

A DESK REVIEW OF CAREER AS REWARD MANAGEMENT PRACTICES AND EMPLOYEE RETENTION OF MEDICAL PERSONNEL IN REFERRAL HOSPITALS

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ABSTRACT

Employee retention has become an increasingly recurring problem in many organizations today; as a result, organizations are working to design and put measures in place to address this recurring problem. Employee retention refers to the organization's ability to retain its employees over a specified period, particularly in the context of a competitive job market where skilled and talented individuals are in high demand. It involves the strategies, practices, and efforts put forth by an organization to keep its workforce engaged, satisfied, and committed to their roles within the company. Employee retention is a critical aspect of maintaining organizational stability, productivity, and long-term success. Health workers can be empowered to adopt and utilize mobile health in contexts where it is aligned to their needs, workload, training, and skills. In turn, mobile health can empower health workers with skills and confidence when it is perceived as useful and easy to use, in contexts that foster recognition from clients, peers, or supervisors. Thus, retention of long-term employees has the opportunity to develop a deep understanding of their roles, resulting in improved performance and the ability to take on more

challenging tasks. Employee rewards refer to the tangible and intangible benefits that organizations provide to their employees in recognition of their contributions, efforts, and achievements in the workplace. Employee rewards can take various forms, encompassing both financial and non-financial elements, and they play a vital role in attracting, retaining, and motivating a talented workforce. Healthcare delivery has been a major discussion in various forums Worldwide. Healthcare is important to the growth and development of Nations all over the world, hence the dire need to develop and maintain a well-trained and motivated healthcare workforce in the world. The objective of the study is to examine how career development as a reward management practice can influence the retention of employees in referral hospitals. To achieve the objective the research was supported by Equity theory, Maslow's needs hierarchy theory and Human capital theory.

Key Words: Employee retention, Reward Management, Career development, Health workers, Referral Hospitals

INTRODUCTION

Malik, Akhtar & Ghafoor, (2018) indicate that direct financial rewards consist of pay received in the form of wages, salaries, bonuses and commissions provided at regular and consistent intervals while indirect financial rewards include all financial rewards that are not included in direct rewards and can be understood to form part of the social contract between the employer and employee.

These includes:- medical cover, payment for time not worked, retirement plans, extra cash payments other than those based on performance, costs of subsidized café, among other such benefits (Armstrong, 2007). Health Ministries Worldwide have a common objective of implementing Universal Health Coverage (UHC) (WHO, 2017). Considerable advancements have been accomplished in the pursuit of attaining comprehensive health coverage, with a particular focus on enhancing the capacity of health systems.

According to Kanchanachitra (2019), the importance of motivation and retention of healthcare staff, especially doctors, cannot be overstated in the pursuit of Universal Health Coverage (UHC) and the Sustainable Development Goals (SDGs). The SDGs places significant emphasis on addressing the challenges related to the recruitment and retention of healthcare professionals in low-income countries, with a particular focus on the Least Developed Countries (LDCs) (Buchan, 2020). The retention of the health workforce has a significant impact on the accessibility and geographical distribution of healthcare professionals, hence influencing the overall density of the health workforce. Achieving UHC requires mobilization of adequate resources and equitable, transparent and efficient allocation. Expanding the three dimensions of UHC; population coverage, service coverage and financial protection, requires evidence-informed policies and implementation capacities.

The World Health Organization (WHO) estimated a shortfall of 18 million health workers to achieve universal health coverage by 2030 (WHO 2021). The ratio of physician per 1000 population in major world nations vary: As at 2019 that of the United Kingdom stands at 5.8, while that of France stands at 6.5, that of the United States stands at 2.6, and that of China stands at 2.0 (World Bank Data 2019). In other developing and underdeveloped nations the ratio is by far below the minimum requirement as stipulated by WHO, for example; That of Iraq Stands at 0.7, Jamaica 0.5, and Bangladesh 0.6. The disparity can be due to a number of factors, which may include the inability of such developing nations to keep the workforce happy hence leading to the movement of the workforce elsewhere to search for better working conditions.

