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## Effect of Compensation on Turnover among Nursing Employees at National Referral Hospitals in Kenya

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### **Abstract:**

*The general objective of the study was to establish the effect of compensation on turnover among nursing employees at national referral hospitals in Kenya. The study adopted mixed methods research design and used simple random sampling to select a sample of 315 respondents from the 1779 registered nurses working at the 12 national referral hospitals in Kenya. The unit of analysis was national referral hospitals in Kenya while the unit of observation was registered nurse managers or their equivalent in charge of wards or units at national referral hospitals in Kenya. Positive responses were received as valid from 261 respondents out of the sampled 315 respondents giving an 83% response rate. The analyzed data was presented using frequency tables, charts and graphs. The questionnaire was pilot tested on respondents drawn from national referral hospitals who were not included in the final research. The study generated both qualitative and quantitative data which was collected using Likert scales and was later analyzed descriptively using measures of central tendency and inferentially using correlation tests and multiple regression models. The data obtained was analyzed using both qualitative and quantitative analysis. Correlation analysis was used to test the direction of relationship between independent and dependent variables. The study found out that compensation contributes positively but significantly to nursing employees' turnover at these hospitals. The study therefore concluded that it is imperative for the employer of the nursing employees at these hospitals to more emphasis on compensation in order to help curtail and/or manage the turnover of the nursing employees at these hospitals more effectively. This will lead to their retention for longer at these hospitals and hence help improve on the quality of services the nursing employees at these hospitals provide to customers.*

**Keywords:** Compensation and employee turnover

### **1. Introduction**

Nursing employees' turnover is a major challenge for healthcare services and it is also a key factor that interacts with and affects nursing shortages (Dawwas & Zahare, 2014). Retention of qualified nurses is therefore vital if healthcare organizations are to survive (Drake, 2012). However, the ongoing nursing turnover especially that of high performers is a major management problem and a challenge to healthcare industry (Mohammed, 2012). This is because it is very costly to the organizations concerned and it also interrupts organizational planning and results in poor service delivery (Mahmoud, Muhammad, Ali & Ferial, 2013). Globalization has increased competition and also mobility of skilled individuals which has led to an increase in the rate of employee turnover in organizations (Arendolf, 2013). Scholars therefore assert that staff turnover is actually a global problem that has considerable impact on the bottom line (Afande, 2015). Previous studies have also asserted that there is a connection between nursing employees' turnover and nursing shortages in that shortage of nursing employees is a symptom of high nursing employees' turnover (Dawwas & Zahare, 2014). Recent studies indicate that nursing shortages and turnover are major challenges for healthcare organizations globally and are expected to continue and intensify in the future (Mohammad, 2012), unless urgent intervention measures are put in place. According to scholars, employee turnover is the action of employees leaving an organization for another or leaving the profession altogether to engage in other different activities (Dawwas & Zahare, 2014). Mbah and Ikemefuna (2012), posit that employee turnover is the entire process of filling a vacancy each time there occurs one. Meanwhile other scholars such as Kanwar, Singh and Kodwani (2012), posit that employee turnover is the rate at which an employer gains and losses

employees. According to Joarder, Sharif and Ahmmed (2011), it refers to the rotation of employees around the market, between firms, jobs and occupations and between states of employment and unemployment. Still other scholars assert that employee turnover is the individual's movement across the membership boundary of an organization (Rothmann, Diedericks & Swart, 2013). This study takes the view of Dawwas & Zahare, (2014), which states that employee turnover is the action of employees leaving an organization for another organization or leaving the profession altogether to engage in other different activities. Nursing employees' turnover action is critical to healthcare organizations because it uses a lot of resources that could otherwise be used to improve services and it also affects the quality of products and services given to clients (Dawwas & Zahare, 2014). Employee turnover is also a cause of concern when the best and brightest employee is leaving an organization for another or when an employee leaves the profession altogether to engage in other different activities (Dhladhla, 2011).

Employee turnover which involves employees' leaving organizations on their own free will (Kantor, 2013) is a cause of concern more especially, when there is something management could do to retain the employees for longer at the workplace (Afande, 2015). Indeed, scholars have asserted that voluntary turnover can be controlled by an organization's management (Dhladhla, 2011). Moreover, employee turnover has a competitive disadvantage to organizations (Mbah & Ikemefuna, 2012), and it is very expensive (Afande, 2015). Voluntary turnover of valued employees is a concern of managers and administrators due to financial costs involved replacing of the employees and the lost productivity hence, management should do whatever it can to retain skilled employees (Arendolf, 2013). Previous studies have asserted that high employee turnover can also be harmful to an organization's productivity if skilled workers regularly leave the organization and the population of workers remaining in the organization has a high percentage of novice workers (Kanwar, Singh & Kodwani, 2012). Furthermore, excessive employee turnover is dangerous for organizations because it undermines their efficiency and productivity (Joarder, Sharif & Ahmmed, 2011). In the world today due to competition, many organizations are facing new challenges on how to sustain quality service delivery (Riley, 2006) and they should therefore embark on retaining their high performing employees in order to deliver quality service. This is because the cost of losing an employee who is a high performer and has a high degree of knowledge, skills and abilities is very high (Kinyili, 2015).

