough staff to satisfy every day capacities is a test, even past the issue of how well the work is done when staff is accessible (Chandrasekar, 2011). Turnover was no less an issue for significant organizations, which regularly burned through a large number of dollars a year on turnover-related costs (Ghazzawi & Smith, 2009). For administration arranged callings, for example, the executives counseling or record the executives, high worker turnover likewise prompted client disappointment and turnover, as customers felt little connection to a spinning contact (Khatri et al., 2001). Customers were additionally liable to encounter plunges in the nature of administration each time their agent changes (Ghazzawi & Smith, 2009).

Khatri et al. (2001) utilized cross-area investigation of the between business variety in male and female worker turnover in UK fabricating organizations. The quantity of releases more than about a month discovered exceptionally high. The yearly pace of representative turnover was assessed by taking a normal of the quarterly perceptions. This showed a wide variety, the yearly male representative turnover rate was most reduced at 8.5 percent in Mineral Oil Refining (262) and most noteworthy at 77 percent

in Jute (415) in American corporate organizations. Correspondingly the female rate went from 12.4 percent in Mineral Oil Refining to 81.9 percent in Fruit and Vegetable Products (218). The male representative turnover rate over all assembling was 29.9 percent. Worker turnover was obviously more noteworthy among females. Seven in each ten MLHs had a female rate more than 40 percent.

Laine, Beatrice, Gustav, Hans and Tackenberg (2009) utilized global cross board relapses to investigate the degree of representative turnover in the association which trimmed down development and improvement of any association and the general economy. His paper found a generous effect of worker turnover on monetary development dependent on information from East Asia, Africa, South Asia and the Middle East. His outcomes recommended that representative turnover in instruction and the executives directly affects monetary development through pulsating change in the board bringing down the normal nature of human capital.

As per Snipes, Oswald, LaTour and Armenakis (2005) staff turnover was costing South African associations a large number of rands in diminished proficiency. Staff turnover was evaluated at 40 billion rands every year. The expense of staff turnover and the effect thereof on profitability alone was sufficient to discourage any human asset supervisor and the association. There was a postponement of administration conveyance while sitting tight for the substitution staff to show up. Also, there was creation misfortunes while doling out and utilizing substitution staff (Snipes et al., 2005). Frequently the association encountered an exercise in futility because of unpracticed substitution of staff. The board and other staff invested significant energy not carrying out their responsibility however attempting to orientate the substitution staff.

This therefore developed an urge to ensure that the employee rewards were used to benefit both the employee and the organization in the long-run. That is, employees got rewarded out of their efforts towards achievement of the organizational goals. Once the organizational goals were achieved, it remained as a going concern and relevant for very many years which was the purpose of any organization. However, surrounding environment such as remuneration, work environment, and job security amongst others contributed to employee turnover (Snipes et al., 2005). Therefore, based on this reason the employee reward types that were scrutinized in this study were remuneration, work environment and job security.

1.1.3 Religious beliefs

Religious beliefs assisted individuals to cope with challenges in life that were spiritual or physical. Religion gave culture a strong voice to solve issues that were beyond human capacities. In a hospital set up, medical practitioners were trained on management and treatment of diseases but curing was deemed spiritual. Religious beliefs played a vital role in connecting people to their supernatural being who was God. In this study, indicators of religious beliefs included Christians and Islam people. Religious beliefs intensely influenced how employees performed. In the America, close to 80% of the population were religious people (Pew Research Center, 2015). According to Office for National Statistics (2012), European countries such as England and Wales' populations accounted for 68% in religion.

This implied that a huge portion of working population were religious. Surprisingly, religious beliefs in many organizations was abandoned in human resource (HR) theory and practice, creating an organizational miscellany subject susceptible to strain and

conflict (Gebert, Boerner, Kearney, King, Zhang & Song, 2014). A study such as Hassan, Mohammad, Mohd, Rozilah and Ali (2015) on religiosity perceptions and employee turnover intention in Malaysia, established that though religious calling was not a determinant in turnover, it had some noteworthy influence in turnover decision making.

Khatri, Fern and Budhwar (2001) conducted an investigation on authoritative duty, hierarchical equity and representative turnover in Malaysia. The finding expressed that when employee's impression of procedural was high, their dedication was likewise high which lead to less in turnover aim. Representatives will be focused on their boss in the event that they see higher reasonableness (strategies and techniques) in the association. The human rights give that attention on a couple of religion rehearses. Their issues are on assorted variety which they applying laws that give equivalent business chance to all representatives paying little heed to their race, skin, religion, sex, and so on; and on provocations disallowance. Therefore, there was a resolution to give a working environment liberated from religion badgering, sexual and so forth. All personnel are treated with poise and regard. The setting of initiative has changed throughout the years and is presently in a condition of fast change because of mechanical advances and expanding of worldwide rivalry (Martin, 2005).

Representatives assorted variety in the working environment making the need aware of have a profound authority in the association. Ghumman, Ryan and Park (2016). contended that otherworldly pioneer conveys profound assets in social settings; they follow God's will by complying with divine or higher laws (values) in their day by day lives. An investigation by Lynn, Naughton and Vander Veen (2010) accentuation that measures for a profound pioneer remember certainty for and affirmation of God,

dutifulness to God, adherence to God's way and inspiration dependent on the affection for God. There are two methodologies in authority. The first is the quality methodology or value-based and another is the charming/transformational initiative methodology. Transformational pioneer is liberally acknowledged and obeyed by devotees because of their solid requirement for force and high self-assurance.

Value-based pioneer then again was portrayed by unexpected prize and the board by-special case. In authoritative investigations, transformational administration was utilized all the more regularly. Study directed by Ghazzawi and Smith (2009) center around to decide the connection among strictness and otherworldliness on transformational initiative and furthermore the impacts of strictness and profound convictions on the working environment and the work environment rehearses. The discoveries were no connection among strictness and otherworldliness of directors and their workers with transformational authority qualities of chiefs. In demonstration, transformational authority was identified with different factors, for example, sort of supervisor, work delight by director and representatives just as issues identifying with trust among chiefs and workers. Smith, Plover, McChesney and Lake (2019) directed subjective survey of 87 articles and suggested that there is a reasonable consistency between profound qualities and practices and administration viability.

These qualities were viewed as otherworldly standards, for example, trustworthiness, genuineness, and quietude, affect initiative achievement. Further research directed by Ayrancin (2011) looked at the connection between otherworldly initiative and issues of otherworldliness and strictness among Turkish supervisors found that profound administration of Turkish directors relied upon their intelligence and unselfishness and

their otherworldliness is contained their way to deal with superfluity and their otherworldly mindfulness. Office for National Statistics. (2012) referred to that in the Judeo-Christian point of view, a calling may be characterized as the conviction that one's errands are motivated by a profound, as opposed to maternity substance. Then again, the Islamic definition for fill in as strict calling was seen in different sections of Al-Quran. One model was "and that man can have only what he does (positive or negative). What's more, that his deeds will be seen. At that point he will be rewarded with a full and best reward (Miguel, 2008). All the refrains pressured the requirement for work and activity by individuals. The work, subsequently, was viewed as a privilege as well as an obligation and a commitment.

The key segment was the conviction that one had not wound up in an occupation in view of irregular possibility or due to one's own structure; yet rather, an individual accepted that the individual in question had been put in their business to fill a more significant need. One investigation led by Moureen (2004) had an alternate discovering that the connection between strict calling and work fulfillment is directed by the third factor which was authoritative profoundly; association that were otherworldly reinforced the relationship while for non-profound associations, the relationship was either weakened or discredited. The investigation proposed that if businesses needed to build the activity fulfillment; representatives, both strict and not-strict ought to endeavor to expand profoundly of their association. Moureen (2004) found that the conventional divider isolating confidence structure work was by all accounts disintegrating at a quickened rate causing today's laborers to be unquestionably progressively inclined to do what in the past was unfathomable: need to rehearse religion while at work.

These patterns proposed that, since noteworthy number of individuals believed religion to be a significant part of their lives, and since increment in number of representatives joining between their religion and their work, some comprehension of how strict convictions impacted work inclinations and results is unquestionably alluring. Fulfilling the necessities of one's religion through one's work may make an individual get expanded fulfillment from the inclination that they are effectively coordinating their strict qualities, or their strict lives, into their work. Another connection between strict reasons for living and occupation fulfillment was that people who accepted their work as a strict calling felt as though their employments had a significance or profundity that non-strict calling business did not have.

There was a connection between work attributes and employment fulfillment on turnover. Study by Gareth (2008) showed that connection between authoritative duty and turnover was steady with the (Samad, 2006) study. It was additionally secured that employees position fulfillment and hierarchical responsibility were intently between related and associated with turnover aim. Employment disappointment had been seen as solid and steady indicator of expectation to leave just as turnover. Research indicated that expanded duties improved employees work fulfillment, inspiration, execution, imagination, decreased truancy and decreased turnover (Samad, 2006).

1.1.4 Private Hospitals in Samburu County

Samburu County was located on northern part of Kenya covers an area of 21,000 square kilometers and was a home of many tribes such as the Samburu community and Turkana community amongst others. Being in the marginalized and hardship area with little

amenities, people had challenges pertaining health and sanitation systems in the place. Most of hospitals located in the Samburu County were private hospitals sponsored by catholic churches and non-governmental organizations (Goetz, Marx & Marx, 2015). Private hospitals incurred huge expenses in service delivery through hiring of medical practitioners and nurses on contract basis. There was therefore a cause to establish whether high turnover of senior medical practitioners in Samburu county's private hospitals was due to poor remuneration, working environment, job security among other previously known causes of high turnover in most the hospitals. The study therefore investigated the moderating effect of religious beliefs on employee reward and turnover in private hospitals of Samburu county.

1.2 Statement of the problem

Hospitals in Kenya ought to operate on a favorable working environment where complaints arising from service delivery and conflicts were minimized through the provision of competitive remuneration packages with assured job security (Ministry of health Kenya, 2015). This motivated hospital employees to deliver quality health services (Ministry of health Kenya, 2015).

Despite this realization, poor human resource management had attributed to deterioration of health systems in Kenyan private hospitals (Ministry of health Kenya, 2017; Kenya Healthcare Federation, 2016). This led to high medical skilled employee turnover leaving behind inexperienced and low skilled personnel to operate in hospitals. Globally employee turnover became a serious concern in which organizations were facing high human resource challenges with most of them seeking specialized services and direction to evaluate organizations policies for attracting and retaining talent. A survey done

by National Healthcare Retention & RN Staffing Report, indicated that the regular hospital turnover rate in 2017 was 18.2%, which was the maximum documented turnover in the sector for almost a span of ten years. From 2013, the regular hospital turn-over was 85.2%. Concomitantly, the health sector was growing. Coarsely 40% of hospitals measured in the same report, antedate growth in employments throughout 2018. The combination of high turnover and employment growth was generating conscription gaps which had an impact on a hospital's quality on health services delivery.

Though previous studies such as Kenya Healthcare Federation (2016); Lalla and Cowden, (2015); Momanyi and Kaimenyi (2015); Mathew (2014) had looked at causes of employee turn-over in private hospitals, none has concentrated on Samburu county private hospitals validating this study to consider the moderating effect of religious beliefs on relationship between employee reward and turnover.

1.3 Objectives of the study

1.3.1. General Objective

The main objective of the study was to investigate the moderating effect of religious beliefs on relationship between employee reward and turnover in private hospitals Samburu County.

