

**REWARD MANAGEMENT PRACTICES AND RETENTION OF PUBLIC HEALTH CARE
EMPLOYEES IN DEVOLVED GOVERNMENT OF WAJIR, KENYA**

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ABSTARCT

This study analyzed the effect of the rewarding variables on Employees' retaining, and worker commitment. This research precise determination was to examine worker commitment's intermediating role in the correlation between rewarding and worker retaining. The intention of the research was to determine the role of professional development, equity in promotion, Employees' recognition and the role of remuneration in influencing retention of health Employees in the public sector in devolved government of Wajir. The research was anchored on Expectancy, the Two-Factor, and Hierarchy of Needs Theories. The Target population was the health Employees in all the 87 public health facilities in Wajir county. The Study research adopted descriptive research design. Primary data was collected using Self-Administered Questionnaire both open and closed ended. The study participants were sampled using stratified sampling and simple random sampling techniques. 10% representing 12 of 119 of the total number of sampled health Employees were sampled out in the nearby hospitals from Garissa County for pilot study. The SPSS computer package was used to analyze the collected data, to examine the connections between various study Wajir County variables under investigation. The study findings established that, there was a positive significant relationship between the level of hospital, recognition, employee promotion and remuneration on one side and on other hand retention of Public Health Care Employees in Devolved Government of Wajir, Kenya. The study recommended that devolved government ought to pay salaries on time, they need equally to review the health employees' payment structure to ruminant with the present high cost of living. The study also recommended for the Compensation packages to match the employees job responsibilities as well as job roles. The research recommended that employee promotion be based on individual employee merit and need to be complemented by pay rise for both salaries and associated allowances. Finally, plans for recognition should be accompanied by achievement in finances and not just credentials. Also it should devise a vibrant professional growth blueprint for their health employees which should be free of biasness to accommodate needs for each health employee.

Key Words: Professional Development, Equity in Promotion, Employees' Recognition, Remuneration, Retention of Health Employees

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INTRODUCTION

Employee rewarding Management Practices, are critical in creating job satisfaction which leads not only to employees' retention to stay longer at their working places but also in improving employees' performance. According to Varsha and Bhati, (2012), Organization aspects of reward management practices in both public and private sector bring about employee commitment to the set organizational objectives. Employees elongated commitment to an organization significantly influences Employees' performance (Ayman ,2013).

Rewarding Employees is a very powerful and effective impetus for motivating them and at the same time a significant technique of enhancing their job satisfaction, performance and retaining them as well. Employees are the heart of an organization whereas the reward practices are the blood pumping the heart to sustain life of the organization. Without committed Employees' organization can hardly accomplish their set goals and objectives (Armstrong ,2010).

According to (WHO,2013) the global health care Employees' principal difficult, together through insufficient practice of health services by specialists in poor- and middle countries, is attaining universal attention. According to Lee, Hwang and Choi (2012), in China Employees' retention is noticeably a unique and the utmost concern of the overall health facilities as the health Employees are the ones responsible in generating revenues and thus, considered the most significant organizational capital as well as the reserve of the health driven organization.

Employees are the greatest valued resource in any industry (Kundu & Lata, 2017). The Government of Kenya similarly to the World Health Organization recognizes a well-performing health care workforce as a significant aspect of realizing enhanced health care. However, the reward and retention of health care Employees continue to pose challenges, consequently subjecting the recipients to non-satisfactory services.

A number of Kenyan policy papers elucidated HRH issues. Among them are Kenya Health Sector Strategic Plan July 2012-June 2017, Health Policy 2012-2030 papers, In the health policy, the health workforce is recognized as one of the seven strategy alignments which the health segment was capitalize on and endeavor to achieve. In health Employees' policy track, the Government aims to deliver for the sufficient and reasonable delivery of human resources. This was attained through numerous approaches; improvement of the administration of the health personnel by reinforcement mechanisms for the luring, retaining and motivating of the staff, mostly in the relegated parts.

Rewards play a key part in fast-tracking the retention and performance of Workers and consequently adjusting the behavior of discontented Employees of an organization. Enhanced reward systems help in improving Employees' performance and also meets other employment correlated goals like leads to Higher levels of productivity, willingness to stay, client satisfaction with services rendered by a given organization, conforming to legal reinforcements as well as largely better performance (Mahmood ,2013).

Reward motivates Employees and is closely knotted to professional fulfillment a confident sentiment resulting from assessing one's career and none of it is straight noticeable, but together are key to the retaining and of health employees' performance. A research on health employee rewarding in Kenya regional hospices established that humane intentions are significant in these locations, but that their administrative obligation in resolutions on performance on the work subject to whether the high-ranking supervision/ the organization valued the specific workforce or not) and reward were endangered by numerous trials that Employees encounter in public segment health care establishments.

In Kenyan perspective, study findings by Njoroge, (2013) while evaluating the quality of services offered by the Employees who are retained, it was established that practically fringe benefits reimbursements like workers' promotion, medical covers, paid for holidays, bonuses medical cover, were rated highly as compared to job security which was ranked lower than the benefits on factors attributed to employee retention. Additional competitive approaches for employee retention included employee motivation, reasonable remuneration clarity

in work description. These factors retain several Employees which in yield customer satisfaction due to good performance by the contended employees, (Njoroge, 2013).

The national Government of Kenya (GOK), together with county government has encountered endless public health employees disputes pitting the health Employees' union KMPDU and NCK respectively. These disputes have led to many public health workforces proceeding for industrial strikes, absconding obligations due to poor working conditions, employee welfare and compensation to mention but a few. This act has left many already suffering patients with more pain and even death resulting from lack of medical attention. For instance, during the year 2016, there was the longest industrial health Employees strike that lasted more than 3 months.