Losing an employee who is employed in an area where there is labour market shortage can also negatively affect an organization's productivity and service delivery (Martin, 2011). Therefore, retaining high performing employees for longer is vital for any organization's survival especially in regard to its mission, goals and objectives (Kantor, 2013; Aron, 2015). Furthermore, organizations need a workforce that is stable and reliable in order to enjoy a competitive edge over and above their competitors (Sinclair, 2012). However, currently, retention of top performing employees has become a big challenge for employers including the ones in healthcare systems (Mohammed, 2012). Many health organizations in many countries including Kenya are faced with high rates of nursing employees' turnover (Afande, 2015). This study is concerned with nursing employees' voluntary turnover at national referral hospitals in Kenya in order to establish the effect of compensation on turnover among nursing employees at these hospitals. This is because these hospitals are at apex of the public health sector in Kenya and are hence very critical to the success of the health sector in Kenya. These hospitals are also experiencing a high level of nurse turnover which is affecting the quality of healthcare services and products provided to clients (Akacho, 2014; The Daily Nation, March, 2018; The Standard, March, 2018).

### *1.1. Statement of the Problem*

The ultimate goal of Kenya's health policy is to provide quality healthcare to the Kenyan people (Kenya Health Policy, 2012-2030), therefore, hospitals in the country should aim at achieving this goal (Akacho, 2014). The hospitals must therefore work towards achieving adequate and stable nursing employees since nursing is central to quality healthcare delivery (WHO, 2006). On its part, the government of Kenya has invested heavily in the public health sector (Strategy for Community Health, 2014-2019) and more especially at national referral hospitals, in order to improve quality of essential healthcare (KSHRS, 2014-2018). However, despite heavy government investment in national referral hospitals in Kenya, these hospitals are plagued by a myriad of challenges that include low job satisfaction of nurses, high nursing employees' voluntary turnover, lack of adequate nurses in key areas and poor quality patient care (David, 2012; KHWR, 2015; Kinyili, 2015; KHSSP, 2013-2017; KSHRS, 2014-2018; Strategy for Community Health, 2014-2019; Akacho, 2014; The Nation media, March, 2018; The Standard, March, 2018). Voluntary turnover of nurses continues unabated (nurse resignations, 10%, nurse transfers, 6 % and nurse out-migrations, 8%) (KNWR, 2012; Kimutai, 2013; KNWR, 2015; KNUN, 2019; Kenya Health Policy 2014-2030), and this has made national referral hospitals provide poor quality healthcare products and services to customers. Therefore, to retain the best nursing employees at national referral hospitals in Kenya, and hence improve on the quality of healthcare services and products provided to clients, urgent attention must be directed at their job satisfaction since job satisfaction is very important in the lives of nursing employees (Dhurup et al. 2014) and lack of it contributes to voluntary turnovers (Drake, 2014). Furthermore, voluntary turnover of nursing employees is a problem that cannot be ignored or put aside since it is not only very costly, but it also leads to decreasing staff shortages and hence has an adverse impact on quality of services and products provided to clients (Kinyili, 2016).

Therefore, to reduce turnover rate among nurses is one of the most effective ways of decreasing staff shortages and improving quality of services and products that nurses provide to clients (Aron, 2015). However, if the current nursing employees' voluntary turnover trend at national referral hospitals in Kenya continues, given the critical role these hospitals play in Kenya's healthcare sector, then chances of the country achieving quality healthcare for all would remain bleak. Moreover, although related studies have been carried out by previous scholars such as Drake (2014) and Aron (2015) among others, most of the studies have been carried out in developed countries such as USA, Canada, UK and

Australia. The studies carried out in developed countries may therefore not adequately address the effect of compensation on nursing employees' voluntary turnover in developing countries and more especially in Kenya, due to economic and social-cultural differences. Furthermore, related studies carried out in developing countries by scholars such as Mbah and Ikemefuna (2012) and Olusegun (2013), among others, have also not adequately addressed the issue of nursing employees' voluntary turnover. With respect to Kenya, none of the previous studies have examined the effect of compensation on turnover among nursing employees at national referral hospitals in Kenya. It is against this background that this study aimed at filling this gap in existing literature.

### 1.2. Research Objective

The purpose of the study was to establish the effect of compensation on turnover among nursing employees at national referral hospitals in Kenya.

### 1.3. Research Hypothesis

- H<sub>01</sub>: Professional job autonomy has a positive significant effect on turnover among nursing employees at national referral hospitals in Kenya.