1.3.2 Specific objectives

- i. To investigate the effects of remuneration on employee turnover in private hospitals Samburu County

- ii. To assess the influence of job security on employee turnover in private hospitals Samburu County
- iii. To examine the influence of work environment on employee turnover in private hospitals in Samburu County
- iv. To analyze the moderating effect of religious beliefs on relationship between employee reward and turnover in private hospitals Samburu County.

1.4 Research hypothesis

The following were null research hypothesis of the study:

H₀1: There was no significant relationship between remuneration and employee turnover in private hospitals in Samburu County.

H₀2: There was no significant relationship between job security and employee turnover in private hospitals Samburu County.

H₀3: There was no significant relationship between work environment and employee turnover in private hospitals in Samburu County.

H₀4: There was no significant moderating effect of religious beliefs on relationship between employee reward and turnover in private hospitals Samburu County.

1.5 Justification of the study

The study was useful to the target hospital's management and employees as well as improving approaches through employees were attracted and retained in the organization. Finance, human resource management and other departments' heads benefitted since they learnt on strategic approaches towards employee remuneration progression, and talent

search respectively. The study was used as a main reference tool in the hospitals and outside the government agencies and other scholars in the same field of study across the country and beyond.

1.6 Scope of study

The study sought to establish the moderating effect of religious beliefs on relationship between employee reward and turnover in private hospitals Samburu County, the variables covered included; remuneration, job security, work environment and human resource policies. The target respondents that were issued with questionnaires to collect data were medical practitioners such as senior doctors, senior nurses, senior pharmacists and senior medical technologists (laboratory specialists) of each of the private hospitals in Samburu county.

1.7 Limitations of the study

The nature of work at the hospitals especially when doctors were on call, limited the survey from achieving its 100% set target. Filling of the responses with mostly a short time, limited the respondents from giving all the information they had. To avoid incomplete questionnaires, the researcher administered questionnaires three times of the day that is, 7:30 am, before days' work resume, 10:30am, during staff tea break hour and 1 pm to 2pm, during lunch break. In cases where target employees were absent, or busy, the questionnaires were left and picked the following day. The research survey was carried out in all private hospitals in Samburu county.

1.8 Delimitations of the study

The survey was steered in ten hospitals across the county. Considerations on time of questionnaire issuance, meeting the respondents for brief and collection of the responses was keenly observed so as to avoid incomplete questionnaires. Frequent communication to heads of target departments in various private hospitals was a key factor due to geographical locations and accessibility as a result of diversity of the county.

1.9 Significance of the study

With rising health care needs and emergence of inexistence illnesses, accelerated the use of technological approaches, machineries and highly skilled personnel to remain competitive in health sector. This brought a call for hospitals in Samburu County to embrace technology in health care and attract and retain highly skilled and experienced human capital. This meant that if the hospitals had the best medical personnel, work machinery and a competitive remuneration packages, they were able to retain their employees. Many reasons were assessed for high rates of staff turnover, but salary management, job security, work environment and HR policy trumped the reasons for staff turnover in both private and public Hospitals in Samburu County. The findings of the study provided understanding of the various organizational practices leading to employee turnover and its effects on the hospital's performance and service delivery.

1.10 Assumptions of the study

The study assumed that all respondents were available and would respond to all study questions without being biased. Results of the survey was of high relevance to the

hospitals management and other employers who adopted the document since it enhanced effective service delivery through minimized employee turnover in their organizations. It is also assumed that the study paper was adopted by all the target hospitals for their improved service delivery and sound employee's management.

1.11 Definition of operational terms

Employee turnover

Employee turnover was the frequency in which employee leave an organization voluntarily or by being sacked (Saeed et al., 2014).

Human resource policies

These were structures of collated verdicts, recognized by a firm to back managerial staff's roles, performance supervision, staff interactions and employee's development (National academy of public administration, 2017).

Internal organizational practices

These were solutions applied within an organization to boost the productivity or its performance and become competitive in the industry (Njeri et al., 2015)

Job security

This was having a career that was protected from termination (Adolade, 2013).

Remuneration

This was the salary, wage or non-monetary reward given once an employee offered services in an organization (World bank, 2019).

Work environment

This was the immediate setting where an individual or group of people work, work means and work measures. (Sedarmayanti, 2011).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented the literature reviews related to the topic under study. It presented the theoretical framework, discussion on empirical research for the purposes of discerning the gaps identified by the study. Conceptual framework and operational framework concluded the chapter.

2.2 Theoretical framework

This established aspects which were indicated and buttressed by analyzed information and explained the problem in question. This study viewed firm's specific Maslow's hierarchy of needs, human capital theory and Herzberg theory in finding the organizational practices leading to employee turnover at private and public Hospitals in Samburu County.

2.2.1. Maslow's Hierarchy of needs theory.

Remuneration was steered by Maslow hierarchy of needs theory developed by Maslow in 1943. The theory stated that individuals were inspired by convinced desires and after they were satisfied, the individual was motivated to fulfill needs in the next level (Maslow, 1943). According to Maslow, the five set of human needs were basic needs, psychological needs, safety needs, affection, self-worth and fulfillment desires. The first category of individual's desires included need for diet, water, sleep, clothing, comfort. The second category entailed security needs and safety which emphasized on

circumvention of threat, liberty from distress, hazard and deficiency. The third category of desire was societal desires which included the prerequisite for love, belonging and societal interaction. The fourth category was self-worth which encompassed reverence and acknowledgement from people. The fifth category was fulfillment and seeking additional individual development and involvements.

This theory was adopted because for an employee to fulfill these needs, remuneration had to be present. One had to get some basic level of income to be able to achieve the needs. As the needs kept going up the Maslow hierarchy, remuneration had to also increase. An employee was always attracted with a job where remuneration considerations were actualized as time kept advancing. This theory shed light on understanding the stages at which various cadres of employees were and what motivated them in their respective employment in order to identify most right and effective strategies that satisfied employee needs. Maslow hierarchy permitted management to establish what kind of rewards appeal to their employees at different cadres to ensure they were paid competitively, provided with good terms of employment and with appropriate and unbiased management policies to avoid frequent separation. This theory was criticized that the human needs did not necessarily follow Maslow hierarchy and also there was no empirical verification to the theory (King-Hill, 2015). That is, there was no agreed measure to quantify the level of satisfaction of one level to proceed to the other level.

2.2.2. Herzberg Two Factor Theory of motivation

Work environment and job security were directed by Herzberg two factor theory of motivation. The theory dated in 1959, positioned that some aspects at work were the basis for job fulfillment while other aspects were source of frustration and their occurrence was

autonomously. That is, aspects related to achievement and advancement, growth and responsibility, acknowledgement and the job primes to job fulfillment. This theory was adopted because the working conditions and the assurance of a secured job motivated employee not to leave an organization.

Hertzberg (1959) also described that lack of enthusiasm did not automatically result to frustration but it primed to no fulfillment. The discoveries of Hertzberg were criticized by numeral studies such as (Gordon, Pryor & Harns, 1977; Camrack & Weinstein, 1971; and Ewen, 1966). They criticized the application of just one quantifier which was job attitude to come to the conclusion. On the contrary other studies had reinforced the theory. The survey therefore, borrowed the approaches stipulated in the theory and improved them. The study later used these approaches to examine the organizational practices that led to employee turnover in Samburu county private hospitals.

2.2.3. Human Capital Theory

Human capital theory steered the human resource policies variable in this study. Developed by Becker in 1975, the theory elaborated that, the collective group of capabilities, acquaintance, societal and individual traits were personified in the aptitude to generate inherent and determinate fiscal value in an organization. The theory was adopted in this study because the objectives of human resource policies involved the wellbeing of an employee. However, for the policies to effectively work, there had to be results. If employees were trained for necessary job skills, this had to be reflected in their productivity. High production led to improvement in economic value to the organization. Consequently, when productivity fell, turnover increased. The theory did not measure

practicality because of the feebleness of technique; it applied a solitary hypothetical approach and closed structure exhibition, unsuitable use of mathematical paraphernalia, and multi-variate scrutiny of codependent variables.

2.3 Remuneration and employee turnover

Remuneration was the salary, wage or non-monetary reward given once an employee offered services in an organization (World bank, 2019). The types of remuneration that existed included salaries, wages, employee benefits, commissions, annual increments, financial benefits and terminal benefits (World bank, 2019). This study considered salary, wages, commissions, terminal benefits, employee stock ownership, executive compensation, deferred compensation and annual increments because they were the most common types of remuneration used in developing nations (World bank, 2019). Yearly augmentations were regularly articulated as a proportion of a personnel total basic salary. An augmentation generally characterized a percentage of what the personnel received annually. Bosses used augmentation to upsurge or lessen the basic salary or to reward bonuses. Staff used them as a yardstick to negotiate for salary upsurge or an initial pay with a new boss. This augmentation was occasionally denoted as pay raise which was supplemented to the current worker basic salary (Gareth, 2008).

Financial benefits were benefits that were not monetary in nature but had monetary value attached to them. Organizations offered financial benefits such as conveyance, expertise and education, free car space, which promoted considerable cost reserves for transportation particularly in urban zones where space was inadequate and expensive. (Public service Commission, 2016). Terminal benefits were the ending rights of an employee during end of a hire agreement. It was the cash paid to a staff whose service

had been ended due to shutting down of a firm. A remuneration structure in a hospital was indicated by capitation fee and a fee for services, or a salary (World Health Organization, 2000).

Compensation was the most well-known reason for the staff turnover rate being so high. Personnel worth employments that repaid them well (Georgi, 2014). Organizations that did not offer great pay rates, generally faced the most elevated turnover. To maintain a strategic distance from this situation, organizations endeavored to be serious enough so as to hold qualified and skilled staff. Inadmissible execution evaluations were additionally one reason for workers leaving an organization (Abraham, 2009). Georgi (2014) attested that personnel consistently rushed to organizations who offer more advantages. There were numerous personnel who did not know about the advantages that were given to them in their pay bundle. The businesses decreased their bureaucratic methods all together for the personnel to get the best accessible advantages with no trouble. They noted of what all advantages different associations were giving, which drew in their present workers (Georgi, 2014). An investigation by Baker (2007) discovered that compensation scale was the most widely recognized reason for the high worker turnover rate in numerous smaller scale account establishments in Africa.

Representatives were looking for employments which paid well when microfinance organizations which they were working for did not offer great compensations; they generally looked for occupations that paid them extensively well. So as to determine this issue, the businesses made it a point to offer pay rates that would be sufficiently serious to hold and pull in all around qualified and gifted staff. Unsuitable execution examinations were likewise one reason for workers leaving an organization.

Abraham (2009) discovered that workers consistently ran to organizations who offered more advantages. There were numerous workers who did not know about the advantages that were given to them in their remuneration bundle. The businesses lessened their bureaucratic methods all together for the representatives to get the best accessible advantages with no trouble.

Antony (2006) discovered that the prime motivation behind why numerous mid-level administrators left the association was absence of potential open door for progressions or advancements; they inclined toward different organizations which furnished them with higher posts and expanded pay bundles. The organizations assessed and altered their advancement strategies in a reasonable manner which empowered advancements for competitors just based on worker execution. An examination by Blashka (2007) discovered that workplace was one of the primary drivers for personnel turnover. Employees wanted to work in a domain which is reasonable for them. This was the most well-known motivation behind why they bounced from organization to organization in only a couple of months. On the off chance that they located a suitable workplace in a particular organization, they worked in a similar association for quite a while.