This strike yielded more suffering for patients as other medical related professionals and students joined the strike. The dispute was due to poor pay, poor working conditions, working for long hours, lack of proper medical equipment and resources. Wajir county government public health segment has also been part of the struggle with its public health Employees always issuing strike notices due to health employees related undressed grievances.

Statement Problem

The National Health care human resource proportions in Kenya are lower than the WHO commended standards. WHO recommends 2.3 per 1000 populace employment levels for strategic health care Employees like Nurses, clinical officers, doctors and Mid-wives in comparison to the current Kenya's 1.5 per the 1000 populace (WHO,2014). This is over 10 times higher for Wajir county Public Health Employees' ratio which currently stands at 1: 23,694 and 1: 2,625 for Doctors and Nurses respectively (Wajir county CIDP,2018-2022). This is despite health care function having been devolved 10 years ago since 2013. The reason for this high critical health care practitioner ratio to patient/population ratio at Wajir county is puzzling, thus the need for this research.

Correspondingly, according to Wajir county CIDP (2018-2022) the county allocated 14 billion shillings on health care. Despite this allocation, there has been a notable shortage of health care employees across all the public facilities in the county, something that calls for evaluation, thus this research study.

Numerous researches have been carried out nevertheless, have been done concerning Reward Management Practices and retention of workers. Kariuki (2021) investigated the total reward systems and its effect on performance of employees in Nyeri County's Public Hospitals and sampled out 5 public hospitals. The study was only based on county and sub county hospitals, a move that could have left out other smaller public facilities thus results could be different, this particular research study was look at all levels of public health facilities and may produce different results.

Hassan (2021) in his research study, investigated the aspects that impact retaining of health Care Workforces in County Health hospitals of Garissa County. He randomly sampled 134 respondents from sub county and on one county referral hospitals leaving out the lower level public health facilities, this sampling could have left out public health Employees at county level who may be experiencing different or the altogether the same reward practices from the county government. This proposed research study therefore, was sample health facilities across the board from dispensaries to level four to compare the findings.

Mule (2020), conducted a research in Meru county on the Relationship that exists between rewarding management and retaining of county employees in Meru county. She purposively sampled out 66 heads of departments, which formed her respondents. Heads of department are in Management, thus their response in terms of retention issues may be influenced by their position in the county in fear of being reprimanded, sampling both ordinary Employees and the ones leading department may produce different results, thus, this research study was sample out all the cadres across the health Employees in Wajir county.

After the promulgation of the Kenyan constitution and devolving health function at county level many studies have been conducted about employee reward and performance by various organizations both in public and private sector. Chelagat (2016), Gachagua (2016), Chepkwony (2015) Wainaina (2015), Bosco (2014), Kathure (2014). Bosco (2014) found out that non-financial rewards had a bigger impact as they comprise rewards like employee recognition for the highest achieving employee of the year, the outstanding employee in job performance and awarding promotion on performance merit, thus the research established the effect of rewarding management practices and Retaining Public Health Care Employees in Wajir, Kenya

Njanja et al (2013) examined the types of Reward practices being implemented and Employees' performance at the KPLC and established that monetary gratuities offered to staff had no significant influence on the employee performance, she recommended for another study to be conducted in a different field, thus this study ascertained the effect of reward management practices on retention of public health care employees in devolved government on retention of public health care employees in devolved government of Wajir, Kenya, looked at reward and retention.

Study Objectives

The Study Objectives were;

- Establish the effect of professional development on retention of public Health Care employees in devolved government of Wajir, Kenya
- To examine the effect of promotion on retention of public health care employees in devolved government on retention of public health care employees in devolved government of Wajir, Kenya
- To examine the effect of worker's recognition on retention of public health care employees in devolved government on retention of public health care employees in devolved government of Wajir, Kenya
- To establish the effect of remuneration on retention of public health care employees in devolved government on retention of public health care employees in devolved government of Wajir, Kenya

The study was guided by the below research questions;

- To What extent does professional development affect Retention of Public Health Care Employees in Devolved Government of Wajir, Kenya?
- What is the effect of promotion on retention of public health care employees in devolved government on retention of public health care employees in devolved government of Wajir, Kenya?
- What is the effect of worker's recognition on retention of public health care employees in devolved government on retention of public health care employees in devolved government of Wajir, Kenya?
- What is the role of remuneration on retention of public health care employees in devolved government on retention of public health care employees in devolved government of Wajir, Kenya?

LITERATURE REVIEWING

Review of the Theoretical Framework

The Theory of Expectancy

Also referred to as motivation theory was initially advanced by (Vroom and Lawler ,1964), and later on reinforced by (Porte,1968). The theory proposes that; Choice and inspiration of Employees towards a given behavior is measured by the attractiveness of the value of the outcome. Employees of a given organization was act and respond indisputably on how they are motivated to select a specific behavior over diverse reward practices availed to them.

The theory is generally used in the organization retention of Employees by managing the Employees' expectations. Employees in a given organization are all in expectancy mode (Daly and Dee 2006) The Employees in a given organization, work in the organization with ultimate assurance of numerous expectation from their employer. Their viewpoint as anchored in the expectancy theory is that, if their perceived expected

work-related demands are well met, then they get committed to the organization for longer period (retention) if their demands are not well met, then they have intentions to leave the organization for another one which can meet their demands.