## 2. Literature Review

### 2.1. Theoretical Review

#### 2.1.1. Stacey Adam's Equity Theory

Equity theory developed by Stacey Adams (1963) is based on the premise that people want to be treated fairly at the place of work. The theory states that employees weigh what they put into a job (input) against what they get from it (outcome) and then compare this ratio with the input – outcome ratio of other workers. If they find this ratio is equal to that of the relevant others, a state of equity is said to exist (Gupta, 2011). If an employee thinks that there is inequity between himself/herself and another employee, he/she is likely to be dissatisfied because the input and output are not equal. Inputs refer to the quality and quantity of the nursing employee's contributions to his or her work, while outputs refer to the positive or negative consequences that an individual perceives as a consequence of his relationship with or others (Berry, 2010). The major concern of equity theory is about payment made to employees by their employers. Payment is a cause of concern of equity and inequity in most organizations. Nursing employees want to feel that their contributions through work performance are being rewarded with fair pay. If a nursing employee feels underpaid the employee will feel misused and wasted and he/she would be dissatisfied with the job (Dugguh & Ayaga, 2014), which can lead to employee turnover. According to previous scholars, rewards increase job satisfaction when these rewards are valued and perceived as equitable by the employees. This theory has been also applied in other studies for instance the one on organizational justice as a determinant of job justice and organizational commitment, among others (Saif, Nawaz, Jan & Khan, 2012). This theory is relevant to the study because it explains the issues of compensation in an organization in that the nursing employees have to perceive that the compensation given to them is fair. If nursing employees feel that the compensation awarded to them is not fair in comparison to efforts and time, they put into the job and in comparison, with others, then it can cause dissatisfaction and hence make the nursing employees quit.

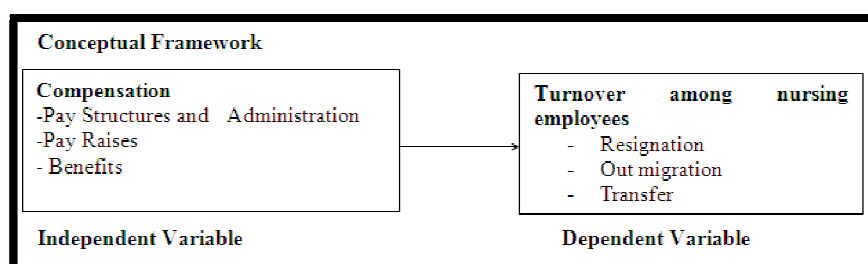


Figure 1: Conceptual Framework

#### 2.1.2. Compensation

The term compensation refers to all forms of pay received by employees against their services rendered to organizations. Recent studies indicate that there are two main forms of compensation and these are direct financial payments and indirect financial payments (Ali, et al. 2014). According to Berry (2010), and Cho & Son (2012), direct financial payments include wages, salaries, incentives, commissions and bonus while indirect financial payments given to employees may include holidays, vacations, and personal leave among others. Direct financial payments made to employees can be based on increment of time or on performance. Scholars assert that wages and salaries are important factors for compensation since money helps people attain their basic needs and is also instrumental in providing upper-level needs satisfaction. They continue to state that the amount of wages and salaries received positively relate to job satisfaction (Aydogdu & Asikgil, 2011). In regard to compensation, of more concern is the degree to which employees accept rewards of work, monetary or otherwise. According to scholars, legal union, policy and equity are factors that influence the design of organization's pay plans. Without the factors mentioned above, compensation plans may be perceived as unfair. Perception of equity is critical in determination of pay. Pay should therefore have external equity

meaning that it should be considered equitable to those doing similar work outside the organization. Pay should also have internal equity, meaning that it should be considered equitable to those doing similar work within the organization (Berry, 2010).

Previous studies suggest that without external equity, employers will find it difficult to attract and retain qualified employees and also to motivate them (Johari, et al 2012). Scholars also posit that without internal equity, employers will have problems with employees and that employees should perceive equity in their pay otherwise they will solicit for more pay or less work, reduce amount of work to the level they feel is fair or actually leave the organization (Berry, 2010). In this study the specific issues regarding compensation are pay structure and administration, pay raises and also benefits, all of which are important to employees. Pay structure and administration refer to the hierarchical structures that are created among pay rates for different jobs in an organization including the way pay is distributed to employees. The scholar asserts that pay structure and administration has to be seen as fair by the nursing employees otherwise they will be dissatisfied with it and this may lead to quits. Pay raise is the individual changes in pay level as set by the organization and it can be based on job classification or other criteria. The pay raise has also to be seen as fair by the nursing employees, otherwise they will be dissatisfied with their job and eventually quit (A'yuninnisa & Saptoto, 2015). Employee benefits are indirect pay made to an individual in form of payment for their time and not for their work. Benefits are hence indirect financial payments given to employees and may include holidays, vacations, personal leave, sick leave, child care assistance, life insurance, medical insurance funeral leave, jury duty level, sick leave, short and long term disability, life insurance, medical insurance, dental insurance, vision care, retirement plans among others (Ali, et al, 2014). Berry (2010), states that benefits are any type of plan sponsored or initiated unilaterally or jointly by employers and employees in providing benefits that stem from the employment relationship and one of the most important goals of a benefits plan is to attract and retain employees. Nursing employees must therefore see that the benefits given to them are fair to them but if they perceive the benefits offered by an organization as unfair, they will be dissatisfied with their jobs and quit (Johari, et al. 2012). Previous studies suggest that benefits and pay satisfaction are important in affecting turnover and are useful in retaining employees (Carraher, 2011). According to A'yuninnisa and Saptoto (2012), compensation is one of the main factors of job satisfaction and job satisfaction and retention of employees can be achieved through good compensation.