The problem of disproportionate healthcare workforce ratio to population even gets worse when you come down to Africa as there are only few countries like Libya, Tunisia and Algeria that have a ratio that is above 1.0, with others being below 1 and some getting to as low as 0.1. The inadequate health care provision, due to limited workforce is the major reason why life expectancy is as low as 57 years for males and 61 years for females on average in most of African countries (World data). Many factors could be responsible for poor healthcare in Africa. It could range from the effect of colonialism, which slowed down development in Africa; poor or inadequate infrastructural facilities; bad governance but the one that is most likely to stand out is the inadequate and less motivated workforce. The problem even gets worse as even the small number that countries in Africa try to produce, quite a number of them end up leaving their various countries to the already developed Nations. For example; Between 2008 and 2021 a total of 36,467

Nigerian doctors migrated to the United Kingdom, a steady increase from 1,798 that migrated in 2008 to 4880 in 2021(Yakubu, Shanthosh, Adebayo, Peiris & Joshi, 2023).

That is not all; Umar (2014) reported that approximately 40% of registered nurses in Sierra Leone leave the country to practice abroad. In addition, a study conducted by Duviver (2017) showed that Ghana and other four African countries contributed 86.0% of all African educated international medical graduates in the United States of America.

Coming down to Kenya it is not very different from the other African Countries that are suffering the brain drain Phenomenon leading to inadequate health care provision across the country. Furthermore, the density of doctors, nurses and clinical officers per 10000 in Kenya in 2020 was 30.14, which represents about 68% of the SDG index threshold of 44.5 doctors, nurses and midwives per 10000 population (Okoroafor, Kwesiga & Ogato, 2022). The retention of health care workforce is tantamount to the stability and improvement of the healthcare indices of any nation. Pull and push factors are identified as the factors that are responsible for the exodus of health workers out of Kenya and other African countries. Push factors that include inadequate infrastructure, inadequate reward management systems among others. The major pull factor is better working conditions in the destination country. Employee retention can be influenced if certain conditions are met. The variables that can impact on employee retention includes; employee recognition which deals with attention given to an employee for the job done; remuneration which has to do with financial rewards or compensation given to workers for their effort; promotion policy that deals with how an employee can grow in rank within an institution; and Career development that has to do with the opportunity for personal development of an employee.

Employee Retention

Employee retention refers to the organization's ability to retain its employees over a specified period, particularly in the context of a competitive job market where skilled and talented individuals are in high demand. It involves the strategies, practices, and efforts put forth by an organization to keep its workforce engaged, satisfied, and committed to their roles within the company. Employee retention is a critical aspect of maintaining organizational stability, productivity, and long-term success. Thus, retention of long-term employees have the opportunity to develop a deep understanding of their roles, resulting in improved performance and the ability to take on more challenging tasks (Dieleman & Harnmeijer, 2018). There is a thin line between Employee retention and labour turnover. In a study conducted by Bula(2012) on causes of labour turnover, the findings indicated an array of human resource management practices such as recognition, career development, promotion, training, motivation, salaries and goo reward management practices among others.

Employee retention is a critical challenge in the medical sector due to the demanding nature of the work and the increasing competition for skilled medical professionals. Retaining talented healthcare professionals is essential for maintaining a stable workforce, ensuring consistent patient care, and reducing recruitment costs (Njanja et al. (2018). Offering competitive salaries and benefits is a primary factor in retaining medical personnel. Ensuring that compensation aligns with industry standards and acknowledges the demands of the profession is crucial.

In medical organizations, Bvumbwe, Malema and Chipeta (2021) established that by implementing a combination of retention strategies, healthcare organizations can create an environment that supports medical professionals, reduces turnover, and ultimately improves patient care quality. These strategies may include competitive compensation, professional development support, work-life balance, recognition and appreciation, health and wellness programs, job redesign and recognition of personal achievements among others.

Measuring employee retention in an organization is important for assessing the effectiveness of the organization's efforts in keeping employees retained and satisfied. It helps identify areas of improvement and develop strategies to retain valuable talent (Bvumbwe et. al. 2021). Some common metrics and methods used to measure employee retention are voluntary vs. involuntary turnover, average length of employment, exit interviews and surveys, employee satisfaction and engagement surveys, promotion and internal mobility rates, performance and development metrics and benchmarking.