The expectancy, motivational theory backed this study by describing turnover and retention structures and also explored the existed relationship between the reward management practices set and practiced by given organization and Employees' response towards them. The theory is used to illustrate the variable on Employees' professional development that elucidates on the Employees' expectation on how to be given opportunity to progress in their carrier development by being allowed to undertake more courses which in turn could possibly influence Employees 'response on whether to leave (turnover) or stay (retention).The theory emphasizes the significance of establishing motivational approaches as Employees anticipate to be supervised well with fairness without being harassed, expect to be promoted after working for some time and acquiring more skills in their areas of expertise, they also expect to be recognized and to be fairly remunerated as well as other related motivational activities. This is a good retention strategy of public health care Employees by devolved governments by meeting the Employees' anticipations.

The Two Factor Theory

Proponent of this theory is Herzberg, who classified the factors into two distinct sets, thus the name two factor". The Factors include; hygiene and satisfiers factors, satisfiers are also known to as Motivators. Satisfiers and hygiene factors, describing hygiene factors as extrinsic and motivators as being intrinsically to the work (Armstrong ,2012). The hygiene factors include the physical factors as well as avoidance of psychological pain, whereas the motivators include the psychological growth (Viorel,2009). According to Smith & Shields, (2013), hygiene factors comprise of the work place conditions like working space, lighting and all other the required tools to enable a worker perform his/her duties well, as well as the remuneration or rather payment of salary. They also include organizational culture and the available policies to guide Employees. Even though hygiene factors don't motivate Employees, their omission can be a reason for Employees' dissatisfaction nonetheless the enhancement of hygiene factors do not certainly rise the Employees' job satisfaction. Motivators/Satisfiers factors are critically responsible in Improving Employees' satisfaction and making the Employees perform to their best (Smith & Shields, 2013).

Factual Employees job satisfaction is predominantly as a product of intrinsic motivational factors like praising Employees when the do well in their duties or recognition for their hard work and availability of opportunities for carrier advancement (Herzberg, 2013).

The theory of two factor applies to the research on the variable of worker recognition as it aids Employees to feel appreciated, treasured and valued by their organization which results to advanced level of job worker satisfaction leading to Employees' retention and by increasing Employees' autonomy, responsibility, recognizing the Employees for the achievements, accomplishments gained and providing more opportunities for growth in terms of promotions.

Hierarchy of Needs Theory

This is among the theories of human motivations that is widely employed by organizations dealing with Employees' motivation. The proponent of hierarchy of needs theory is (Maslow 1943,1954). He affirmed that people are usually motivated to attain human needs, and some of the human needs take precedency over others. In this theory he came up with five tier model human needs arranged in levels of hierarchy within a pyramid which human beings continually seek to fulfill in order for them to accomplish the higher-level goals. The human needs range from basic needs also referred to as the low-level needs or physiological needs including (food, cloths) security needs; (occupation security), love and belongings needs; (the friendship) self-esteem needs and finally self-actualization.

This theory reinforces the need for continuous re-evaluation of worker's requirements as well as needs because the Employees require changes with time. For example, basing on compensation that are in salaries form, most Employees tend to pursue for the realization of needs which come at different levels on the hierarchy of needs. Remuneration (Salary) as a reward works principally well for the Employees searching lower -level needs as opposed to the ones pursuing the higher-level needs. The theory was applicable to the research on the variable of promotion, because when organizational Employees move up the ladder of the hierarchical pyramid through their continuous gained working experience it translates to them feeling satisfied, being committed to the organization and thus staying for longer in that organization as they have feeling of self-actualization.

Empirical Reviews

Employee Retention

Worker retaining doesn't complete description, but can well be described as the capability to preserve the knowledgeable and experienced workers in the institution according to Liang et al (.2015). Correspondingly it can be pronounced as the action of improving workers' welfares (Kossivi, Xu & Kalgora 2016). This has been confirmed to be helpful in retaining employees. According to Donoghue, (2010), by doing so, workers stay lengthier in an organization This guarantees the worthy operational of workers to offer them with the capability of providing a well enhanced work yields (Issaya, 2017).

Professional Development and Employees Retention

Johnston, Griffith, Burton, & Carson, (2015), alluded that, worker's on job Professional development and subsequent promotions is a requirement to enhanced reward and work obligation of crucial work duties, as well as a manifestation of the organization's assurance that functions to inspire Employees to work hard in order to realize organization's set goals and objectives.

Similarly, according to the findings by Musa, Ahmed, & Bala, (2014) Employees' Professional development is a significant motivational enticement that encourages not only Employees' retention but also Employees' maximum productivity in their areas of operation. Professional development encompasses of determined efforts destined for assessing a worker's competencies as well as ascertaining possible available professional progression for the identified worker as well as developing and executing diverse categories of professional training programs and knowledge to shape that given worker for his/her profession expansion and enhancement.

Professional development for Employees has gradually become the leading anticipated worker's targeted benefits particularly amongst younger Employees of a given organization who have a strong sentiment that professional development is an equally significant aspect of reward as well as their monthly salaries that they are paid. In the present day it easier to evaluate the professional requirements of an individual worker by use of worker assessment tools (Mapelu and Jumah 2013). Employee's job assessment tools can aid the organization in identifying the carrier development needs of individual Employees and also offer a carrier development pathway which would be of mutual beneficial effect to the individual worker as well as to the organization.

Most Employees of a given organization are most likely to be much more committed to the organization and stay much longer at the work place that provides them with opportunities to further their career as well as venture into their professional growth (Mapelu and Jumah 2013).

Promotion and Employees Retention

In appraising Employees' performance in view of promoting them, an operational communication procedure should be adopted in order to ascertain the worker who may be unqualified for a promotional position is imperfect and what need to be done to realize results. Consistent feedback concerning worker's performance can offer track for employees to actually progress in their work performances and be considered for work promotion. These aspects reassure the workers that the employer is much concerned in their carrier progress and growth (Sangaran & Jeetesh, 2015). Employees Promotion, ought to be centered on other elements like,

experience, professional training and competency, therefore ought to be clear in order to avert Employees from participating in political affairs in order to apply pressure on administrators for promotion.