The scholars continue to assert that is if employees think that there is a discrepancy between how much pay they should receive and how much pay they do receive; they will experience pay dissatisfaction which can lead to turnover. Dawwas & Zahare (2014), also posit that employees that are satisfied with the compensation the employer gives them will be devoted to the organization and will not have thoughts of leaving an organization. The relationship between compensation and job satisfaction includes how fair the worker perceives the compensation as well as the actual amount of compensation received. A'yuninnisa & Saptoto (2015), assert that pay satisfaction is achieved when there is perception of fairness in compensation regarding pay raises, pay structure/administration and benefits. These scholars also emphasize the fact that workers make comparisons with people in other organizations that they consider relevant or similar to the organization in which they are employed. If employees of an organization view the pay, they receive is as equal to that given to workers in other organizations, they will consider it as fair and vice versa therefore the feelings of workers concerning fairness of compensation are relative (A'yuninnisa & Saptoto, 2015). Scholars postulate that when employees make comparisons, it is not only a comparison of task input and reward outcomes but also that of the outcomes received by either a relevant individual within the organization or workers doing a similar job in a relevant organization. If less is received than a worker believes has been earned when compared to another worker during similar work, the compensation is viewed as unfair (Berry, 2010), therefore scholars agree that pay satisfaction is a significant predictor of turnover (Carraher, 2011; Duane et al. 2013). When it comes to employers, they view compensation as a major cost factor of production and as a necessary inducement for retaining valued employees and employer compensation practices are intended to provide fair compensation. Employers therefore attempt to provide pay that they see as fair with respect to external labour market, relative value of the job, and added value that individual employees produce for an organization. Recent studies done indicate that employees would like to continue working in an organization where they perceive compensation given to them as fair and one that is commensurate with their skills and expectations (Abdullah, Bilau, Enegbuma, Ajagbe, Ali & Bustani, 2011).

Pay, therefore, is a major consideration in an organization as it provides employees with a tangible reward for their services (Carraher, 2011) and lack of pay satisfaction is a predictor of turnover since pay satisfaction is achieved when there is perceived fairness in compensation (Motshegwa, 2011).

## 2.2. Turnover among Nursing Employees

Employee turnover poses a serious threat to organizations especially in the modern era when human resource is considered to be one of the means for achieving competitive advantage (Olusegun, 2013). The detrimental effects of high turnover, especially when the high performing employees leave, on the organization are the major concern for the organizational managers. Excessive turnover is dangerous for an organization and it undermines the efficiency and productivity of the organization. In some occasions, it threatens the organization's long-term survival (Dawwas & Zahare, 2011). Scholars postulate that there are two types of turnover and these are involuntary turnover which is initiated by the employer and voluntary turnover which is initiated by the employee. Voluntary turnover is unpredictable and more harmful to an organization and it occurs more frequently than involuntary turnover (Terera & Ngirande, 2014). Furthermore, when leaving organizations, employees take with them invaluable repository of knowledge and turnover may also initiate a negative effect on the morale of existing employees (Shukla & Singh, 2013). Recent studies also assert that voluntary turnover has been a critical issue for management for many years (Chen, Lin & Lien, 2010) and that it is a

major persistent problem for organizations till now (Ahmad & Omar, 2010; Mbah & Ikemefuna, 2012). According to Dhladhla (2011), turnover is a multistage process linking social and experiential orientations, attitudes towards the job, the decision to quit and the behavior of actually quitting. It is also one of the biggest challenges in many organizations including the ones in Kenya (Nyakego & Mulongo, 2014). According to Al-Hussami, Darawad, Saleh & Hayajneh (2013) nursing turnover is a major problem that makes management of nursing workforce a challenge for nursing leaders/managers. Turnover of nurses also negatively influences healthcare costs and leads to compromised quality of healthcare services (Aron, 2015). Therefore, it is imperative for human resource managers to understand how to maximize retention of productive nursing employees through the analysis of why they leave voluntarily (Afande, 2015).

Healthy turnover of employees in an organization can be positive (Cho & Son, 2012) and helpful to the organization since it will introduce new ideas and techniques that can move an organization to greater levels of success. However, excessive turnover among highly productive key nursing employees is very costly directly and indirectly (Cho & Son, 2012; Olusegun (2013); Drake, 2014) and can negatively affect a healthcare organization. Direct financial costs include: recruitment and replacement costs and administrative hiring costs among others (Park, 2015). Indirect costs or social costs include: loss of health services, loss of supervisors, loss of mentors and ineffective referral systems among others (Khah & Du, 2014). High nursing staff turnover can also result in professional disillusionment as the remaining staff starts questioning their own employment in the sector (Shukla & Singh, 2013). According to Khan et al. (2014) and Aron (2015) excessive turnover ultimately affects quality of care that the patients receive by hindering nurses' ability to meet workload demands and the provision of persistent patient care. Therefore, it is important that mechanisms are put in place to reduce voluntary turnover of nursing employees. Recent studies postulate that turnover amongst healthcare workers especially nurses are a recurring problem (Amanambu, 2013) and also a global problem (Aron, 2015), and that it is the major contributor to the shortage of nurses (Dawwas & Zahare, 2014).