Referral Hospitals

The referral system is a crucial component of health care systems, aiming to ensure patient access to specialist healthcare when needed, while maintaining resource efficiency. Referral is defined as a dynamic process in which a health professional at one level of the health system – having insufficient resources or power to decide on the management of a patient's clinical condition – seeks the help of another facility at the same or higher level to assist in the care pathway. Referral hospitals are healthcare facilities that provide specialized and complex medical care to patients who have been referred from other healthcare settings. These hospitals typically have advanced medical technology, specialized medical personnel, and a wide range of medical services. Referral hospitals play a crucial role in the healthcare system by providing specialized care that may not be available at primary or secondary healthcare facilities. They are often equipped to handle complex surgeries, treatments for rare or advanced diseases, and consultations with sub-specialists (Filho de Souza & D'Ávila, 2018). Health care systems in most countries are designed in such a way that it encourages patients to first attempt to obtain the care they need at the primary health care level and then to approach a higher level of care according to need. This protocol minimizes costs, not only for the health system but also for the patient and/or caretaker. Some health systems do not encourage this prioritization of care levels, allowing patients to self-refer to specialist care when

they feel it necessary. The referring facility is the institution or professional who their overall condition, following the appropriate protocol, treats and stabilizes the patient, performs the required tests, documents the required diagnosis or treatment to be provided by the receiving institution, and provides a rationale for the referral decision. The referring facility also determines whether the referral requires the patient to move physically, or if it can be done in a non-presential form, as a consultation between two professionals (the primary care physician (PCP) and the specialist). It communicates with the receiving facility and, when necessary, will make appropriate transportation arrangements.

Statement of the Problem

Healthcare is important to the growth and development of Nations all over the world; hence, it has been a major discussion in various forums worldwide. There is dire need to develop and maintain a well-trained and motivated healthcare workforce all over the world. The attainment of Universal Health Coverage UHC by 2030 is in serious doubt because of a number of underlying challenges that relates mostly to human resource. The need to develop and maintain a good number of health personnel in both the public and private sector cannot be over emphasized. The importance of health workers to the effective functioning of healthcare systems is widely recognized (Ndetei et al, 2007). Shortages of health workers constitute a significant barrier to achieving health-related Millennium Development Goals (MDGs) and expanding health interventions in developing countries. In Kenya, internal migration of workers, from rural/poor areas to urban/rich areas, is just as serious a problem as international migration. Shortages in the health workforce are aggravated by the unequal.

distribution of health workers as a result of economical, social, professional and security factors that all sustain a steady internal migration of health personnel from rural to urban areas, from the public to the private sector, and out of the health profession itself. The crisis calls for investment in incentives to recruit and retain personnel in poorer, rural areas to service communities that need them most. As observed by (Ndetei, Khasakhala & Omolo, 2008), health workers are vitally important for the effective functioning of healthcare system.

Attempts have been made to discuss the subject matter of reward, retention and even healthcare workforce. Millicent (2015) wrote on the perceived effect of reward management practices on factors influencing employee retention at communications authority of Kenya and deduced that Communications Authority of Kenya makes extensive use of reward strategy and policy; job evaluation and grading; salary survey; and total rewards. However, Communications Authority of Kenya should now place more of an emphasis on non-financial benefits, such as a shorter workweek, greater work-life balance, and other measures, to prevent employee fatigue and boredom brought on by routine.

Consequently, Jacinta (2015) wrote on the role of human resource management practices on retention of staff in public health institutions in Machakos County, Kenya and recommended that the Government of Machakos County should investigate the issues of pay; career advancement; work environment and work-life balance practices and put in place mechanisms that would address these issues. This will therefore minimize their detrimental effects on staff commitment and retention in the county's healthcare institutions.

Kigathi (2017) researched on factors influencing retention of health workers in the public health sector in Kenya: a case study of Kenyatta National Hospital and concluded that leadership style, remuneration, training offered and promotion all influenced health workers' retention in Kenyatta National Hospital. With all the research made there still exist a lacuna that needs filling as none of the study placed focus on the reward management practices of the referral hospitals in Nairobi County and how it affects employee retention. That is why this research is apt and will seek answers to the identified gaps.

Research Objective

The general objective of the study is to examine the effect of reward management practices on employee retention of medical personnel in Referral hospitals.

Scope of the Study

The application of the research aim was to be universal, however, the scope in which the research was carried out was limited to just the Referral Hospitals. Further, the researcher narrowed down just to career development as a reward management practice and how it influences employee retention in the Referral Hospitals.