Other previous literature that was conducted in developed nations such as a report by Mercer in 2019 on US compensation planning survey. Mercer (2019) indicated that organizations were still keeping strong on salary increase budgets but there were concerns pertaining employee turnover and very competitive employment market in America. This report was in concurrent with another 2019 bureau of labor statistics report on employer costs for employee compensation. Bureau of labor statistics (2019) confirmed that wages and salaries which were close to \$32.19 each hour, indicated 62.3

in a hundred of total reward costs, while profit costs were around \$19.47 and accounted for the lingering 37.7 out of a hundred. This showed that firms in America were very particular on ensuring wages and salaries are competitively paid. In Europe, Walters (2019) identified that as skilled personnel were few, companies were advised to modernize their employment processes to dodge losing out on top talent. That meant that employees ought to be treated right and paid well (Walters, 2019). The other reason given to improve remuneration was because of high cost of living in European countries like Belgium (European Commission, 2019).

Asian development bank (2019) on annual review of salary and benefits for international staff, national staff, and administrative staff documents, gave the guideline towards remuneration. The report showed that Asia was concerned about retaining skilled and competent staff to motivate them of producing highest standards of performance. Asian development bank (2019) gave the methodology to use while increasing salary to international, national and administrative employees. The report indicated the challenges forcing them to improve remuneration package which included issues with difficulties in recruiting new staff, high employee turnover, low performance from unqualified employees hence need to guard the skilled and competent staff in all possible ways.

In developing nations, emphasis was placed by international labor report in 2014 on having a policy accomplishment that comprises of least pays, reinforced communal negotiation, involvements to eradicate pay spaces, the preferment of salaried hire and rearrangement via taxes and allocations. The report titled wages and income inequality provided evidence that global wage totaled to below 1% from 2.3% in Latin America and the Caribbean in 2012. Faltering approximations also displayed that actual pays raised by

4 % in the Middle East because of robust conveyed salary development in Saudi Arabia. Actual salary development in developing G20 nations decelerated to 5.9% in 2013 from 6.7 % a year earlier. Matching forth in 2018, there were complains that the remunerations paid to women were 20 percent less from the ones paid to men since 2008 in a report by international labor organization (2018) on global wage report. In evolving G20, nations, actual salary development varied in current years, increasing from 2.9 % in 2015 to 4.9 % in 2016, and then dwindling back to 4.3 % in 2017.

In Africa, actual salaries seemed to have deteriorated inclusive by 3% in 2017. This was mostly point able to undesirable remuneration tendencies in Egypt and Nigeria. Without these two nations in the sample, actual remunerations in Africa were projected to have improved by a reasonable 1.3% in 2017. A study made World health organization in 2013 on health worker remuneration in WHO member states found out that remuneration to health workers justified for a considerable portion of entire health spending. Nevertheless, this portion was declining as time progresses. It also displayed that remunerations to salaried health employees had improved as a portion of gross domestic product, while other categories of employees had remained unchanging. However, this study considered medical and non-medical staff in hospitals, hence by looking at the moderating effect of religious culture on organizational practices and employee turnover in private hospitals of Samburu county, there was establishment if this was still the case.

In Kenya, according to Franca (2015), on the impacts of poor pay on organizational performance which was a case study of Samburu referral hospital Maralal said that, Catholic hospitals in Samburu County employ 90% of its medical staff through their nursing school without following the procedures of finding and hiring skilled and

competent workers. This meant that, the hiring of new employees especially medical personnel was just to fill the available vacancies. This often led to expensive consequences of a bad and cheap hire which led to loss of productivity, increased stress and decreased morale. Therefore, there was an establishment of whether an organization practice such as remuneration affects employee turnover in Samburu County private hospitals.

2.4 Work environment and employee turnover

World health organization (2019) disclosed that the immediate setting where an individual or group of people work, work resources and work measures constituted a work environment. This study majored on work environment indicators such as work-life balance, physical and psychological factors, human resource policies, welfare amenities, organizational and social support, conflict resolution and discipline since these aspects promote favorable work environment which permits an individual to optimally work. A motivating and encouraging work environment were appealing to the employees in a positive way whereby employees felt like they were treated fairly without considering the efforts, inputs and activities of various categories of employees. It was vital for management to offer its employees security of employment, sense of self-motivation, integral role and sense of belongingness in achieving the organizational set goals. Killing employee's motivation, loyalty was endangering strength, team work and unity as a key element of motivation and retention and thereby reducing the overall productivity (Chandraseker, 2011).

Past studies done in developed nations such as Smith, Plover, McChesney and Lake (2019) on rural hospital nursing talent combination and work environment associated

with frequency of adversative happenings, showed that though rural hospitals attended to a fifth of the Americans, scarce studies had examined dealings midst nursing resources and rural hospital adversative happening. In determining dealings midst nursing talent combination (part of enumerated nurses to entirely nursing population), the work environment, and adverse events in rural hospitals, Smith et al. (2019) found out that regularly 72 per cent of nursing population of between 45 to 100 percent were registered. Adversative happening regularity fluctuated from 0 per cent to 67 per cent in 76 hospitals. This designated that rural hospitals that up surged the nursing talent combination and advance the work environment attained abridged adversative happening regularity.

Cantone and Wiener (2017) carried a research on bullying and employee turnover among health care workers to investigate the risk of turnover among targets of bullying at work. Her findings indicated that 9.2% of the newly employed health workers reported being bullied at work and 1.8% frequently. Follow-up analysis showed a strong relationship between exposures to bullying. Aiken et al. (2011) on the importance of work environments on hospital outcomes in 9 countries in developed nations established that issue such as burnout, job dissatisfaction, low confidence and poor quality of patient care was evidenced due to poor working environments in countries like Germany, South Korea and Japan.

In developing nations, Dubale et al. (2019) on a systematic review, found out that burn out was extremely predominant midst healthcare providers transversely in nations in the Middle East. Burnout influenced work fulfillment, work performance, susceptibility to diseases, and social relations (Dubale et al., 2019). A study such as Weldetsadik et al.

(2019) on the quality of nursing care and nurses working environment in Ethiopia which dwelt on nurses and physicians discernment found out that nursing settings and administration was disapproving to promise superior attention in Ethiopia. This study was just dealing with tertiary hospitals respondents. The respondents included one hundred seventeen nurses and 51 physicians.

There was need to incorporate other medical practitioners to have exhaustive conclusion. According to a critical review done by Maphumulo & Bhengu (2019) on challenges of quality improvement in the healthcare of South Africa post-apartheid complained of protracted waiting period due to few employees, adverse events, deprived sanitation and underprivileged infection control procedures, amplified lawsuit due to preventable mistakes, lack of resources in medicine and equipment, and meagre record-keeping.

In Kenya, Wambui & Githui (2019) did a study on work environment and job satisfaction among nurses in an urban maternity hospital in Kenya. The study found out that a sustaining work environment for nurses, permitted training of nursing services, made independent nursing care choices and endorsed high nursing capability on their proficient lives. The study however complained a lot about nurses working for long hours. There was therefore need to establish whether an organization practice such as work environment affected employee turnover in Samburu County private hospitals.

2.5 Job security and employee turnover

Job security was a state of not being dismissed from a job position (International labor organization, 2014). Job security was a promoter that empowered a person to make life progress, conveying a sagacity of gratification and contentment. When an employee was safe and protected then nothing would hinder him or her from achieving the best life had

to offer (International labor organization, 2014). The place of work was anticipated to provide comfort to staff however the most significant aspect personnel required in employment affiliation was job security that assured peace of mind. This study considered factors such probation period, contract renewals, training, rules and regulations, employee unions, employee handbooks and employee voice to indicate job security measures in Samburu county private hospitals.

Over the years, personnel had been confronted with uncertainty of their jobs in organizations in several developed counties. A review by Figueroa et al. (2019) on priorities and challenges for health leadership and workforce management globally painted a disturbing picture of weighty scarcity of health personnel to discourse present and evolving population health requirements globally. The shortage had been caused by insufficient skill mix, job insecurities, geographical maldistribution, inter-professional partnership concerns, unproductive usage of resources, and job exhaustion. Laine Beatrice, Gustav, Hans & Tackenberg (2009) on job insecurity and intent to leave the nursing profession in Europe found out that nurses exhibited higher signs of quitting if they experienced high levels of job uncertainty but the intent to leave was different in each country due to labor market demands. According to Art and Kaya (2014), on the impact of job security on job satisfaction in economic contractions versus expansions advised that job security cut-across all industries and not only in health sector. High job insecurities had been more on employees that had low level of education, less skilled and less experienced.

In developing nations, a report by world health organization in 2019, showed that professed higher level of job uncertainty and deprived work–life balance added to high

strain levels in a country like Croatian hospitals. Also, according to a cross section study done in Iran by Kakemam Sokhanvar, Chegini and Sarbakhsh (2018), on hospital nurses' job security and turnover intention and factors contributing to their turnover intention, found out that there was shortage of nurses in Tehran hospitals in Iran. Kekmam et al. (2018) argued that shortage of nurses was caused by meagre leadership, dearth of managerial backing, truncated job gratification, insufficient job prospects, turnover intent and job uncertainty. The study concluded that hospital managers needed to develop and adopt effective policies to promote nurses job security to reduce turnover intention. Armstrong (2011) indicated that wages, promotion, recognition of work and employee loyalty were the main factors of job satisfaction that if not taken care of, led to employee turnover. There was therefore need to establish whether an organization practice such as job security affected employee turnover in Samburu County private hospitals.

2.6 Moderating effect of Religious belief

Religious belief was knotted to a collection of imperative organizational results. It influenced and developed a person's job choices and contributions when there was a vibrant linking between job-related and religious beliefs and activities (Morrison & Borgen, 2010). Strains between religious and job identities harmfully affected employee well-being and productivity (Ghumman, Ryan & Park, 2016). However, the connection between religion and a job was not extensively studied (Lynn, Naughton, & Vander Veen, 2010). There were demands for more examination of the association of religion with discrimination in organizations (Cantone & Wiener, 2017), job-related pressures (Brotheridge & Lee, 2007), various practices and insolences to jobs (Gebert et al., 2014).

Worker work fulfillment is one of the most considered representative work mentalities in the hierarchical conduct writing. Representative work mentalities are significant on the grounds that it has been connected to a few significant work practices that can influence the firm's primary concern, for example, truancy, turnover, and administration quality (Snipes et al., 2005). Ghazzawi and Smith (2009) expressed that, under specific conditions, strict confidence is a reinforcing of, or replacement for work fulfillment. They found that a strict laborer might be disappointed with his/her activity, yet at the same time be as gainful as a fulfilled specialist. In spite of the fact that the outcomes are blended, a few examinations have discovered a connection between and work fulfillment. Moreover, study led by Said et al. (2006) because of innovative hierarchical atmosphere on learning association among workers in private associations additionally found a solid connection between work fulfillment and turnover goal.

Nonetheless, exceptionally restricted examinations researched the impact of strict conviction towards representative's fulfillment. An enormous number of studies have concentrated on the idea otherworldliness instead of strictness for evident reasons (Hill & Pargament, 2008). This is whereby religion is required to create negative discoveries because of the confusion of the religion itself. A large portion of the representatives leave the association since they were not allowed the chance to rehearse their strict conviction, for example, need offices to perform supplications and separation because of clothing that speak to their religion. This has imparted the sign that strictness in the work environment is required to turn into a significant factor as more representatives think about their activity as strict calling. Along these lines, when representatives consider their activity as a strict calling which additionally implies strict commitment, it is normal that

this factor can add to expanded employment fulfillment, authoritative responsibility and decrease in turnover expectation. So as to make the discoveries of this investigation significant, a lot of estimating instrument or characterizing work as a strict calling must be created.