Indeed, nursing employees' turnover, in the form of resignations, transfers and out-migrations negatively affects the operations of the national referral hospitals in Kenya (KSHRS, 2014-2018). This current trend of nurse resignations, nurse transfers and nurse out-migration have to stop and be reversed. If will not be done as a matter of urgency, it will not only continue compromising the quality of healthcare services that are provided by the nursing employees but it will also make it impossible for the country to achieve the Sustainable Development Goals on health, meet the new 2010 Constitutional requirement and also be able to realize the country's Vision 2030 which can all be summarized as the provision of quality healthcare for all.

### 2.3. Empirical Literature Review

In regard to the objective of determining the effect of compensation on turnover, in a study by Ali, et al (2014) on the Impact of Human Resource Management on employee's outcomes (Empirical evidence from public sector universities of Mlakand division in Pakistan), the authors reported that good compensation decreases employee turnover. In another study by Berry (2010) on predicting turnover intention: examining the effects of the employee engagement, compensation fairness, job satisfaction and age, the findings indicate that both employee engagement and compensation fairness demonstrated an inverse relationship with turnover intent and job engagement and compensation fairness with the outcome variable turnover intention which eventually leads to turnover. In yet another study by Ghayas and Siddiqui (2012), regarding the impact of job satisfaction on turnover intentions in the pharmaceutical industry of Karachi. Results indicated that compensation, co-workers' attitude, work satisfaction, supervisor's support, promotional opportunities and the communications have a significant but negative impact on turnover in the pharmaceutical industry located in the region of Karachi, Pakistan. In another empirical study on promoting employee intention to stay: Do human resource management practices matter? Findings reported that only compensation and benefits have a positive impact on respondents' intention to stay. In yet another study by Zahra, Irum, Mir and Chishti (2013), on Job Satisfaction and Faculty turnover intentions: A case of Pakistani Universities, the scholars also reported negative association between compensation and turnover in the faculty members of the Pakistani Universities.

### 2.4. Research Methodology

The study adopted a mixed methods research design using both quantitative and qualitative approaches the study further adopted a positivism philosophy where scientific processes were followed in hypothesizing fundamental laws then deducing the observations so as to determine the truth or falsify the said hypotheses. The target population of this study was 1779 registered nursing employees working at national referral hospitals in Kenya. The study adopted a probabilistic sampling approach in developing a sample of 315 respondents. The study adopted questionnaires to collect both quantitative and qualitative data. Qualitative data were analysed using content analysis while quantitative data was analysed with the help of SPSS window to generate descriptive statistics and inferential such as percentages, frequency tables, means, and standard deviations. The study was guided by the following regression model:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where: Y is Turnover,  $\beta_0$  is the constant,  $\beta_1$  is the model coefficient,  $X_1$  is Compensation and  $\varepsilon$  is Error term – margin of error

## 3. Results

In this study, the researcher administered a total of 261 questionnaires. A total of 189 questionnaires were filled and returned. This represented a response rate of 83%. This response rate was considered appropriate in this study since according to Kothari (2006), any response rate which is above 70% is considered good for analysis.

### 3.1. Descriptive Results

#### 3.1.1. Compensation

Scholars posit that compensation means all forms of pay received by employees against their services rendered to an organization and it includes direct financial payments and indirect financial payments (Ali et al. (2014). The study looked at the effect of compensation on the turnover of nurses at national referral hospitals in Kenya. There are a number of statements that the respondents were provided with and asked to give responses to in regard to whether they were Strongly in Disagreement (SD) 1, Disagreement (D) 2, Neutral (N) 3, Agreement (A) 4, or Strongly in Agreement (SA) 5. Likert scale of 1-5 was used to determine the effect of compensation on turnover among nursing employees at national referral hospitals in Kenya. The nurses' responses were used to assess the effect of compensation on the turnover of the nurses.

In response to the statement on whether they are okay with the pay structure and administration in their organizations (national referral hospitals), an overwhelming majority (83.6%) of the respondents were negative to the statement that they are okay with the pay structure and administration used in their organizations. Only a few (9.5%) were positive to the statement. A mean of 1.76 and standard deviation of 0.99 was obtained for the statement. This is an indication that the nurses strongly do not like the pay structure and administration used in their organizations (NRH). An overwhelming majority (84%) were negative that the pay raises they get from their employer are often and reasonable. A few (8.8%) were positive with the statement whereas the remaining 7.3% were neutral. The statement had a mean of 1.79 and standard deviation of 0.94. Also, majority of the nurses (75.2%) strongly disagreed and disagreed that the fringe benefits provided were competitive. A few (11.1%) were however positive with the statement. A mean of 1.92 and standard deviation of 1.03 was obtained for the statement meaning that majority of the nurses do not consider the fringe benefits provided to them as being competitive enough. Responding to the statement on whether they felt fairly compensated for the work they were performing at the national referral hospitals, 79% of the respondents strongly disagreed and disagreed with the statement. A few (11.5%) however, remained positive to the statement whereas 9.5% of the remaining respondents were neutral. The statement had a mean of 1.83 and a standard deviation of 1.09. This implies that the nurses at the national referral hospitals in Kenya felt that they were not being compensated fairly for the work they perform at the national referral hospitals in Kenya. Regarding the statement on work rewards, majority (71.3%) of the respondents were positive to the statement that their work rewards were not sufficient for the amount of work experience that they have. A few (11.8%) strongly disagreed with the statement whereas the rest (9.2%) remained neutral on this matter. A mean of 3.87 and standard deviation of 1.39 was obtained for the statement. This shows that the work rewards provided for the nursing work at the national referral hospitals in Kenya are not commensurate with the work experiences of the nurses at these national referral hospitals (NRH) in Kenya. Respondents were further asked to rate the compensation that was being offered to them by their organizations (national referral hospitals) in Kenya. Variables included were pay structure and administration, pay raises and pay benefits. The responses provided by the nurses in regard to this statement, are as summarized in Table 1.