Johnston et al. (2011), carried out a study to establish the correlation mid workers' promotions reward management strategy and the turnover by use of various work correlated variables. He used a longitudinal, or quasi experiment technique with a sampled population size of 157 persons in sales department. The outcomes of the research indicated connections between the external and internal movements of the Employees.

A number of significant works interrelated approaches like procedural promotion contentment, organizational obligation, tendency to Employees leave, and salaries fluctuate over time. Furthermore, there Was substantial variances between clusters of stimulated stayers and those not endorsed leavers for contentment with the immediate boss, time also posed a substantial influence on all the dependent study variables excluding work anxiety. Certainly, workers' promotion is an operative recipe in retaining scheme of any institution, (Döckel, Coetzee & Basson, 2014).

Recognition and Employees Retention

Several research studies carried out universally, to try and address the influence of workers' reward managing practices on Employees' recognition and its influence on their retention. Bartłomiejczuk (2015) carried out a research study on in what way workers' recognition plans influence Employees' commitment and also on how establishments with huge international footmark designed such plans to get maximum outcomes.

The research findings, showed that Employees engagement is nowadays the largest apprehension of most corporations' Human resource units and it is generally supposed that Employees' recognition play a significant role in nurturing assignation. Whereas worker's recognition isn't a fresh idea, it has lastly become an extra tactical component, as most programs align the element of Employees' recognition with corporate goals and anticipated performances.

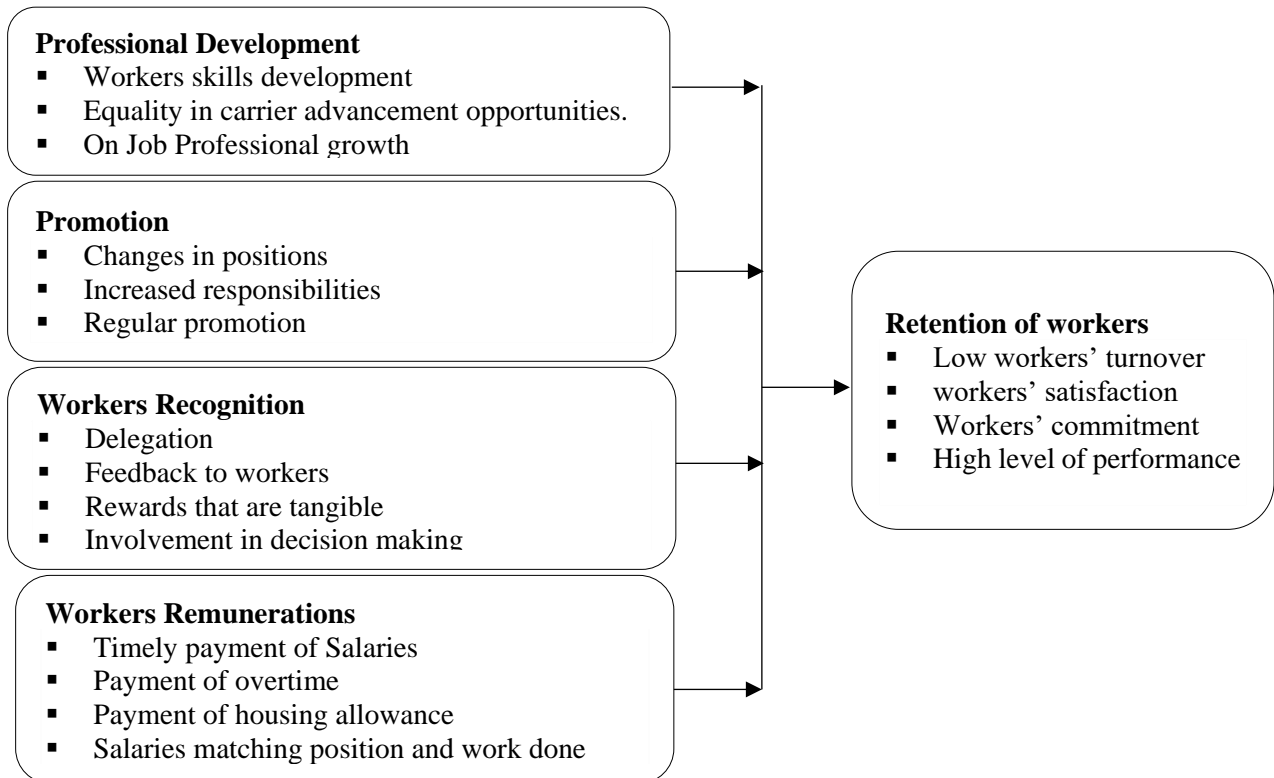
Remuneration and Employees Retention

According to Khan et al., (2011). Medics working in the public owned health facilities, comparable to other personnel, are much concerned by the information that most of them earn salaries and allowances that are less than persons in the private owned health facilities or those ones working in foreign nations whereas they possess equal qualification as their counterpart. In this respect, lower remuneration by public health sector is acknowledged as a push dynamic. The main objective of recompense or remuneration is to aid in recruitment and retention of best experienced Employees (Duxburg 2015).

The cardinal law of Employees' retention is, is paying salaries at or slightly above the market rate or payment of comparable jobs elsewhere, (Umamaheswari and Krishnan 2016). That is to say, that employers need to ensure payment of competitive salaries to their Employees to avoid competitors taking advantage of poaching their experienced works due to disparities in salaries. Consequently, it is not only the level of salaries payment that is a matter of concern but, also, comparative pay, denoting the relationship between any worker's remuneration and that pay of correspondingly placed physicians in the external employment market or somewhere else inside the similar body (Duxburg, 2015).