Summary of research gaps

The challenges and issues faced in remuneration in developed nations included aspects such as high employee turnover and very competitive employment market in America; few skilled personnel in Europe and high cost of living; difficulties in recruiting new staff, high employee turnover, low performance from unqualified employees. While in developing nations issues such as inequality in remunerations paid to women accounting for 20 percent less from the ones paid to men since 2008.

Issues faced related to work environment in developed nations included; adversative happenings due to poor working environment; bullying at work; burnout; job dissatisfaction; low confidence and poor quality of patient. In developing nations, there were complains of protracted waiting period due to few employees, adverse events, deprived sanitation and underprivileged infection control procedures, amplified lawsuit due to preventable mistakes, lack of resources in medicine and equipment, and meager record-keeping. Exhaustions impacting negatively on work gratification, work performance, susceptibility to diseases, and social relations; working for long hours.

Challenges experienced in developing nations related to job security included; shortage of medical practitioners due to insufficient talent combination, physical misdistribution,

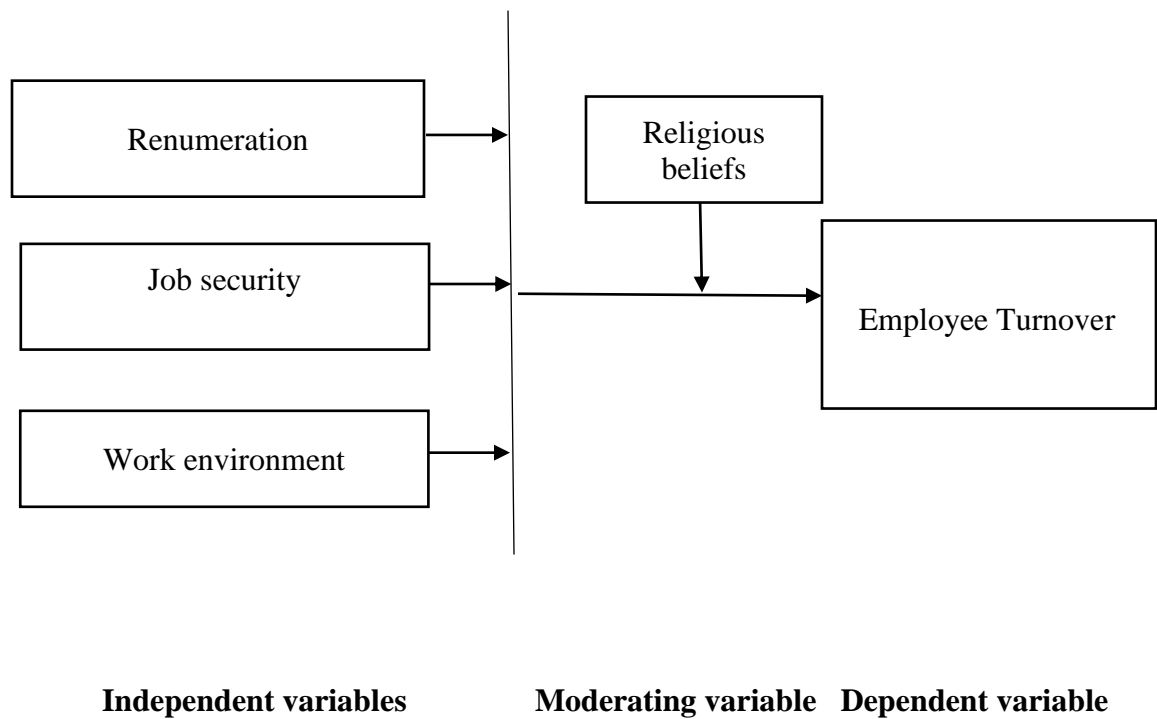
different expertise partnership challenges, unproductive usage of resources and exhaustion. In developing nations there was shortage of nurses due to by meager leadership, dearth of managerial backing, truncated job gratification, insufficient job prospects, turn over intent and job uncertainty.

2.7 Conceptual frame work

Figure 2.1 was a diagram that showed variables under review. It gave dependent variable on the right moderating variable in the middle and independent variables on the left. The dependent variable was employee turnover; moderating variable was the religious beliefs whereas the independent variables were remuneration, work environment, job security and human resources policies.

Figure 2.1

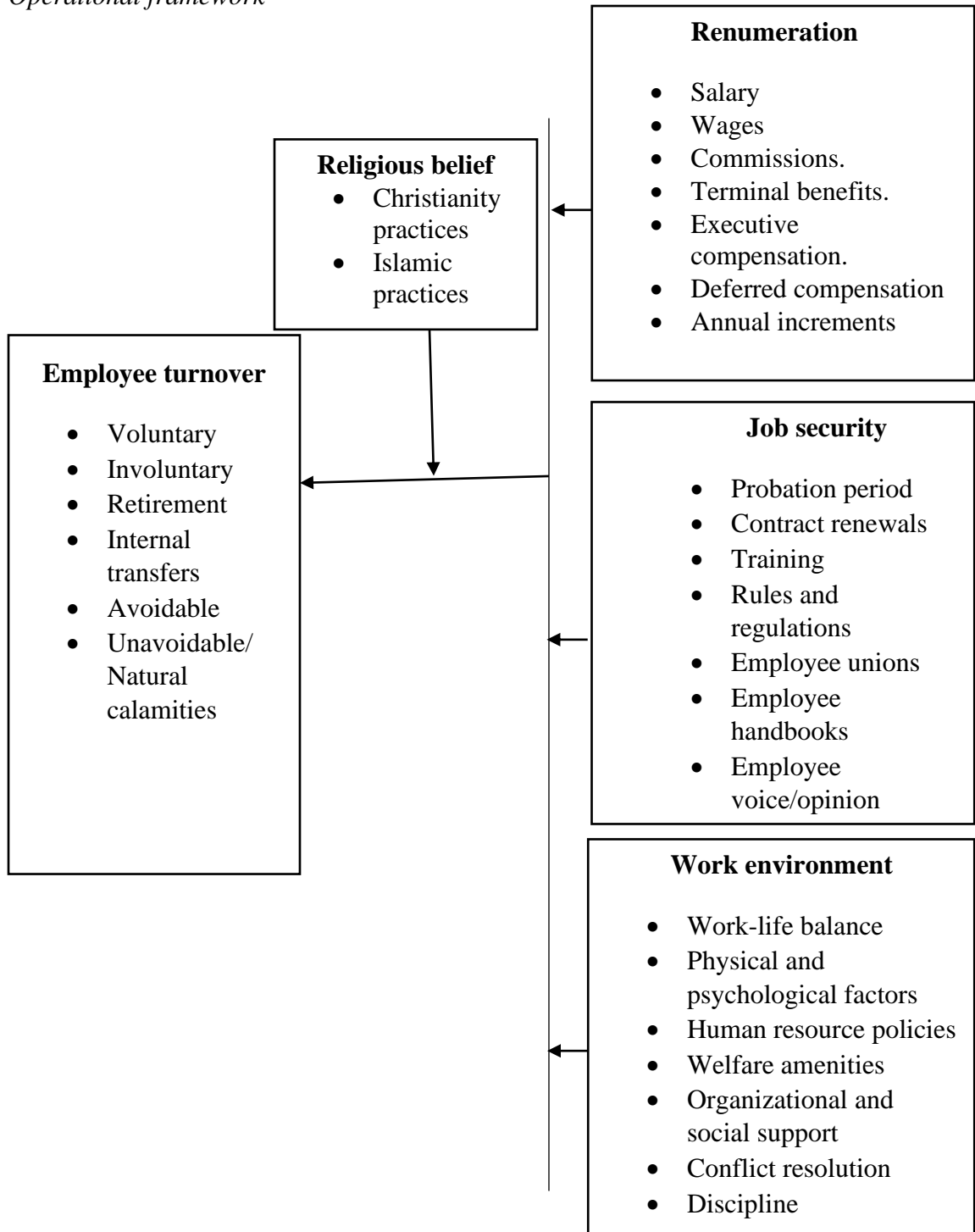
Conceptual framework



2.8 Operational framework

Figure 2.2

Operational framework



The dependent variable in this study was employee turnover. It was measured by comparing changes in terms of turnover indicators such as voluntary, involuntary, retirement, internal transfers, avoidable and unavoidable/ natural calamities in private hospitals located in Samburu County (Dubale et al., 2019; Maphumulo & Bhengu, 2019; Wambui & Githui, 2019). The independent variables investigated in this study included the remuneration, work environment and job security. Salary, wages, commissions, terminal benefits, employee stock ownership, executive compensation, deferred compensation and annual increments indicated remuneration (Mercer, 2019; European Commission, 2019; Walters, 2019; Asian development bank, 2019). Work-life balance, physical and psychological factors, human resource policies, welfare amenities, organizational and social support, conflict resolution and discipline indicated work environment (Smith et al., 2019; Aiken et al., 2011). Probation period, contract renewals, training, rules and regulations, employee unions, employee handbooks, employee voice indicated job security (Figueroa et al., 2019; Kekmam et al., 2018). The moderating variable which was religious beliefs was indicated by Christianity and Islam (Gebert et al., 2014; Brotheridge & Lee, 2007).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This study involved a discussion of research design, location of the study, target population, sampling procedures and sample size, data collection methods, instruments of data collection, reliability and validity of the data, analysis of the data and ethical considerations.

3.2 Research design

According to Colorafi and Evans (2016), descriptive research design defined a subject, often by creating a profile of a group or events through a collection of data and tabulation of frequencies on research variables or their interaction. This study adopted descriptive research design. Adoption of descriptive research design guided in gathering accurate and valid data which defined the question at hand.

3.3 Location of the study

The study was conducted in private hospitals in Samburu County. There was need to shed more light on why there was high employee turnover in private hospitals in a place that required urgent attention and more employees in hospitals such as Samburu county. The study was conducted during day time between 10:00am-2:00pm.

3.4 Target population

A population referred to any group of objects, institutions that had common characteristics. (Mugenda and Mugenda, 2003). This study considered private hospitals as the target population. Information was issued by medical practitioners such as senior doctors, senior nurses, senior pharmacists and senior medical technologists of each of the private hospitals in Samburu county. The target population was shown on table 3.1. It gave the expected medical practitioners who were senior doctors, senior nurses, senior pharmacists and senior medical technologists in each of the private hospitals in Samburu county.

Table 3.1*Target Population*

Private hospitals in Samburu county	Senior doctors	Senior Nurses	Senior Pharmacists	Senior Medical technologists	Total
Wamba Catholic Referral Hospital	4	3	3	2	12
Archers Catholic Hospital	1	3	4	2	10
Maralal Catholic Hospital	2	4	2	3	11
Baragoi Catholic Hospital	3	2	4	3	12
South Horr Catholic Hospital	2	3	2	2	9
Kisima Catholic Hospital	3	3	3	4	13
Suguta Marmar Catholic Hospital	2	2	3	2	9
Sereolipi Catholic Hospital	1	2	3	3	9
Arsim Lutheran Hospital	2	3	4	2	11
Ngilai Samburu Aid in Africa Hospital	3	3	2	3	11
Total	23	28	30	26	107

Source: Ministry of health and sanitation- Kenya (2015b; 2014)

3.5 Sampling techniques/ sample size

Sampling was the process of identifying the subjects to take part in the survey. To determine the moderating effect of religious beliefs on employee reward and turnover in private hospitals of Samburu county, the study used convenience sampling method. This

was because medical practitioners in a hospital setting were generally very busy hence data was collected from the available ones.