THEORETICAL REVIEW

This section looks at theories like Equity Theory, Maslow's Needs Hierarchy Theory, Human Capital Theory, Expectancy theory and Herzberg Two Factor Theory.

Equity Theory

John Stacey Adams proposed the idea that a driven person must see justice and equity as fundamental virtues in 1963. Equity theory holds that individuals are motivated by a desire for justice, and if they observe unfairness in the ratios of their input to output compared to that of their referent group, they will attempt to alter their input in order to achieve what they perceive to be justice. According to Adams, a person will be more driven if they believe equity to be high, and vice versa if they feel an unjust environment to be low (Adams 1965).

Equity theory deals with the relationships that exist between two people which some term as social exchange. According to Adam (1963), it is possible for one or both parties to feel that an exchange was unfair when two people exchange something. When someone trades his services for money, this is often the case. This goes to mean that whenever there is exchange between two parties whether financial or not there is always an expected outcome hence inequality arises when someone benefits too much or too little, respectively. Tension usually arises from perceived inequity. A person becomes angry when they are in a deficit and guilty when they are in a position of advantage over others. People will employ a variety of coping mechanisms to deal with anxiety and guilt (Miner, 1980).

Walster, Traupmann, and Walster, (1978) asserts that those who believe they are in an unfair relationship try to end their suffering by making things right. People feel more distress and work harder to restore equity the more inequity there is. On the effect of inequity, Carrell and Dittrich (1978) maintained that workers, who believe they are in an unfair situation, will try to make it less unfair by changing their perceptions of the inputs and/or results ("cognitive distortion"), making actual changes to the inputs and/or outputs, or quitting the company. The theory thus Provide us with a clue as to the things that can influence an employee to want to change from one workplace to another.

Hierarchy of Needs Theory

In the 1943 paper called a theory of human motivation, Maslow presented the idea that human actions are focused towards goal attainment. He believed that people are less likely to be healthy or well adjusted, if they were raised in an environment where their needs were not addressed. For Adam, these needs can be grouped in a five-level hierarchy. The needs are activated in a particular order, from lowest to highest, so that the lowest-order need must be satisfied before the process may move on to the next need. The pyramid's arrangement is as follows: Self-actualization, Self-esteem, Belongingness, Safety and Physiological needs.

Physiological needs, which is at the bottom, is the basic of all the needs. The physiological needs seek to satisfy the rudimentary biological need for food, air, water and shelter. The second level need, which is safety, come into play after the physiological need has been met. Closely after the safety need, is the social need that deals with the craving to be loved and accepted by others. The fourth level of need, which activates after the social need have been met, is the esteem need, which is the desire to be respected. At the top is self-actualization, which is the need to achieve goals and aspirations.

For Maslow, these needs even though cannot be fully met but if not met employee will not be motivated to work. After meeting the first need others becomes more pronounced and it goes on and on to the top of the pyramid. The theory is relevant as it gives an organization an insight as to

how to keep employees motivated in order to boost productivity and increase the chances of retention.

Human Capital Theory

Gary Becker and Theodore Schultz (1975) argued that different levels of education and training contribute to different levels of wages and salaries; the more knowledge, skill, and ability, the more likely to get a better job. As a result, the Human Capital Theory is based on the claim that different levels of education and training contribute to different levels of wages and salaries (Blair, 2012). Becker went on to say that, Human capital may be built up in several ways, including through education, training, migration, and health. The development of Human capital must be given top priority by companies if they are to succeed.

The theory help give perspective to how important it is to not just motivate employees but also provide adequate training to boast productivity and increase retention. Simon Margison (2017) tried to give the limitations of the Human capital theory. Simon started by acknowledging that the premise of the Human capital theory that says that ‘education determines the marginal productivity of labour and this determines earnings’ is true however, Human capital theory fails the test of realism, due to weaknesses of method. Simon went on to say that, it cannot explain how education enhances productivity, or why salaries have become more unequal, or the role of status.