Salary increase would be fairly effective way of refining retention aspects in health divisions. In respect of the research, remunerations of medics working in county health hospitals need to be comparable as well as reasonable to that remunerated to the medics in the privately owned health hospitals or other overseas nations so as to rise retention chances, (Duxburg 2015). Nyanja *et al* (2013), carried out a research on the reward practices and performance of Employees' at the (KPLC), and the outcomes found out that rewards of cash compensation on the Employees had no important factor on performance Employees, nevertheless the research study, did not explain how the cash bonuses were reached at, and the team of Employees entitled to the bonuses thus this research study was pursue to find out how monetary rewards to Employees enhance retention.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

The research use a descriptive study technique to conduct the intended study. The research was undertaken in 87 public health facilities in Wajir county. Wajir county covers eight (8) sub-counties and further administratively divided into 28 divisions and further 30 wards. The 8 sub counties include; Wajir East, West, South, North, Eldas, Buna, Habaswein and Tarbaj. This research study targeted all the public health Employees working in the 87 county health facilities run by the county government of Wajir. The total number of targeted public health Employees working in Wajir county were 518 who works in the 87 public health care service provision facilities. The 87 public hospitals were grouped into 8 sub categories indicating the sub counties for fair representation. The Simple random sampling technique was employed to improve the generality of the information collected during research, (Helfrich et al., 2020). Stratified sampled size was then proportionately assigned accordingly on to the targeted populace in the relevant 8 sub counties of the county of Wajir.

This research study used questionnaires to acquire qualitative related data. The filled questionnaires were categorized according to different thematic areas. The data, analysis was then done using the 22nd version of SPSS for windows. The research study used multiple regression inquiry to illustrate the influence and impact of the research study variables; how the independent variables relied on the research study dependent variables. Regression model that was used as illustrated below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: β_0 is the constant, $\beta_1 X_1 - 4$ is Regression coefficients,

X_1 - Professional development

X_2 - Promotion,

X_3 - Employee Recognition

X_4 - Employee Remunerations and

ε .Error Term

FINDINGS

Descriptive Statistics on Professional Development and Retention

The research pursued to find out the influence of professional development on retention of health workers by asking the respondents structured questions as tabulated.

Table 1: Descriptive Statistics on Professional Development and Retention of Public Health Care Employees

Declaration	Strongly In Agreement 1 f(%)	In Agreement 2 f(%)	You Are Neutral 3 f(%)	In Disagreement 4 f(%)	Strongly Disagreeing 5 f(%)	Total f(%)
There is a clear professional development blueprint in place at my place of work.	20(25.9%)	24(31.2%)	12(15.6%)	14(18.1%)	7(9.0%)	77(100)
The County government of Wajir regularly carries out carrier need assessment for professional growth exercise to its Employees	9(11.7%)	23(29.8%)	22(28.6%)	8(10.4%)	15(19.5%)	77(100)
The county government of Wajir offers periodic on-job professional training to boost ones professional know how	13(16.8%)	26(33.8%)	20(25.9%)	7(9.0%)	11(14.3%)	77(100)
Professional development prospects at my work place are offered to all Employees equally	14(18.1%)	11(14.3%)	13(16.8%)	18(23.4%)	21(27.3%)	77(100)
New Skills expansion opportunities are offered at my work place.	15(19.5)	23(29.8%)	19(24.6%)	9(11.7%)	11(14.3%)	77(100)

Based on the tabulated outcomes from the respondents 20 (25.9%) were strongly in Agreement that, there was a clear professional development blueprint in place at their place of work. and a further 24(31.2%) forming the majority of the respondents were in Agreement, whereas 12(15.6%) were neutral on the statement. On the contrary 14(18.1%)and 7(9.0%) of the Respondents Were in Disagreement and Strongly Disagreed respectively.

These findings concur with the research findings by Kamaara, (2018) who carried out a study on the Elements of retention schemes of Nairobi county's public hospitals specialists, where 49% and 34% strongly agreed and agreed respectively of that public hospital had a clearly outlined career developmental plans for its staff. The outcomes conform with the ones of Yang et al. (2018) whose study revealed strong positive relation amid carrier progressions and work contentment, being key to workforce retention.

The study findings also indicated that simple majority denoting 15(19.5) and 23(29.8%), were Strongly in agreement and agreed respectively that New Skills expansion opportunities were offered at the work place, while 9(11.7%) and 11(14.3%) Were in disagreement and Strongly disagreed respectively on the statement.

However, 18(23.4%) and 21(27.3%) of the Respondents Were in disagreement and Strongly disagreed respectively that, Professional development prospects were offered to all Employees equally. With only 14(18.1%) and 11(14.3%) being Strongly in Agreement and agreed respectively. This indicated some aspect of inequality and discrimination which could easily lead to displeased employees, thus leading to intention to leave.

The study further sought recommendations from the respondents on the aspect of Employees' professional development at their work place. The answers were; granting mentorship programs 10.2%, equal opportunity for professional development courses 20.3%, capacity building 12.9%, Regular on job training 33.2% and right job group placement after additional training at 23.4%.

Results showed that regular on job training 33.2%, right job group placement after additional training and equal opportunity for professional development courses 20.3%, were acknowledged as the vital for Professional Development and retention of Public Health Care employees. The outcomes concur with findings by Norah, Susan, Norah & Waititu's, (2016) whose findings established that professional development arrangements were correlated and, worked together in advancement of workers' output, efficiency and retention.