3.6 Data collection instruments and procedure.

The study was collected primary data using structured questionnaires which was developed and distributed to the respondents to gather data from the population. The questionnaire was the most preferred as the data collection tool for the medical practitioners because it collected information reasonably quickly from respondents in a non-disturbing way due to the nature of work environment within the hospital. Questionnaires were easy issue to respondents, easy to develop and administer. Being a research instrument, a questionnaire consisted of a series of questions and other prompts for the purpose of gathering information from the respondents (Bell, 2012). The questionnaire was divided into two sections which consisted of demographic details of the respondents to obtain personal information and questions that helped to answer the objectives of the study. These sections dealt with close-ended questions and other questions that required respondents to indicate their levels of agreement to items in the research questions. Items in the questionnaire were measured using a five-point Likert scale with 1 representing “strongly disagree” and 5 representing “strongly agree”. The researcher administered questionnaires through “drop and pick method” and the process was carefully facilitated by the researcher himself.

3.6.1 Validity of research instrument

Validity referred to how accurately a survey attempted to answer the study question. Sullivan (2011) explained that assessment instruments must be both reliable and valid for

study results to be reliable. The validity measured how truthful the survey findings was and whether the survey was able to measure what it was intended. To ensure validity of the survey, the questionnaire was pre-tested by 5 medical practitioners who were in Samburu private hospitals to seek guidance on the adequacy and scope of the instrument. The 5 medical practitioners who were in Samburu private hospitals were not involved in the final study. Pre testing the tool enabled the researcher to assess the relevance of the tool for any necessary corrections and amendments.

3.6.2 Reliability of research instruments

Reliability referred to whether an assessment gave the same results each time it was used in the same setting with similar subjects. Simatwa (2011) explained reliability as a measure of the degree to which a research instrument yielded consistent results after repeated trials. Internal consistency and reliability of the research were measured using the Cronbach's Alpha. This was a reliability that indicated how items in a set were positively correlated to one another. It measured the inter-correlations among test items with a measure of internal consistency and reliability on ranges between 0.7 to 1.

3.7 Data analysis and presentation

Descriptive statistics were used in assessing and summarizing the bio-data. The data was cleaned, coded, categorized per each of the research variables and then analyzed using descriptive statistics such as percentages and then presented on tables, graphs and charts. This method allowed the researcher to dissect, digest and comprehend large volumes of data and effectively communicate the important aspects comparatively (Sullivan, 2011). It was expected that due to Likert scale design of the questionnaire items, the data

collected was be ordinal in nature, and thus a data reduction method called Pearson correlation analysis was used to carryout inferential statistics. The method attempted to identify the components of the variables that were responsible for the co-variation among the explanatory variables. Data was analyzed using statistical package for social sciences (SPSS) version 24 whereby it was entered and processed in the SPSS software. Research findings were presented using tables to facilitate comparison. This generated quantitative report through contingency tables, frequency tables and percentages.

General empirical model used was as follows:

$$\text{Employee turnover} = C + \beta_1 T + \beta_2 J + \beta_3 W + R + \hat{\epsilon} \dots\dots\dots (3.1a)$$

Where:

C = constant

β_i = Coefficients to be estimated

T = Independent variable (Remuneration)

J = Independent variable (Job security)

W = Independent variable (Work environment)

R = (Religious beliefs) moderating variable

$\hat{\epsilon}$ = Error term

3.8 Ethical Considerations

Issues relating to the ethical conduct of research such as confidentiality, informed consent, privacy were upheld. Respondents from the selected hospitals were met and advised to provide clear information that was confidentially kept and used solely for the

purpose of the survey. The researcher encouraged respondents to voluntarily participate freely after clearly understanding the contents of the tool. Respondents were also informed of their rights either to agree or disagree with the areas they find inappropriate for them to fill. Approval from Kenya Methodist University was also received to perform the study. The findings and conclusions of the study were disclosed in a manner that did not manipulate the accuracy of the research so as to satisfy the intended objectives of the survey only.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presented the results of the study as they appeared on the objectives. The main objective was surveying out moderating effect of religious beliefs on relationship between employee reward and turnover in private hospitals Samburu County. The chapter indicated reliability tests, demographic information, descriptive statistics of all variables, model summaries, regression coefficients and multiple regression model analysis.

4.2 Response rate

The total distributed questionnaires were 107 to medical practitioners however; the questionnaires that were returned were 71 in number which was 66 percent of the response rate. This percentage of response rate was caused by many of medical practitioners being absent as they were on an emergency training on how to manage patients with Corona Virus Symptoms. Hassan et al. (2015) got almost similar results that were above 60% at the point when they did an examination in Malaysia on how worker turn-over was being influenced by religion observations.

4.3 Reliability statistics

The questionnaires were tested on Cronbach's alpha worth using the SPSS. The results proved that the questionnaire would gather quality information that would be used in articulating the objectives of this study. The Cronbach's alpha coefficient was 0.815. Simatwa (2011) indicated that the value of a questionnaire tested should be above 0.7 to 1

to be reliable. The study's results of 0.815 shown that the questionnaire was reliable. The results are indicated in Table 4.1.

Table 4.1

Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Employee turn over	.825	71
Remuneration	.921	71
Work environment	.741	71
Religious beliefs	.773	71
Average	.815	71

4.4 Background profiles of the respondents

The frequency results on entire background profiles related to the medical practitioners of the ten Samburu county private hospitals were indicated in Table 4.2.

Table 4.2*Demographic information on medical practitioners*

Category (N = 71)	Frequency	Percent
Gender		
Male	48	67.6
Female	23	32.4
Total	71	100.0
Age		
Below 30 years	14	19.7
30-39 years	6	8.5
40-50 years	36	50.7
51-60 years	15	21.1
Total	71	100
Highest level of education		
Certificate/Diploma	39	54.9
Bachelor's degree	30	42.3
Master's degree and above	2	2.8
Total	71	100.0
Job position		
Medical doctor	10	14.1
Medical nurse	33	46.5
Pharmacist	15	21.1
Medical technologist	13	18.3
Total	71	100
Years worked in the hospital		
Less than a year	20	28.2
2-5 years	23	32.4
6-10 years	17	23.9
11 years and above	11	15.5
Total	71	100.0
Number of junior employees		
0	6	8.5
1-5	31	43.7
6-10	20	28.2
11-15	14	19.6
Total	71	100

The data collected from the medical practitioners showed that there were more males than females. The number of males was 48(67.6%) as compared to the female number 23(32.4%). This indicated that due to hardship experienced in Samburu county, males

were more willing to work as medical practitioners as compared to their female counterparts. An exploratory investigation by Goetz et al. (2015) portrayed that in health care staff in Kenya, there were increasingly female than male staff that concurred that reformatory working conditions particularly in unforgiving atmosphere areas brought down their activity fulfillment. In terms of age, the highest age group was found to be medical staff between the age of 40-50 with a frequency of 36 (50.7%), followed by 51-60 15(21.1%).

Interestingly, the age group below 30 years of age came third with 14 (19.7%) while 31-10 came last with a frequency of 6(8.5%). The age group showed that medical practitioners with more advancement in age were willing to work in Samburu county as compared to the medical practitioners who has not advanced so much in age. In agreement the Ministry of Health report (2017) proved that major discrepancies in even distribution workforce in Kenya was greatly affected by most young health workers opting to select health centers that were located in urban areas and not rural areas.

Their education profiles proved that a huge number of medical practitioners did not have a degree and above. Most of them had either a diploma or a certificate. Diploma/certificate holders were the majority with a frequency of 39 (54.9%), degree holders were 30 (42.3%), while masters were only two of them entailing 2.8%. The results on education showed that the medical staff in private hospitals in Samburu county were lowly educated. Maphumulo and Bhengu (2019) likewise gave education level as one of the threats of nature of progress in health facility of South Africa post-apartheid. The results further established on the number of the target group as in each medical practitioner, medical nurses proved to be the largest group of medical staff.

Meyer and O'brien-pallas (2010) advised in concurrent with this study's results that the nature of nursing duties delivery causes the number of nurses to be more than any other hospital staff. They had a frequency of 33 (46.5%). Pharmacist and medical technologists came second and third respectively with a number of 15(21.1%) and 13(18.3%). The most-few group was the medical doctors who were only 10(14.1%) distributed across the ten private hospital unevenly. Another intriguing revelation showed that in terms of years in the specific hospitals, most staff had been there 2-5 years which had a frequency of 23(32.4%). The second group was the ones who had stayed less than a year 20(28.2%), followed by 6-10 years who were 17(23.9%). The last group were those who had above 11 years and above in experience at the current private hospital. These results indicate a huge number of employee turnover.

In considering the number of junior employees, the gathered results indicated that medical employees were allocated to personnel depending on how long they had stayed in the hospital and the magnitude of the work done. 31(43.7%) medical staff had 1-5 employees reporting to them while 20(19.6%) had 6-10 junior employees. 11-15 junior staff were reporting to 14 medical staff while 6 medical staff who had all less than a year stay in the hospital had none of the employees reporting to them. These results agree with the human resource guidelines outlined by the ministry of health (2015). The guidelines specifically underline that any medical personnel in Kenya needs to have a minimum of 2 years' experience and above to have a junior staff allocated to them. This is to reduce errors scenarios that can be caused due to lack of experience.

4.5. Diagnostic tests

Anchored on the responses gotten, various tests were done to ensure that the data was per with the required data analysis standards. Symptomatic tests were done on typicality, linearity and relationship.

4.5.1 Normality test

Normality investigation was done by use of the Kolmogorov-Smirnov assessment because the individuals answering the questionnaire were more than fifty (Leung, 2011). The study's results got p-value (0.090) for remuneration; p-value (0.088) for work environment; p-value (0.73) for job security; p-value (0.53) for religious beliefs; and p-value (0.62) for employee turnover which were all above 0.05 thresholds at 5% significance level. This indicated that data on all variables of the study were normally distributed. The findings are shown in Table 4.3.

Table 4.3

Normality Tests

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Remuneration	0.272	71	.090	0.804	71	.018
Work environment	0.285	71	.088	0.812	71	.032
Job security	0.248	71	.073	0.816	71	.036
Religious belief	0.296	71	.053	0.779	71	.027
Employee turnover	0.309	71	.062	0.764	71	.021

a. Lilliefors Significance Correction

4.5.2 Linearity tests

Linearity tests were conducted using Pearson correlation coefficient to know the strength of linear relationship between independent variables (employee remuneration, work environment, job security) and moderating variable (religious beliefs) with the dependent variable (employee turnover). The results were shown in Table 4.4.

Table 4.4

Linearity tests

		Employee turnover	Employee remuneration	Work environment	Job Security	Religious beliefs
Employee Turnover	Pearson Correlation	1	.493**	.515**	.023	.246
	Sig. (2-tailed)		.000	.007	.850	.700
	N	71	71	71	71	71
Employee Remuneration	Pearson Correlation	.493**	1	.185	-.045	.173
	Sig. (2-tailed)	.000		.122	.710	.150
	N	71	71	71	71	71
Work Environment	Pearson Correlation	.515**	.185	1	.007	.107
	Sig. (2-tailed)	.007	.122		.956	.373
	N	71	71	71	71	71
Job Security	Pearson Correlation	.023	-.045	.007	1	.338**
	Sig. (2-tailed)	.850	.710	.956		.004
	N	71	71	71	71	71
Religious Beliefs	Pearson Correlation	.246	.173	.107	.338**	1
	Sig. (2-tailed)	.700	.150	.373	.004	
	N	71	71	71	71	71

** . Correlation is significant at the 0.05 level (2-tailed).

According to Tengeye in 2018, for the Pearson correlation value to be weak, it ranges from 0.10 - 0.29. If it is between 0.30-0.49 it is medium while 0.5-1.0 is strong. The

results from Table 4.4 indicated that employee remuneration had a r value of 0.493; work environment was 0.515; job security was 0.23; and religious beliefs was 0.246 which was statistically significant at 5%. The results showed that work environment had a strong linear relationship while remuneration had a medium linear relationship. Job security was low correlated to the linear relationship while religious beliefs had a weak moderating effect on the relationship. This shows that work environment played a major role in employee's decision to quite from work as compared to other factors. However, religion played a very minimal influence on employee turn-over.