Expectancy Theory

This study is anchored on Vroom’s Expectancy Theory, which tries to explain the motivated behavior as goal oriented. Vroom argues that people tend to act in a pleasure-seeking way (Vroom, 1964) preferring the actions that will bring the highest subjective utility. The theory stated that the greater the value-added on a set of rewards, the higher the possibility that acknowledging each of these rewards depend upon effort, the bigger the effort that will be put in a given situation. The theory has four basic assumptions as follows:-

1. It assumes that people join organizations with high expectations about their needs, motivations, and past experiences which have a great impact on how individuals respond to their roles in the organization;
2. It assumes an individual’s conduct is a result of deliberate options. That is, people are free to choose those conducts suggested by their own expectancy estimations;
3. It assumes that people want so any things from their organizations. These needs include good salary, job security and promotion;
4. It assumes that people will choose among other options to maximize outcomes for themselves (Lunenburg, 2011).

According to Vroom (1964), people will give their best in attaining to the organizational objectives if they are sure of a favorable reward. Organizations must understand that individuals respond differently according to how they are being motivated; some may be motivated by recognition while others may be motivated by bonuses or benefits (Rotich, 2020). Expectancy theory further asserts that employees have high expectations from their employers or managers in the sense that employers will make available important information concerning their job and provide them with sufficient training to enable them perform their roles effectively and efficiently for the success of the organization. This theory is relevant to the study considering the fact that employees' need to be motivated by rewards that can spur them to put in their best.

Herzberg Two Factor Theory

The theory states that when considering an effective strategy to retain employee in an organization, management must not rely only on intrinsic variable to influence employee retention; but rather combine both intrinsic and extrinsic variable. The dimensions of HR practices are directly or indirectly connected with satisfy/motivator and satisfy/hygiene advocated by Herzberg (1959). Herzberg's theory states that there are certain factors that are related to the content of the job and provides satisfying experiences for employees. These factors are called motivators or satisfiers and they include achievement, recognition, the work itself, responsibility, advancement and growth. The second aspect of the theory states that, there are non-job-related factors that can cause dissatisfying experiences for employees. These factors are known as hygiene factors or dissatisfiers, and they include company policies, salary, co-worker relationship and style of supervision (Steers & Porter, 1991). However, removing the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state (Herzberg, 1959).

All these factors when well managed to ensure satisfaction of employees will lead to retention of staff.

Empirical Review

Career Development and Employee Retention

Hamed, Mohd and Syed (2018) conducted a study to examine how non-financial practices, training, and career development affect employees' retention and job satisfaction in businesses operating in Yemen's telecommunications industry. 100 non-managerial employees from the four Yemeni telecom companies were used as a sample. The study examined the effect of training and career development on employees' retention in Yemeni telecommunication organizations, and to what level job satisfaction mediate this relationship in the mentioned organizations. Result showed that training and development affects job satisfaction. In general, the current study partially

supports previous studies. Results confirmed the role of training in enhancing employees' job satisfaction and retention. Moreover, the results confirmed the significant role of job satisfaction in mediating the relationship between training and employees' retention. However, the results do not support most of the previous studies that confirm the effect of career development on employees' job satisfaction and retention. This study will look at training and development and its relationship with employee retention in the health sector.

Damei (2020) in a study made attempt to investigate the influence that Job training or employee development has on three telecommunications companies in Somalia, with a sample size of 150 from 260 possible respondents. A descriptive analysis was used to measure the central trends, the correlation in order to test the relationship between the variable, the researcher also used the reliability test for the internal consistency of the articles or questionnaire.

In a study on career development practices and employee performance in Kenya Forestry Research Institute (KEFRI) Headquarter in Muguga, Kiambu County Kenya, the research found that have significant effect on employee performance through career development, the employees are able to improve their skills. In addition, the study further found that opportunities advancement, equal advancement opportunities and skills development opportunities have significant effect on employee performance in KEFRI (Ratemo, Makhamara & Bula, 2021).

The Statistical Package for Social Sciences (SPSS) version 20.0 was used to analyze the data collection of this study because it is not easy to manually analyze the data collected in a study without using a statistical package. The methods of data collection were by administration of questionnaires and after analysis, it was clear that job training has a positive impact on employee performance and commitment to the companies boosting the possibility of retention. The researcher recommends that employee effectiveness and commitment, management of the institutions should formulate strategies to establish employee-training policy in order to improve their employee performance and employee retention. The focus on telecommunication industry leaves a gap considering the uniqueness of the health sector hence this study will try to close that gap.