Descriptive statistics on Promotion and Retention

The research pursued to find out the consequence of employee job Promotion on the retention of health care workers by asking the respondents structured questions as tabulated

Table 2: Descriptive statistics on Promotion and Retention

Declaration	Strongly In Agreement 1 f(%)	In Agreement 2 f(%)	You Are Neutral 3 f(%)	In Disagreement 4 f(%)	Strongly Disagreeing 5 f(%)	Total f(%)
My promotion comes automatically and at a regular interval.	6(7.8%)	11(14.3%)	16(20.8%)	14(18.1%)	30(38.9%)	77(100)
Employees skills grows with employment promotion	5(6.5%)	15(19.5%)	16(20.8%)	26(33.8%)	15(19.5%)	77(100)
As soon as a worker achieves higher professional qualification promotions follows suit .	6(7.8%)	11(14.3%)	19(24.7%)	21(27.2%)	20(25.9%)	77(100)
Work promotion is accompanied with increase in work related responsibilities	14(18.1%)	20(25.9%)	16(20.8%)	16(20.8%)	11(14.3%)	77(100)
Employment promotion leads to changes of working position	9(11.7%)	18(23.4%)	24(31.2%)	14(18.1%)	12(15.6%)	77(100)
Work promotion permits changes of working facilities	5(6.5%)	12(15.6%)	27(35.0%)	18(23.4%)	15(19.5)	77(100)

Regarding whether promotion comes automatically and at a regular interval, 14(18.1%) and 30(38.9%) of the respondents were in disagreement and strongly disagreed respectively while only 6(7.8%) and 11(14.3%) were Strongly in agreement and agreed respectively, whereas 14(18.1%) were neutral. As regards on whether employees' skills grew with employment promotion, 26(33.8%) and 15(19.5%) of the respondents were in disagreement and strongly disagreed respectively whereas a paltry 5(6.5%) and 15(19.5%) were strongly in agreement and agreed respectively

Concerning whether as soon as a worker achieves higher professional qualification promotions follows suit, only 6(7.8%) and 11(14.3%) of the respondents were strongly in agreement and agreed respectively, whereas a majority of the respondents denoting 21(27.2%) and 20(25.9%) were in Disagreement and Strongly disagreed respectively and 21(27.2%) remained undecided by being neutral. This implies that promotion after attaining higher qualification was not automatic.

On whether work promotion was accompanied with increase in work related responsibilities 14(18.1%) and 20(25.9%) of the Respondents Were Strongly in Agreement and agreed respectively while 16(20.8%) and 11(14.3%) of the respondents were in Disagreement and Strongly Disagreed respectively, and 16(20.8%) were neutral. This indicates that though gaining more carrier growth dint not attract an instant promotion, when the promotion came, it guaranteed with additional responsibilities.

From the results findings, it emerged that 9(11.7%) and 18(23.4%) were strongly in agreement and agreed respectively that employment promotion leads to changes of working position while 14(18.1%) and 12(15.6%) were in disagreement and Strongly Disagreed respectively and 24(31.2%) of the respondents were undecided and remained neutral. Finally, on this promotion variable, the study sought to establish whether work promotion permitted changes of working facilities and a majority of the respondents represented by 18(23.4%) and 15(19.5%) Were in disagreement and strongly disagreed respectively, whereas 5(6.5%) and 12(15.6%) were strongly in agreement and agreed respectively, 27(35.0%) of the respondents were neutral.

The research sought further from the respondents' recommendations on the aspect of employees' promotion. Their responses were noted as tabulated below

Table 3: Respondents' recommendations on promotion aspect.

Respondents' Recommendations	Percentage %
Reward workers who perform well beyond expectation	12.7%
Promoting workers of the month, as well as the yearly worker of the year	21.6%
Employee promotion to be awarded based on individual employee merit	35.2%
Promotion need to be complemented by pay rise for both salaries and associated allowances	30.5%
Total	100%

The outcomes indicate that employee promotion by merit, followed by promotion accompanied by pay rise was considered highest, findings of the study back the findings by Mulera (2012) whose arguments were that, even though restricted top administration positions hamper ascending movement in organizations, professional promotion can be one by increasing allowances and salaries.

Descriptive data on Employees Recognition and Retention of Employees

The study sought to establish the effect of employee job recognition on the retention of health care workers by asking the respondents structured questions as tabulated

Table 4: Descriptive data on Employees Recognition and Retention of Employees

Declaration	Strongly In Agreement 1 f(%)	In Agreement 2 f(%)	You Are In Neutral 3 f(%)	In Disagreement 4 f(%)	Strongly Disagreeing 5 f(%)	Total f(%)
The process of resolution formulation especially on matters that touch me as a worker consultation is done	8(10.4%)	23(29.8%)	25(32.5%)	9(11.7%)	12(15.6%)	77(100)
I am always appreciated by my employer when I perform well in my duties	5(6.5%)	17(22.1%)	32(41.6%)	12(15.6%)	11(14.3%)	77(100)
Rewards from my employer accompanies work recognition.	8(10.4%)	15(19.5%)	30(39.0%)	11(14.3%)	13(16.8%)	77(100)
Worker's recognition is accompanied with increased work responsibilities	15(19.5%)	13(16.8%)	27(35.0%)	13(16.8%)	9(11.7%)	77(100)
Employees are eligible to awards for the well rendered services.	6(7.8%)	12(15.6%)	35(45.5%)	9(11.7%)	15(19.5%)	77(100)

Pertaining the process of resolution formulation especially on matters that touch an employee whether the concerned employee was consulted, 8(10.4%) and 23(29.8%) of the respondents were Strongly in Agreement and agreed respectively while 9(11.7%) and 12(15.6%) Were in disagreement and strongly disagreed respectively. Regarding whether specific employee was appreciated when he/she performed well in allocated duties, 5(6.5%)and17(22.1%) were strongly in agreement and agreed respectively, while a considerable percentage of 32(41.6%) were undecided by remaining neutral. These results indicate employee appreciation and recognition was lower being a recipe for leaving.