4.5.3 Multicollinearity test

Multicollinearity test was conducted to ascertain if in the projected models it would be tolerated. Variance Inflation Factor (VIF) was used to ascertain that as shown in Table 4.5

Table 4.5

Multicollinearity tests

Model	<u>Collinearity statistics</u>	
	Tolerance	VIF
(Constant)	.964	1.144
Employee remuneration	.823	1.063
Work environment	.942	1.062
Job security	.958	1.044
Religious beliefs	.884	1.132

a. Dependent Variable: Employee Turnover

VIF for employee remuneration was 1.063; work environment was 1.062; job security was 1.044; and religious beliefs was 1.132. They were all less than ten. Tolerance level of employee remuneration was 0.823; work environment was 0.942; job security was

0.958; and religious beliefs was 0.884 which all less than 0.1. Matasio (2017) indicated that when both VIF and tolerance are less than ten and 1 respectively, there is no problem with multicollinearity in a model.

4.6 Descriptive statistics on employee remuneration

The study had the first objective of investigating the effects of remuneration on employee turnover in private hospitals Samburu County. To investigate this objective, the study had statements that medical practitioners were supposed to indicate their responses based on a 5 Likert ordinal scale. This scale was 1-strongly disagreeing, 2-disagree, 3-neither agree or disagree 4- agree, 5- strongly agreeing. Table 4.3 gave the results gotten. Table 4.6 indicate the results.

Table 4.6*Descriptive statistics on employee remuneration*

Statements (N = 71)	1	2	3	4	5	Mean	Std Dev.
Timely salary payments	28(39%)	17(24%)	8(11%)	12(17%)	6(9%)	2.31	1.37
Non-strained wage payments to contracted staff	0(0%)	25(35%)	39(55%)	7(10%)	0(0%)	2.75	0.63
Commissions payments	14(20%)	19(27%)	6(8.5%)	23(32%)	9(12.5%)	2.92	1.38
Terminal benefits to leaving staff	26(37%)	12(17%)	13(18%)	10(14%)	10(14%)	2.52	1.46
Timely payments to medical executives	2(3%)	7(10%)	5(7.0%)	19(27%)	38(53%)	4.18	1.11
Full pension compensation	2(2.8%)	8(11 %)	3(4.2%)	30(42%)	28(40%)	4.04	1.08
Unbiased annual increment	14(20%)	32(45%)	0(0%)	23(32%)	2(3%)	2.54	1.22
Average						3.04	1.18

The results in Table 4.6 shows that employee remuneration had an aggregate mean of 3.04 and standard deviation of 1.18. The results depicted that most of medical practitioners were not satisfied with their remuneration structures. On the one hand, the respondents failed to agree with statements such as timely payment of salary (mean of 2.3); non-strained wage payments to contracted staff (mean of 2.75); commissions payments (mean of 2.92); terminal benefits to leaving staff (mean of 2.52); and unbiased annual increment (mean of 2.54). On the other hand, the respondents agreed that there were timely payments to medical executives (mean of 4.18) and full pension compensation (mean of 4.04). Figueroa et al. (2019) results also complained that health workforce management was becoming a nightmare due to the deteriorated pay structure that most health care had both in developed and developing nations.

4.7 Descriptive statistics on job security

The study's second objective was to assess the influence of job security on employee turnover in private hospitals Samburu County. To investigate this objective, the study had statements that medical practitioners were supposed to indicate their responses based on a 5 Likert ordinal scale. This scale was 1-strongly disagreeing, 2-disagree, 3-neither agree nor disagree 4- agree, 5- strongly agreeing. Table 4.7 gives the results gotten.

Table 4.7*Descriptive Statistics on job security*

Statements (N = 71)	1	2	3	4	5	Mean	Std Dev.
Probation period	6(9%)	10(14.1%)	7(9.9%)	19(27%)	29(40%)	3.77	1.344
motivation							
Frequent contract renewals	7(10%)	5(7.0%)	5(7%)	19(27%)	35(49%)	3.99	1.325
Job training and refresher courses	22(32%)	16(22%)	8(11%)	13(18%)	12(17%)	2.68	1.500
Well known rules	8(11.3%)	15(21.1%)	4(5.6%)	24(34%)	20(28%)	3.46	1.392
Allowed to participate in employee unions	7(9.9%)	13(18 %)	1(2.1%)	30(42%)	20(28%)	3.61	1.336
Employee hand books	17(24%)	14(20%)	10(14%)	11(16%)	19(26%)	3.01	1.554
Employee voice	25(35%)	12(17%)	0(0%)	19(27%)	15(21%)	2.82	1.642
Average						2.89	1.44

The results in table 4.7 shows that job security had an aggregate mean of 2.89 and a standard deviation of 1.44. The results generally depicted that most of medical practitioners' jobs were secure. The respondents agreed with statements such as probation period motivation to incoming staff (mean of 3.77); frequent contract renewals (mean of 3.99); well-known rules and regulations (mean of 3.46); and allowed to participate in employee unions (mean of 3.61). The respondents also disagreed with statements on availability of job training and refresher courses (mean of 2.68); availability of employee hand books (mean of 3.01) and employee voice and opinion are heard (mean of 2.82).

Al Mamun and Hasan (2017) named one of the most-meaningful retaining approach an organization's management team can adopt is making sure employees do not feel insecure especially in relation to their employment contracts.

4.8 Descriptive statistics on work environment

The study's third objective was to assess the influence of work environment on employee turnover in private hospitals Samburu county. To investigate this objective, the study had statements that medical practitioners were supposed to indicate their responses based on a 5 Likert ordinal scale. This scale was 1-strongly disagreeing, 2-disagree, 3-neither agree or disagree 4- agree, 5- strongly agreeing. Table 4.8 gives the results gotten.

Table 4.8*Descriptive Statistics on work environment*

Statements (N = 71)	1	2	3	4	5	Mean	Std Dev.
Work-life balance	5(7%)	28(39%)	9(13%)	19(27%)	10(14%)	3.01	1.236
Physical working conditions	27(38%)	13(18%)	12(17%)	7(10%)	12(17%)	2.49	1.501
Favorable human resource policies	27(38%)	27(38%)	17(24%)	0(0%)	0(0%)	2.10	1.161
Availability of welfare amenities	18(25%)	34(48%)	3(4.2%)	14(20%)	2(2.8%)	2.27	1.133
Social interactions such as staff parties	9(12.7%)	16(22%)	6(8.5%)	38(54%)	2(2.8%)	3.11	1.178
Well handling of disputes	10(14%)	18(25.5%)	6(8.5%)	25(35%)	12(17%)	3.15	1.359
Clear known job expectations	2(2.8%)	9(12.2%)	7(10%)	16(23%)	37(52%)	4.08	1.180
Average						2.98	1.25

The results in table 4.8 shows that work environment had an aggregate mean of 2.98 and standard deviation of 1.25. The results generally depicted that most of medical

practitioners were satisfied with their work environments. The respondents agreed with statements such as work-life balance (mean of 3.01); Social interactions such as staff parties (mean of 3.11); well handling of disputes (mean of 3.15); and clear known job expectations (mean of 4.08). These high responses had a combined average mean of 3.34. The respondents also disagreed with statements on good physical working conditions (mean of 2.49); favorable human resource policies (mean of 2.10) and availability of welfare amenities (mean of 2.27). The disagreeing responses had a combined average mean of 2.29. Aiken et al. (2011) shared the same analogy that out of the nine countries that had been considered in the study, none gave a negative opinion on the relevance of work environment towards healthcare performance.

4.9 Descriptive statistics on religious beliefs

The study's fourth objective was to analyze moderating effect of religious beliefs on relationship between employee reward and turnover in private hospitals Samburu County. To investigate this objective, the study had statements that medical practitioners were supposed to indicate their responses based on a 5 Likert ordinal scale. This scale was 1- strongly disagreeing, 2-disagree, 3-neither agree or disagree 4- agree, 5- strongly agreeing. Table 4.9 gives the results gotten.

Table 4.9*Descriptive Statistics on religious beliefs*

Statements (N = 71)	1	2	3	4	5	Mean	Std Dev.
Christianity practices plays a key part in employee reward and employee turnover	5(7.0%)	8(11.3%)	0(0%)	30(42.3%)	28(39.4%)	3.96	1.224
Islamic practices play a key part in employee reward and employee turnover	24(33.8%)	19(26.8%)	0(0%)	16(22.5%)	12(16.9%)	2.62	1.553
Average						3.29	1.39

The results in table 4.9 shows that religious beliefs had an aggregate mean of 3.29 and standard deviation of 1.39. The results generally depicted that most of medical practitioners valued religion and it affected their turn-over rates. They majority agreed that Christianity plays a key part in employee reward and employee turnover (mean 3.96) and slightly disagreed that Islam plays a key part in employee reward and employee turnover (mean 2.62). Cantone and Wiener (2017) proved similar results that

one reason employees may postpone their job termination in a hostile environment is having reliable religion belief. In agreement Lynn et al. (2010) showed that there is positive relationship connecting religion and quality job performance. Gebert et al. (2014) joining the topic, gave high number of people leaving the organization as one of the effects of not embracing and articulating religious beliefs in a work environment

4.10 Descriptive statistics on employee turnover

The researcher asked queries on employee turnover in private hospitals in Samburu County. To investigate this, the study had statements that medical practitioners were supposed to indicate their responses based on a 5 Likert ordinal scale. This scale was 1- strongly disagreeing, 2-disagree, 3-neither agree or disagree 4- agree, 5- strongly agreeing. Table 4.10 gives the results gotten. Table 4.10 indicates the results.

Table 4.10*Descriptive Statistics on Employee turnover*

Statements (N = 71)	1	2	3	4	5	Mean	Std Dev.
Voluntary job termination	0(0%)	4(6%)	4(6 %)	19(27%)	44(61%)	4.45	0.84
Involuntary job termination	28(39%)	14(20%)	10(14 %)	13(18%)	6(9%)	2.37	1.39
Rehiring retired medical staff	8(11%)	13(18%)	50(70%)	0(0%)	0(0%)	3.30	1.13
Low internal job transfer	27(38%)	14(20%)	11(16%)	9(13%)	10(13%)	2.45	1.46
Frequent Training and hiring qualified staff	13(18.3%)	44(62.0%)	14(19.7%)	0(0%)	0(0%)	2.21	0.97
Few deaths of staff due to natural calamities	7(9.9%)	13(18.3%)	22(31.0%)	25(35.2%)	4(5.6%)	3.08	1.08
Average						2.98	1.14

The results in table 4.10 shows that work employee turnover had an aggregate mean of 2.98 and standard deviation of 1.14. The respondents agreed with statements such as

there was high voluntary job termination (mean of 4.45); there was rehiring retired medical staff (mean of 3.30); and few deaths of staff due to natural calamities (mean of 3.08). The respondents also disagreed with statements on presence of involuntary job terminations (mean of 2.37); low internal job transfer (mean of 2.45) and frequent training and hiring qualified staff (mean of 2.21). Khatri et al. (2001) while explaining grounds for employee turnover in an Asian framework, indicated that sacking, resigning and lack of job training were leading the lot.