Statement	SD	D	N	A	SA	$\mu$	$\alpha$
	%	%	%	%	%		
I am okay with the pay structure and administration used in my organization.	51.5	32.1	6.9	8.0	1.5	1.76	0.99
The pay raises I get are often and reasonable.	45.8	38.2	7.3	8.0	.8	1.79	0.94
Fringe benefits provided are competitive.	44.3	30.9	13.7	10.3	.8	1.92	1.03
I am compensated fairly for the work that I perform.	52.3	26.7	9.5	8.4	3.1	1.83	1.09
My work rewards are not sufficient for the amount of experience that I have.	11.8	7.6	9.2	24.4	46.9	3.87	1.39

Table 1: Effect of Compensation on Turnover of Nursing Employees at National Referral Hospitals in Kenya

Key: Sa-Strongly Agree, A-Agree, N-Neutral, D-Disagree, M- Mean, A-Standard Deviation

Respondents were further asked to rate the compensation that was being offered to them by their organizations (national referral hospitals) in Kenya. Variables included were pay structure and administration, pay raises and pay benefits. Findings shown by Table 2 below indicate that the average mean of the respondents is 1.8.1 and average standard deviation is 0.99. This shows that majority of the respondents are negative in regard to the pay structure and administration, pay raises and pay benefits that are in place at their places of work, which are the national referral hospital in Kenya. The findings of this study therefore prove that nursing employees at national referral hospitals in Kenya are not getting from their employer compensation that is satisfactory to them. Scholars postulate that compensation is one of the facets / dimensions of job satisfaction (Motshegwa, 2011; A'yuninnisa & Saptoto, 2012), and that retention of employees in organizations can be achieved through giving compensation to employees that they perceive as good. The findings of this study are consistent with those of other scholars who explain that employees that are satisfied with their compensation can be devoted to their organization and hence will not have thoughts of leaving the organization (Dawwas & Zahare, 2014). This study's finding therefore indicates that national referral hospitals in Kenya need to put in place a compensation policy that will enable the nursing employees get fair and competitive compensation in order for them to be satisfied with their job. This will help reduce voluntary turnover of the nursing employees from these hospitals.

Statement	VU	U	N	F	VF	$\mu$	$\alpha$
	%	%	%	%	%		
Pay structure and administration.	48.1	32.8	10.3	8.8	-	1.79	0.95
Pay raises.	46.9	34.7	9.5	8.0	.8	1.81	0.96
Pay benefits.	50.8	27.5	9.9	11.1	.8	1.84	1.05

Table 2: Nurses' Rating of the Compensation That Is Offered to Them at the National Referral Hospitals in Kenya

Key: VU- Very Unfair, U- Unfair, N-Neutral, F-Fair, VF-Very Fair M- Mean, A-Standard Deviation

### 3.1.2. Diagnostic Tests

According to Greene (2002) and Kothari (2008), several assumptions must be taken into account in order to arrive at valid conclusions on a population based on linear regression analysis. Scholars are of the view that regression can only be accurately estimated if the basic assumptions of multiple linear regressions are observed (Greene, 2002; Muli, 2008). Therefore, diagnostic tests that include factor analysis, autocorrelation, testing of normality, multicollinearity and homogeneity of variance (heteroskedasticity) were important for this study and hence they were carried out in this study.

### 3.1.3. Factor Analysis

According to Mugenda and Mugenda (2003), factor analysis is a powerful statistical procedure that is often used to validate hypothetical constructs. Factor analysis addresses the problem of analyzing the structure of the interrelationship among a large number of variables by defining a set of common underlying dimensions, known as factors. It is an interdependence technique in which all variables are simultaneously considered, each related to all others (Orodho, 2003). According to Tabachnick and Fidell (2007), factor loadings are described as follows; 0.32(poor), 0.55(good), 0.63(very good, and 0.7(excellent). While Mobert et al, (2003), argues that factor analysis with Eigen values (total variance) greater than 0.5 should be extracted and coefficients below 0.49 deleted from the matrix because they are considered to be of no importance.

### 3.1.4. Factor loading for Compensation

Table 3 shows the factor loading for Compensation. Three out of four items i.e. 14b, 14c, 14c, had a factor loading of > 0.834. Only one construct item had a value below 0.50 and so was omitted. The item with the highest value was 'The pay raises I get are often and reasonable' with a factor loading of 0.912 meaning that employee's value reasonable pay rises. The item with lowest loading was 'Fringe benefits provided are competitive' with a factor loading of .834.

	Item	Factor Loading
14b	The pay raises I get are often and reasonable.	.912
14d	I am compensated fairly for the work that I perform.	.868
14c	Fringe benefits provided are competitive.	.834
Extraction Method: Principal Component Analysis.		