Regarding whether rewards accompanied work recognition s mall percentage of 8(10.4%) and 15(19.5%) of the respondents were strongly in agreement and agreed respectively, while 11(14.3%) and 13(16.8%) were in disagreement and strongly disagreed respectively, more considerable percentage of 30(39.0%) remained neutral. On the issue of whether Worker's recognition is accompanied with increased work responsibilities, 13(16.8%) and 9(11.7%) were in disagreement and strongly disagreed respectively, while 15(19.5%) and 13(16.8%), were Strongly in agreement and agreed respectively and 27(35.0%) were neutral.

Finally, the research sought to establish whether Employees were eligible to awards for the well rendered services and results indicated that small number of 6(7.8%)and 12(15.6%) were Strongly in agreement and agreed respectively, while slightly a bigger percentage of 9(11.7%) and 15(19.5%) were in disagreement and strongly disagreed respectively, still a considerate percentage of 35(45.5%) were undecided by remaining neutral.

The respondents were further queried to offer recommendations on the aspect of enhancing workers' recognition at their work place. The propositions given were summarized in the figure below.

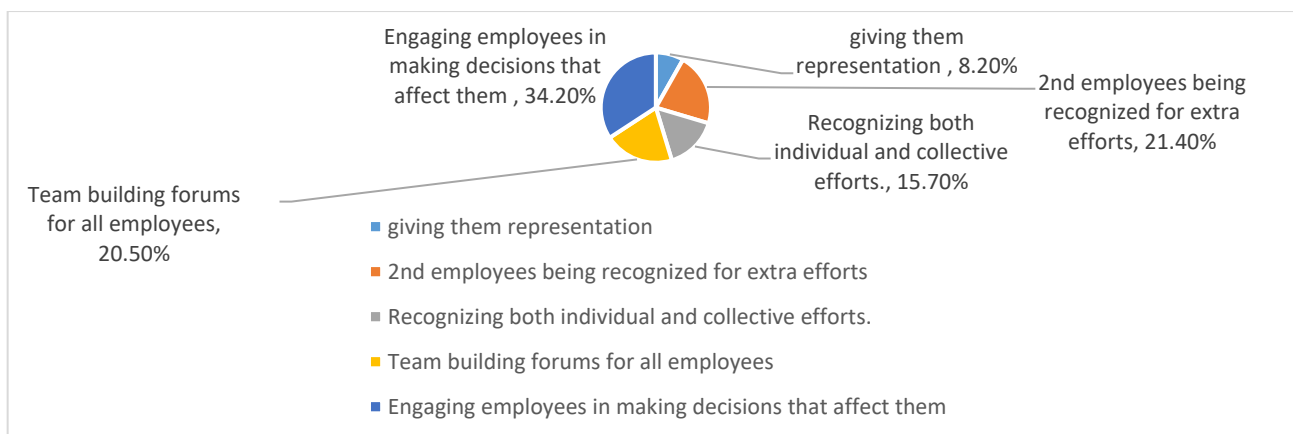


Figure 2: Respondents recommendations on enhancing employee recognition in Wajir county

The findings concur with study outcomes by Nonhlanhla, (2015) whose study findings established that worker's recognition aspects play a significant role in retention of employees. The findings also corresponds with the outcomes by Sitati (2017) which established that, there existed a positive and significant relationship between both promotion, Carrier development, recognition and employee retention.

Descriptive data on Employees Remuneration and Retention of Employees

The research pursued to find out the influence of employee remunerations on the retention of health care workers by asking the respondents structured questions as tabulated

Table 5: Descriptive data on Employees Remuneration and Retention of Employees

Declaration	Strongly In Agreement 1 f(%)	In Agreement 2 f(%)	You Are Neutral 3 f(%)	In Disagreement 4 f(%)	Strongly Disagreeing 5 f(%)	Total f(%)
The work that I perform here matches with my professional skills, duration of practice and Salary	44(57.1%)	28(36.3%)	2(2.6%)	3(3.9%)	0%	77(100)
The salary paid to me is reasonably equivalent to the volume of my work that I perform .	19(24.7%)	24(31.2%)	20(25.9%)	6(7.8%)	8(10.4%)	77(100)
My present remuneration is satisfactory and it certainly influence my auto most aspiration to continue working here	17(22.1%)	18(32.5%)	20(25.9%)	11(14.3%)	11(14.3%)	77(100)
Where required, working allowances are paid without much struggle or delay.	11(14.3%)	8(10.4%)	15(19.5%)	23(29.8%)	21(27.3%)	77(100)
My salary is paid on time at the end of the month and it motivates me to stay	17(22.1%)	6(7.8%)	14(18.2%)	15(19.5%)	25(32.5%)	77(100)

Regarding the Employees Remuneration and Retention of Employees, the study sought to establish whether The work that individual employee performed matched with professional skills, duration of practice and Salary, a greater percentage of respondents denoting 44(57.1%) and 28(36.3%) were Strongly in Agreement and agreed respectively, while only 3(3.9%) were in Disagreement. This indicates that majority were contented with salaries paid to them as it matched their qualifications and experiences of employees. This research outcome concurs with study findings by Wambugu and Ombui, (2013) verdicts that indicated that, pays the

employees received as salaries were fairly equitable to the responsibilities bestowed to them. Regarding whether Where required, working allowances are paid without much struggle or delay, a big percentage of the respondents constituting 23(29.8%) and 21(27.3%) Were in Disagreement and Strongly Disagreed respectively, that means despite the employees being contented with salaries matching professional qualification and experience, extra allowances for extra time and effort put in was not compensated, thus being a recipe for discontentment that could lead to intention to leave.