4.11 Linear regression analysis

Linear regression was done to investigating the on-employee reward and turnover in private hospitals of Samburu County. This section presented the model summary, analysis of variance and coefficient

4.11.1 Model summary of variables

In investigating the effects of remuneration on employee turnover in private hospitals Samburu County, the study measured the hypothesis. The hypothesis stated that there was no significant relationship between training and employee turnover in private hospitals in Samburu County. Table 4.11 indicated that remuneration had an R value of .493.

Table 4.11

Model summary of Remuneration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Remuneration	.493 ^a	.243	.232	2.68453

a. Predictors: (Constant), Employee remuneration

The P value of constant is significant (.000), hence R square value was used. The R square value of 0.243 implied that remuneration predicted 24.3% of the variability in the employee turnover.

In assessing the influence of job security on employee turnover in private hospitals Samburu County, the study measured the hypothesis. The hypothesis stated that there was no significant relationship between job security and employee turnover in private hospitals Samburu County. Table 4.12 indicated that job security had an R value of .023.

Table 4.12

Model summary of Job Security

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Job security	.023 ^a	.001	-.014	3.08396

a. Predictors: (Constant), Employee remuneration

The P value of constant is significant (.000), hence R square value was used. The R square value of 0.001 implied that job security predicted 0.1% of the variability in the employee turnover.

In examining the influence of work environment on employee turnover in private hospitals in Samburu County, the study measured the hypothesis. The hypothesis stated that there was no significant relationship between work environment and employee turnover in private hospitals in Samburu County. Table 4.13 indicated that work environment had an R value of .315.

Table 4.13

Model summary of Work environment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Work environment	.515 ^a	.265	.186	2.92776

a. Predictors: (Constant), Employee remuneration

The P value of constant is significant (.000), hence R square value was used. The R square value of 0.265 implied that work environment predicted 26.5% of the variability in the employee turnover.

In analyzing the moderating effect of religious beliefs on internal organizational practices and employee turnover in private hospitals in Samburu County, the study measured the hypothesis. The hypothesis stated that there was no significant moderating effect of religious beliefs on employee reward and turnover in private hospitals of Samburu county. Table 4.14 indicated that religious beliefs had an R value of .543 and 543 when they did not and when moderated the relationship between employee reward and turnover respectively.

Table 4.14

Model summary of the Moderating effect Religious beliefs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.543 ^a	.294	.263	2.62942
2	.546 ^b	.298	.256	2.64202

a. Predictors: (Constant), Job security, Work environment, Employee remuneration

b. Predictors:(Constant), Job security, Work environment, Employee remuneration, Religious beliefs

The P value of constant is significant (.000), hence R square value was used. The R square value of 0.298 implied that religious beliefs predicted 29.8% of the variability in the employee reward and employee turnover which was an increment from 29.4% when there was no moderation.

4.11.2 Analysis of variance

The linear regression F statistics shown in Table 4.15 indicates that there was a statistical and significant linear relationship between remuneration and employee turnover ($F(1, 69) = 22.108, p < .05$). The study therefore rejected the null hypothesis and concluded that remuneration is an important determinant of employee turnover. There was a statistical and significant linear relationship between job security and employee turnover ($F(1, 69) = 0.36, p < .05$). The study therefore rejected the null hypothesis and concluded that job security was an important determinant of employee turnover. There was a statistical and significant linear relationship between work environment and employee turnover ($F(1,$

69) = 7.599, $p < .05$). The study therefore rejected the null hypothesis and concluded that work environment is an important determinant of employee turnover.

Table 4.15

ANOVA for linear relationship of the variables

Model		Sum of Squares	Df	Mean Square	F	Sig.
Remuneration	Regression	159.329	1	159.329	22.108	.000 ^b
	Residual	497.262	69	7.207		
	Total	656.592	70			
Work environment	Regression	65.140	1	65.140	7.599	.007 ^b
	Residual	591.451	69	8.572		
	Total	656.592	70			
Job security	Regression	.345	1	.345	.036	.014 ^b
	Residual	656.247	69	9.511		
	Total	656.592	70			

a. Dependent Variable: Employee turnover

b. Predictors: (Constant), Employee remuneration, Job security, Work environment,

There was a statistical and significant moderating effect of religious beliefs and the relationship between employee reward and employee turnover since $p < .05$. The study therefore rejected the null hypothesis and concluded that religious beliefs had a moderating effect on the relationship between employee reward and employee turnover. This is shown on table 4.16.

Table 4.16*ANOVA for moderating effect of religious belief on specific variables*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	193.363	3	64.454	9.322	.000 ^b
Residual	463.228	67	6.914		
Total	656.592	70			
Regression	195.895	4	48.974	7.016	.000 ^c
Residual	460.697	66	6.980		
Total	656.592	70			

a. Dependent Variable: Employee turnover

b. Predictors: (Constant), Job security, Work environment, Employee remuneration

c. Predictors: (Constant), Job security, Work environment, Employee remuneration, Religious beliefs

4.12 Multiple regression analysis

The researcher also performed various analyses pertaining the influence of all combined variables towards the employee turn-over. The study analyzed model summary, analysis of variance and regression coefficients of all the variables combined.

4.12.1 Model summary of combined variables (employee remuneration, job security, work environment and religious beliefs).

The study assessed the influence of employee remuneration, job security, work environment and religious beliefs towards employee turnover. Table 4.17 showed that when combined, R was 0.546.

Table 4.17

Model summary of Combined Variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.546 ^a	.298	.256	2.64202

a. Predictors: (Constant), Employee remuneration, Job security, Work environment, Religious beliefs,

The P value of constant is significant (.000), hence R square value was used. The R square value of 0.298 implied that employee remuneration, job security, work environment and religious beliefs when combined, predicted 29.8% of the variability in the and employee turnover.

4.12.2 Analysis of variance of combined variables (employee remuneration, job security, work environment and religious beliefs).

The linear regression F statistics shown in Table 4.18 indicated that there was a statistical and significant linear relationship between remuneration and employee turnover ($F(1, 70) = 7.016, p < .05$).

Table 4.18*ANOVA for moderating effect of religious belief on combined variables*

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	193.363	3	64.454	9.322	.000 ^b
Residual	463.228	67	6.914		
Total	656.592	70			
Regression	195.895	4	48.974	7.016	.000 ^c
Residual	460.697	66	6.980		
Total	656.592	70			

a. Dependent Variable: Employee turnover

b. Predictors: (Constant), Job security, Work environment, Employee remuneration

c. Predictors: (Constant), Job security, Work environment, Employee remuneration, Religious beliefs

The results from Table 4.18 indicated that when combined, employee reward moderated by religious beliefs had a significant influence over employee turnover in private hospitals of Samburu county.

4.12.3 Regression Coefficients

The regression coefficients presented in Table 4.19 indicates that the values on regression coefficient table gives values of independent variables: remuneration as $\beta = 0.193$ at $p < 0.039$; Job security as $\beta = -0.21$ -at $p < 0.010$; Work environment as $\beta = 0.452$ at $p < 0.041$; religious beliefs as $\beta = 0.135$ at $p < 0.032$. This showed that although the model is significant in predicting the dependent variable, combination of the four variables makes each to be insignificant. Each independent variable is individually significant but when combined only work environment was significant.

Table 4.19*Regression coefficients for the variables*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.996	0.215		3.409	.000
Remuneration	.193	.105	.493	2.702	.039
Job security	-.021	.089	-.027	-.242	.010
Work environment	.452	.086	.237	2.253	.041
Religious beliefs	.135	.224	.067	.602	.032

a. Dependent Variable: Employee turnover

The values on regression coefficient Table 4.19 gives values of independent variables: remuneration as $\beta = 0.193$ at $p < 0.039$; Job security as $\beta = -0.21$ at $p < 0.010$; Work environment as $\beta = 0.452$ at $p < 0.041$; religious beliefs as $\beta = 0.135$ at $p < 0.032$. The multi-linear regression model equation that was being utilized in this study was $Y = C + \beta_1T + \beta_2W + \beta_3J + R$. When the values of the unstandardized coefficients were added, Employee turnover = $3.996 + 0.193T - 0.021J + 0.452W + 0.135R$. This is where: 3.996 is constant term; (T) is remuneration; (W) is work environment; (J) is job security; R is religious beliefs. The study finding implied that an increase of one unit of T, W, J, R increases or decrease Y by 0.193, -0.021+0.452+0.135. This means that in multiple regression only work environment had a significant effect on employee turnover.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter was a mixture of the whole report and contains the summary of the discoveries, conclusion and approach suggestions emerging from the investigation. Research gaps distinguished during the investigation were likewise recognized as reason for future examinations.

5.2 Summary of the outcome

This area presented an outline of the fundamental discoveries of the investigation dependent on the four objectives that the analyst tried to achieve. In general, the discoveries of the investigation uncovered that there was a solid moderating effect of religious beliefs on relationship between employee reward and turnover in private hospitals Samburu County.

5.2.1 Remuneration

The foremost objective of the study was to investigate the effects of remuneration on employee turnover in private hospitals Samburu County. This objective had various indicators such as salaries, wages, commissions, terminal benefits, executive compensation, deferred compensation and annual increment. Employee remuneration had an aggregate mean of 3.04 and standard deviation of 1.18. The results depicted that most of medical practitioners in private hospitals in Samburu county were not satisfied with

their remuneration structures. The study also measured the hypothesis. The foremost hypothesis stated that there was no significant relationship between training and employee turnover in private hospitals in Samburu County. Remuneration had an R-value of 493. The P value of constant is significant (.000); hence R square value was used. The R square value of 0.243 implied that remuneration predicted 24.3% of the variability in the employee turnover. The beta was 0.193 at $p < 0.039$.

5.2.2 Job security

The second objective was to assess the influence of job security on employee turnover in private hospitals Samburu County. This objective had various indicators such as probation period, contract renewals, training, rules and regulations, employee unions, employee hand books and employee voice. Job security had an aggregate mean of 2.89 and a standard deviation of 1.44. This was the least mean gotten as compared to other means of other variables. The results generally depicted that most of medical practitioners' jobs were secure. The study also measured the hypothesis. The second hypothesis stated that there was no significant relationship between job security and employee turnover in private hospitals Samburu County. Job security had an R value of .023. The P value of constant is significant (.000), hence R square value was used. The R square value of 0.001 implied that job security predicted 0.1% of the variability in the employee turnover. This proved that job security had a weak influence on employee turnover. The beta was -0.21-at $p < 0.010$.

5.2.3 Work environment

The third objective was to examine the influence of work environment on employee turnover in private hospitals in Samburu County. Work environment had an aggregate

mean of 2.98 and standard deviation of 1.25. The results generally depicted that most of medical practitioners were satisfied with their work environments. The study measured the hypothesis. The hypothesis stated that there was no significant relationship between work environment and employee turnover in private hospitals in Samburu County. Job security had an R value of .515. The P value of constant was significant (.000), hence P value of constant was significant (.000), hence R square value was used. The R square value of 0.265 implied that work environment predicted 26.5% of the variability in the employee turnover. Work environment had a beta of 0.452 at $p < 0.041$.

5.2.4 Religious beliefs

The fourth objective was to analyze moderating effect of religious beliefs on relationship between employee reward and turnover in private hospitals Samburu County. Religious beliefs had an aggregate mean of 3.29 and standard deviation of 1.39. The results generally depicted that most of medical practitioners valued religion and it affected their turn-over rates. The study measured the hypothesis. The hypothesis stated that there was no significant moderating effect of religious beliefs on employee reward and turnover in private hospitals of Samburu county. Religious beliefs had an R value of .246. The P value of constant is significant (.000), hence R square value was used. The R square value of 0.061 implied that religious beliefs predicted 6.1% of the variability in the employee reward and employee turnover. It had a beta of 0.135 at $p < 0.032$.