Barkhuizen, Gumede (2021) tried to look into how certain talent management practices namely; talent development, performance management and compensation practices relate with employee job satisfaction and inclinations to resign voluntarily at a certain South African Government entity. The study made use of quantitative research design and data was gotten from 208 respondents who were employees of the institution. Based on the findings, inadequate talent management practices like lack of career development opportunities results in high employee turnover intentions. The researcher proposed a preliminary conceptual framework that can provide inputs for future empirical research to test the relationship between talent management and work identity. In conclusion, organisations need to be mature and ready to accommodate talented individuals in the

workplace. Consequently, there has been a call for greater identity research in organisations (Dobrow & Higgins, 2005) and on gaining insight into how identities are formed as a result of talent management (Tansley & Tietze, 2013). In this conceptual paper, we view “talent as identity” (Dries, 2013, p.275) and propose that talent management strategies should also focus on reinforcing and developing the work identity of employees. Research on work identity has primarily focused on its predictors, negotiation, and consequences (Roodt et al., 2015).

Muhammad (2023) attempted to assess the impact of training and development programmes on retention of staff at the Global Access Savings and Loans (GASL) Company Limited, Accra. 50 respondents were used to get data through survey and descriptive percentage method was used to analyze the data. The study submitted that the training and development strategies used were just enough for operations hence the need to come up with better strategies. The study revealed that the employees generally had positive perception about the training and development programmes. Thus, they perceived the programmes are responsive to meeting their operational deficiencies. The study recommends that more human resource management programmes should be implemented to complement the training and development programme so as to motivate the majority of the employees to commit their working career to the Company. The study is relevant to this research as it gives a view as to the nature of the training or developmental programs to adopt that are useful to the employees.

[Mutanga](#), [Kaisara](#), Kaisara, Yakobi and Atiku (2021) conducted a study that looked into some of the important push and pull elements that businesses in Namibia must consider in retention of competent employees. The participants in this study comprised of randomly selected white-collar employees in Namibia. The study adopted a qualitative research approach, utilizing online focus groups to gain insights related to white-collar labor turnover and retention. Thematic content analysis was employed during the data reduction process. After the entire process, it was discovered that talent development plays a key role in employee retention. Contextually the research is limited that is what this research will try to cover.

RESEARCH METHODOLOGY

This research took the approach of a desk review by critically reviewing empirical studies done by previous scholars on career development as an element of reward management practices and employee retention. The findings were then summarized then conclusions drawn through narrative explanations and finally recommendations given for policy, managerial practice and theory. Retaining valued employees can help to ensure staff remains productive and engaged as well as provide continuity of care for patients. With so much at stake, it is easy to see why focusing on healthcare retention strategies is crucial.

RESEARCH FINDINGS

There are notable gaps observed in the above studies, first, geographical gaps, policies and practices gaps as the policies and practices out of Kenya may not be replicated in the Kenyan context, Conceptual gaps where no particular study focused in Referral Hospitals. In order to fill the gap, this study sought to explore the reward management practices and employee retention of medical personnel in referral hospitals.

In an ever-changing world, quality healthcare delivery is always at the heart of every nation that aspires to develop. In order to achieve the goal of delivering quality healthcare, attention must be given to the workforce of the healthcare sector as they determine whether the goal is achievable. Attracting and retaining highly skilled and experienced healthcare personnel is supposed to be a top priority of a nation's policy makers.

The departure of key staff can have drastic impact on the performance of the organization and those employees likely to leave are usually the most valued ones (Armstrong 2007). Using unattractive rewards practices can lead to several challenges in terms of employee retention. The challenges can significantly impact an organization's ability to retain talented employees and maintain a stable workforce. Therefore, some of the key challenges associated with retention when poor rewards practices are in place are; high turnover rates, loss of top talent, diminished motivation.

Lack of employee engagement, difficulty in attracting new talent, higher training costs, decreased team collaboration (Kanchanachitra, 2018). The challenge of not having enough information on the succinct reward management strategy for retaining skilled health workers in referral hospitals in Nairobi Kenya is what this research want to make attempt to find answers.

Conclusions and Recommendations

In a nutshell all the Literatures that where reviewed did a good job in highlighting the key areas of the research we are undertaking. However the submissions most of the time either only captured just an aspect or two or the context and geographic location that the research was undertaken did not capture some peculiarities as touching the Referral Hospitals. Hence, this study hopes to provide a more robust study that captures the unique characteristics of the Referral hospitals.

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