Table 3: Factor loading for Compensation

### 3.2. Autocorrelation Test

Autocorrelation is the correlation between members of the series of observations ordered in time or space (Gujarat, 2009). Autocorrelation means that adjacent observations are correlated and if they are, then regression underestimates standard error of coefficients by making predictors seem significant when they are actually not significant. In a study, there should be assumption of zero correlation between the independent variables and the error term meaning that independent variables should not be correlated. Thus, there should be no autocorrelation in a study since the problem of autocorrelation is a violation of the statistical assumption. This study utilized the Durbin-Watson test to check if there is presence of autocorrelation between variables in the study. Durbin-Watson statistic is commonly used for testing the presence of autocorrelation in the errors of a regression model. Based on the output, coefficient correlation obtained value of significance for compensation of 0.134 which was greater than 0.05 as shown in the table 4 below. Breusch-pagan test p-values for the variable were greater than 0.05. This indicates that heteroscedasticity does not exist and hence the statistical assumption had not been violated. It can therefore be concluded that there was no heteroscedasticity problem in this study.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.315a	.099	.078	6.74276	0.134

Table 4: Durbin- Watson Test for Autocorrelation

a. Predictors: (Constant), Compensation

b. Dependent Variable: Employee Turnover

### 3.3. Test for Normality

Test for Normality is carried out to check whether the data is distributed normally. One of the methods used to determine normality of distribution graphically is to use the output of a normal Quantile-Quantile plot (Q-Q plot). If data is normally distributed, data points will be close to the diagonal line and if data strays from the diagonal line, then the data is not normally distributed. As shown by Figure 2, the distribution of the observed values versus the expected normal values is random along the line of best fit. As shown by the figure 2, the dots are evenly distributed along the diagonal line. It can therefore be concluded that the data for the compensation variable is normally distributed.

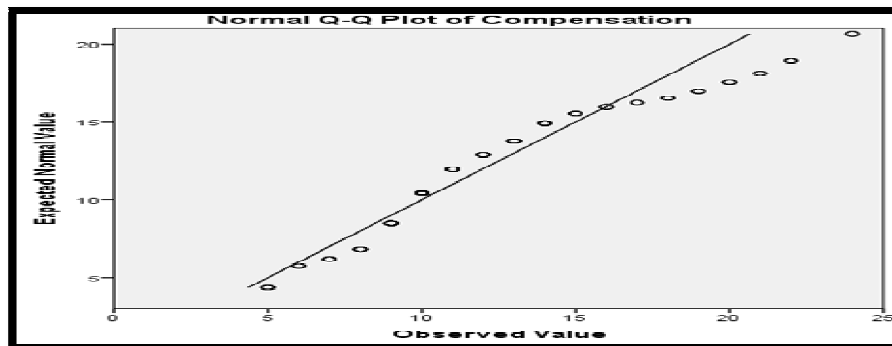


Figure 2: Normal Q-Q Plot of Compensation

### 3.4. Test for Multicollinearity

Multicollinearity refers to a situation in which two or more explanatory variables in a multiple regression model are highly linearly related which should not be the case. It occurs when a model includes multiple factors that are correlated not just to the response variable but also to each other (Mwanje, 2016). Presence of multicollinearity increases standard errors of coefficients which can in turn mean that coefficients for some independent variables may be found not to be significantly different from 0. Furthermore, according to Tabachnik and Fidell (2007), multicollinearity overinflates standard errors making some variables statistically insignificant when they should be significant. Therefore, for multiple regression to be applicable there should not be strong relations among variables. In this study, variance inflation factor (VIF) was used to test for multicollinearity. A VIF of around or greater than 5 indicates that there is multicollinearity associated with that variable. As shown by the table 5, compensation had a VIF value of 1.393. It can thus be concluded that in this study multicollinearity does not exist between the variables. According to Chatterjee, Hadi and Price (2000) non-existence of multicollinearity means that the results of the multiple regressions will not be misleading because the independent variables in the multiple regression equation are not highly correlated.

Model		T	Sig.	Collinearity Statistics	
				Tolerance	VIF
1	(Constant)	13.928	.000		
	v1	4.284	.000	.718	1.393

Table 5: Multicollinearity Test

### 3.5. Heteroscedasticity Test

The expected value or the error term is zero and the variance of the error term is constant. When the variance of the error term is constant, there is the assumption of homoscedasticity but if the variance is not constant, it is a case of heteroscedasticity which is a violation of the statistical assumption of homoscedasticity. Therefore, the error term should be homoscedastic. To test the presence of heteroscedasticity in the study, Breush-pagan test was employed. The test shows a chi-square value and significant value for the independent values. A p-value < 0.05 indicates presence of heteroscedasticity while a p-value greater than 0.05 indicates that heteroscedasticity does not exist in a study. Based on the output, coefficient correlation obtained value of Sig. for compensation was 0.134 which was greater than 0.05. This indicates that heteroscedasticity does not exist and hence the statistical assumption had not been violated. It can therefore be concluded that there is no heteroscedasticity problem in this study.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.662	.093		7.111	.000
	Compensation	.106	.050	.159	2.128	.134

Table 6: Heteroscedasticity Test  
a. Dependent Variable: AbsUT



### 3.6. Inferential Analysis

Inferential statistics are a set of methods used to make generalization, estimate or prediction or decision. Statistical inference is the process of drawing conclusion for data that are subject to random variation such as observational errors of sampling variation (Ngari, 2016). Inferential analysis was carried out in this study through the use of correlation and regression analysis in the determination of relationship between dependent and other variables as used in the study.