5.3 Conclusion of the study

The study found out that employee turnover reduction was magnificently contributed by remuneration then, religious beliefs, work environment and last by job security. The study discovered that there was a positive relationship and statistically significant

between that remuneration and employee turnover. That simply explained meant that how employees are rewarded at the end of the agreed contract duration or at the end of the month play a very key part in determining whether they will leave in the near future or not. Poor and inconsiderate remuneration will often make them want leave and look for other better paying ventures.

There was a positive moderating relationship and statistically significant between religious beliefs and employee rewards and turnover. This simply put is explained that an employee belief principle will guide them into making a decision of remaining within an organization or leave. Beliefs which employees hold dearly whether Christianity or Islamic religion can make an employee quit employments. If they feel that they do not have freedom or time to express their belief, they may want to exit since a belief system dictates a lot on the decisions made by employees. An organization should not just assume that employees will look for time of worship in their time schedules rather than provide this time at least once in a while.

There was a positive relationship and statistically significant between that work environment and employee turnover. Where an employee spends her day dictates a lot how comfortable they will be in their employment. If an employee does not feel safe or feels unwanted through the environmental situation in a job, they may opt to leave an organization. If an employee workstation is not standard as per the current era such as using very old computers, seating on benches in an office or even uncemented room, these reasons may make an employee look for alternatives available for them elsewhere.

There was a negative relationship between that job security and employee turnover. In this study it was noticed that how secure a job is in terms of being deployed may not

really have a significant effect on why they leave the organization. This was so because due to the dynamic shift of technology, employees are aware that they may get replaced. The reason that this does not affect why the leave was because it was beyond their control. Therefore, the operational environment of Catholic Hospitals from observational experience, has lost its previous glory such that employee turnover becomes not just an emerging issue, but a critical challenge that has threatened the operations in the institutions. With respect to Catholic Hospitals, a number of factors that have contributed to the high employee turnover. Firstly, the founders exited in different phases leading to slow effectiveness, in terms of resources, functions, stakeholders support and low financial resources.

Management of these facilities as a core competence was not only a complicated business, but also delicate. Due to the expansive and widely diversified nature of operations that constitute the mandate of the Hospitals, it became a knowledge-intensive institution which required a high degree of specialization. (Catholic Diocese of Maralal website, 2019). For example, Maralal referral hospital being an old facility developed during colonial era to support the communities living around the areas and the freedom fighters who were detained in Maralal. The hospital had a capacity of 100 beds with seven medical doctors and eighty nurses.

The facility run smoothly with the support of national government and the defunct Samburu county council until the start of devolution which saw the start of the falling of service delivery as a result of frequent go slow, lack of medicines and poor salaries management which saw medical practitioners' stage frequent strikes over the years. This saw the private clinics in Maralal attract all categories of patients due to availability of

medicines and medical personnel (Maralal referral hospital records 2019). Despite this development, there was a similar scenario of employee turnover creeping in the private hospitals.

5.4 Recommendation of the study

The study recommended that remuneration structure be reviewed where employees should receive all the benefits gotten at various job groups without biasness. Once an employee attains the required qualifications, they should automatically be enrolled to the improved remuneration structure without too much bureaucracies. This will motivate employees to work harder so as to attain their personal goals in the job ladder. Secondly, the hospitals should see to it that when employees' jobs are being terminated, the process should be fair and considerate. This will ensure employees get a chance to defend themselves in a committee why they should not be fired and when there is no concession; there should be respectful parting of ways. Employees respect organizations that end their jobs with dignity unlike the ones that do not.

The work environment should always be improving based on the time periods that the world is at. All old working tools should be eliminated and replaced with modern tools. This will boost employee's morale not to quit after short durations as experienced by this study's responses. Lastly employees should be given freedom to worship. Time should also be allocated within the working hours to allow them worship. Organizations should not assume that employees will look for their personal time to worship but rather observe measures that can allow them create at least 15 minutes to worship per week. In case there are national holidays that pertain various religions, the employees that are known to

be practicing the religion should be given time to celebrate their religion. This gives employees assurance that the organization thinks well of them.

5.5 Suggestion of future research

This study only covered remuneration, work environment, religious beliefs and job security. There are other many factors such as health, state of work, business structure, openings for work, property endeavor, transport and correspondence, settlement, training and clinical offices, living cost, personal satisfaction amongst other that also affect employee turnover apart from the ones covered in the study. Therefore, future research should aim to concentrate on other regions in Kenya both developed and developing to determine whether remuneration work environment, religious belief and job security will be the key causal menaces on employee turnover.

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APPENDICES

Appendix 1: Introductory letter.

Dear Participant,

I invite you to participate in a Research study entitled: Moderating effects of religious culture on organizational practices leading to employee turnover private hospitals. A survey of Samburu County private hospitals.

I am a student currently enrolled in the MBA program at Kenya Methodist University school of Business and Economics and I am in the process of writing my research project. Your participation in this survey is completely voluntary.

Your responses will remain confidential and anonymous. Data from this survey will be kept under secure systems and reported as a collective effort. If you agree to participate in this survey, please answer the questions on the questionnaire as best you can. It should take approximately 20 minutes to complete.

Please return the questionnaire on completion.

Thank you for your assistance in this important Endeavour.

Sincerely Yours.

NAME: LEKARTIWA HARON

SIGNATURE:

Date_____

Appendix II: Research questionnaire

This questionnaire is designed to collect information and learn more about the moderating effects of religious culture on organizational practices leading to employee turnover at Samburu County private hospitals. Your participation is very important and yet voluntary. The information obtained will only be used for academic purpose and shall be treated with confidentiality.

PART A: Demographic Information

Kindly Tick [..] the appropriate response or provide information as is relevant.

1. What is your gender?

Male [], Female []

2. What is your age?

Below 30 years [], 30-39 years [], 40-50 years [], 51-60 years []

3. Highest level of education and training attended?

Certificate/Diploma [], Bachelor's Degree [], Master's Degree [], Others [].

4. What position do you hold in the hospital?

Medical Doctor [], Medical Nurse [], Pharmacist [], Medical technologist (Laboratory area) []

5. For how long have you worked in this particular hospital?

Less than 1 year [], 2-5 years [], 6-10 years [], 11 years and above []

6. How many employees report to you?

0 [], 1-5 [], 6-10 [], 11-15 []

PART B: Employee Turnover

1. Kindly use the scale to rate: 1-Strongly disagree, 2-Disagree, 3- Neither agree or disagree 4- Agree, 5- Strongly agree

EMPLOYEE TURNOVER					
SCALE	1	2	3	4	5
There are a lot of voluntary job termination cases in the hospital					
The frequency of sacking of medical practitioners is high and throughout the year					
Medical practitioners who retire are re-hired on contract terms					
The frequency of internal job transfer within the departments is very low in the hospital					
There are refresher courses and proper hiring of qualified medical personnel to motivate and reduce employees leaving the hospital					
Medical practitioners who are affected by natural calamities such as permanent sicknesses and death are few.					

2. Employee salaries affect performance and turnover. How true are the above statements for your organization?

Kindly use the scale to rate: 1-Strongly disagree, 2-Disagree, 3- Neither agree or disagree 4- Agree, 5- Strongly agree

EMPLOYEE RENUMERATION					
SCALE	1	2	3	4	5
Management pays salaries accordingly and timely					
Contracted medical practitioners receive their wages once the job they were required to do is completed without any strain					
Employees receive commission on extra time worked based on their inputs					
Incase an employee is leaving the hospital; they are awarded termination benefits.					
Medical personnel executives are remunerated without delay					
Pension which is normally contributed by all medical personnel is fully compensated when an employee retires.					
There is annual increment without biasness to all medical practitioners.					

3. The Work Environment is a key determinant of employee turnover. How supportive is your work environment?

Please answer the questions below using the rating 1-Strongly disagree, 2-Disagree, 3-Neither agree or disagree 4- Agree, 5- Strongly agree

WORK ENVIRONMENT					
SCALE	1	2	3	4	5

Work-life balance is emphasized in the hospital.					
Physical working conditions (e.g. Cleanliness, lighting, heating) are good					
Human resource policies such as favorable work pressure and work hours is reasonable					
Welfare amenities (day-care, gym, canteen & in-house clinics are available)					
There are staff parties, get-together or any other regular staff gathering for celebrations					
All disputes and conflicts in the hospital are handled amicably following the stipulated discipline procedure					
There is clear direction on what is expected from you in the organization					

4. How far do you agree with the following statements regarding job security in your organization?

Indicate your level of agreement using the scale: 1-Strongly disagree, 2-Disagree, 3-Neither agree or disagree 4- Agree, 5- Strongly agree

JOB SECURITY

SCALE	1	2	3	4	5
Your probation period motivates you to dispense your best efforts					
The organization provides opportunities for frequent contract renewals					
Job training and refresher courses are frequently offered					
There are well known rules and regulations that govern the private hospital medical personnel.					
Employees are allowed to be part of employees' collective unions					
Employee handbooks are offered in the hospital					
Employees opinions and voices are normally considered and addressed					

5. How far do you agree with the following statements regarding job security in your organization?

Indicate your level of agreement using the scale: 1-Strongly disagree, 2-Disagree, 3-Neither agree or disagree 4- Agree, 5- Strongly agree

RELIGIOUS BELIEFS					
SCALE	1	2	3	4	5
Christianity religion plays a key part towards employee reward and employee turnover in					

your hospital					
Muslim religion plays a key part towards employee reward and employee turnover in your hospital					

THANK YOU FOR YOUR TIME.

Appendix III: Introduction letter



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya
Tel: 254-064-30301/31229/30367/31171

Fax: 254-64-30162
Email: info@kemu.ac.ke

May 22, 2020

Commission Secretary,
National Commission for Science, Technology and Innovations,
P.O. Box 30623-00100,
NAIROBI.

Dear sir/ Madam,

RE: LEKARTIWA HARON (BUS-3-0695-3/2015)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, Department of Business Administration undertaking a Degree of Master of Business Administration. He is conducting research on, *'Moderating Effect of Religious Beliefs on Employee Reward and Turnover in Private Hospitals of Samburu County'*.

We confirm that his Research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a permit to enable him collect data for his research.






Any assistance accorded to him will be appreciated.

Thank you.



Dr. John Muchiri, PHD.
Director Postgraduate Studies

Appendix IV: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 543670	Date of Issue: 03 June 2020
RESEARCH LICENSE	
	
This is to Certify that Mr. Haron Lekarika of Kenya Methodist University, has been licensed to conduct research in Samburu on the topic: MODERATING EFFECT OF RELIGIOUS BELIEFS ON EMPLOYEE REWARD AND TURNOVER IN PRIVATE HOSPITALS OF SAMBURU COUNTY, for the period ending : 03 June 2021.	
License No: NACOSTEP/20/S102	
543670 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
<small>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</small>	

Appendix V: List of private hospitals in Samburu County

Number	Private hospitals
1.	Wamba Catholic Referral Hospital
2.	Archers Catholic Hospital
3.	Maralal Catholic Hospital
4.	Baragoi Catholic Hospital
5.	South Horr Catholic Hospital
6.	Kisima Catholic Hospital
7.	Suguta Marmar Catholic Hospital
8.	Sereolipi Catholic Hospital
9.	Arsim Lutheran Hospital
10.	Ngilai Samburu Aid in Africa Hospital