Concerning whether the salary paid to employees was reasonably equivalent to the volume of the work that employees performed, the findings indicated that 19(24.7%) and 24(31.2%) of the respondents were strongly in agreement and agreed respectively, whereas 6(7.8%) and 8(10.4%) of the respondents were in disagreement and strongly disagreed respectively.

The study sought to establish, whether salary was paid on time at the end of the month and it motivated employees to stay, a small number of respondents representing 17(22.1%) and 6(7.8%) were Strongly in Agreement and agreed respectively, while 15(19.5%) and 25(32.5%) of the respondents Were in Disagreement and Strongly Disagreed respectively and only 14(18.2%) were undecided and remained neutral on this item.

The research further sought suggestions from the respondents as pertains the aspect of employees' remunerations their work place.

Table 6: Respondents Suggestion on Compensation

Respondents suggestion on compensation	Percentage %
Timely payment of salaries by the end of every month	78.5%
Prompt reimbursement of allowances of extra time put in	12.6%
Observing pay structure	8.9%
Total	100%

Source research data (2023)

The outcomes concur with the findings of Mwangi, (2017) who alluded that Voluminous employees view compensation as motivator and decreases the overall employee turnover. Remuneration is a significant aspect of employee reward, thus, Salary packages ought to equal work responsibilities and roles, be connected to performance and be professed to be market-oriented (Chang et al., 2013).

Table 7: Multiple linear regression model

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std Error	Beta	t	Significance
(Constant)	0.832	0.285		2.830	0.005
Professional development	0.406	0.131	0.283	3.122	0.003
Employee Promotion	0.625	0.157	0.356	4.012	0.011
Employees Recognition	0.122	0.144	0.185	1.939	0.155
Employees Remuneration	0.240	0.513	0.120	1.562	0.122

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: β_0 is the constant, $\beta_1 X_1 - 4$ is Regression coefficients, X_1 - Professional development

X₂- Promotion, X₃. Employee Recognition X₄. Employee Remunerations and ε.Error Term

Dependent variable –Employee retention in the devolved government of Wajir

The regression outcomes were denoted as; Employee retention= Professional development + Employee Promotion + Employees Recognition + Employees Remuneration

The regression outcomes indicate that;

$$Y = .832 + .406X_1 + .625X_2 + .122X_3 + .240X_4$$

Basing on this model, it indicated that, by constantly holding the model, Professional development, Employee Promotion, Employees Recognition and Employees Remuneration Employee retention in the devolved government of Wajir was 0.832. By holding all factors constant led to 0.406 and 0.0625 units increase in employee retention for Professional development and Employee Promotion respectively. Whereas, holding other factors constant led to 0.122 and 0.240 units in retention of employees in Wajir county for Employees Recognition and Employees Remuneration respectively.

CONCLUSION AND RECOMMENDATIONS

The research sought to Rewarding Managing Practices and Retaining of Public Health Care Workers in Wajir county, Kenya. The research established that employee systematic promotion impacts Retaining of Public Health Care Employees in Devolved Government. Promotion is a greatest reward management practice for any employer/employee whereby for employees, once chances and expectations for job promotion increase, for employer, worker retention increases and while probabilities and optimisms for job promotion drop, worker retention automatically decreases.

The study also established that the controlling consequence of hospital level grading was important concerning rewarding managing practices and retaining of employees. Many health employees working in high level hospitals like level 4 and 5 were willing to stay more as compared to employees to the lower level hospital which in most cases were located in rural settings.

Additionally, the research concluded that employee remuneration impacts retention of employees of Public Health Care Employees in Devolved Government. There existed positively significant association between remuneration and retaining of workers in Public Health Care Employees of Devolved Government. Once remuneration in Public Health Care Employees in Devolved Government, increases and once compensation decreases retention of employees also decreases

Finally, the study concluded that there was a positively and significant connection between recognition of employees and their retention in Public Health Care Employees of Devolved Government. Retention increases with employee recognition.

Basing on the study findings, it was the study's recommendation that devolved governments in the departments of health ought to train and guide the health employees so as to increase the employee retention percentage. The devolved government should also have a clear professional development blueprint for their health employees which should be free of biasness to accommodate needs for each health employee with clear policy framework which leads to improvement of retention. Professional development prospects/chances should be offered to all Employees equally to eliminate perception of being discriminated against that will improve retention rate.

Basing on the study findings, the study recommends that the organization ought to reward workers who perform well beyond expectation and also by promoting workers of the month, as well as the yearly worker of the year. Additionally, research recommends that employee promotion ought to be awarded based on individual employee merit and need to be complemented by pay rise for both salaries and associated allowances.

Basing on the study findings, the study recommends that the management have a duty to improve employee recognition aspects through establishing and putting in place workers of the month as well as employee of the year recognition plan. Additionally, the study recommends that plans for recognition should be accompanied by achievement in finances and not just credentials

Grounding on the research findings on this variable, it is recommended that management of the devolved government in public health division ought to pay salaries on time, they need equally to review the health employees' payment structure to ruminate with the present high cost of living. The study also recommends for the Compensation packages must match the employees job responsibilities as well as job roles.

Recommendations for further research

A comparable study with more exhaustive independent variables hypothesized to be affected by retention is encouraged, and suggested as an extent of further investigation and further studies in the public health sector now that 16 years since devolution of the sector still faces a mirage of challenges.

This study research proposes for a proportional study be to carried out in other devolved counties managed hospitals across the country on more reward management practices and policies employed by the anticipated counties and how they touch and influence county health Employee contentment, retention, and health services provision.

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