#### 3.6.1. Correlation between Compensation and Turnover among Nursing Employees at National Referral Hospitals in Kenya

Compensation and Turnover among Nursing Employees at National Referral Hospitals in Kenya had a negative and moderate relationship of  $-.051$ . The p values were  $0.409$  which is  $>$  the critical value of  $0.05$  and therefore not significant. The results are depicted in table 7.

	Turnover among Nursing Employees	Compensation
Pearson Correlation	1	.051
Sig. (2-tailed)		.409
N	261	261
Pearson Correlation	.051	1
Sig. (2-tailed)	.409	
N	261	261

Table 7: Correlation Analysis between Compensation and Turnover among Nursing Employees at National Referral Hospitals in Kenya

#### 3.6.2. Inferential Statistical Analysis on the Effect of Compensation on Turnover among Nursing Employees at National Referral Hospitals in Kenya

The hypothesis was  $H_1$ : Compensation has a significant effect on turnover among nursing employees at national referral hospitals in Kenya. The p value was  $.409^a$  which was  $>$   $0.05$  ( $P > .05$ ) at 5% level of significance hence the study rejected the alternative hypothesis. This implies that Compensation has no significant effect on turnover of nurses at national referral hospitals in Kenya. The coefficient of determination ( $R^2$ ) value was  $.003$  meaning that only  $0.3\%$  of the variation in turnover of nurses at the national referral hospitals in Kenya was explained by the Compensation. The remaining  $99.7\%$  is explained by other factors not considered in this study.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.058 <sup>a</sup>	.003	.000	6.83439

Table 8: Model Summary

The results of ANOVA test reveal that Compensation has a positive but insignificant effect on turnover of nurses at the national referral hospitals in Kenya with F statistic of  $.683$  and P value of actual  $.409^a$  which was  $>$   $0.05$  level of significance.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.910	1	31.910	.683	.409 <sup>a</sup>
	Residual	12105.891	259	46.741		
	Total	12137.801	260			

Table 9: ANOVA Results for the Relationship between Compensation and Employee Turnover

Using regression coefficients to determine the causal effect of the independent variable on the dependent variable the beta coefficients of the resulting model indicated that compensation had a positive but insignificant effect on turnover among nursing employees with a slope of  $\beta_1 = .068X_4$ ,  $t$ -value =  $.826$  and  $p$ -value  $.409 > 0.05$ . This implies that the regression model does not statistically and significantly predict the outcome variable. The results are presented in Table 10. Scholars postulate that poor compensation plans affect negatively the turnover of nurses. The finding of this study is in line with prior studies that have stated that the amount of wages and salaries that employees receive positively relate to their job satisfaction (Aydogdu & Asikgil, 2011). The implication here is that if employees perceive compensation received as fair/good they will stay in an organization hence pay satisfaction significantly affects turnover of employees (Carragher, 2011).

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	26.622	1.422	18.722	.000
	v1	.068	.082	.826	.409

Table 10: Model Coefficient

The optimal model becomes  
Employee Turnover  $Y = 26.622 + 0.068(\text{Compensation})$

#### 4. Conclusion

On the basis of the findings of the study, it can be concluded that compensation greatly influences employee turnover had a significant positive relationship with employee turnover. The study concluded that on the basis of the findings, it is imperative that the employer of the nursing employees at national referral hospitals in Kenya, put in place urgently compensation strategy to retain nursing employees for longer at these hospitals which will help improve on the quality of services the hospitals provide to customers and hence help satisfy them. By so doing, these hospitals will help the ministry of health in the country achieve its healthcare goal which is the provision of quality healthcare for all. This study has contributed to existing empirical literature by contributing to the understanding of the effect of compensation on turnover among nursing employees at national referral hospitals in Kenya. The study has therefore played a substantial role in offering solutions to this serious human resource problem that is currently affecting provision of quality services in organizations especially national referral hospitals in Kenya.

#### 5. Recommendations for Practice and policy

Based on the findings and conclusions of this study, the researcher recommends that human resource managers/ employers at these hospitals need to foster nursing employees' compensation by putting in place compensation strategy in order to curtail voluntary turnover and /or be able to manage the turnover process more effectively. This will help keep the nursing employees at the hospitals for longer and hence help improve on the quality of products or services these hospitals provide to customers thus satisfying them. It is therefore urgent and critical that these national referral hospitals invest in compensating their nursing employees by ensuring that they formulate and implement a nursing employees' compensation strategy urgently. Formulation and implementation of a compensation strategy will help these hospitals curtail voluntary turnovers of nursing employees and / or manage the turnover process more effectively. This will go a long way in helping these hospitals to have enough, skilled and stable nursing employees that will help these hospitals deliver quality healthcare. Provision of quality healthcare will contribute to the success of the health sector in the country as these hospitals are at the apex of the public health sector and are hence crucial in helping the country achieve its goal in healthcare which is provision of quality healthcare for all.

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