

Influence of Inter-Personal Relationships on the Retention of Nurses in Public Hospitals in Kiambu County, Kenya

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Abstract: Employee retention demands strategic categorization of influential elements and the professional application of essential rules to retain the workforce. This research specifically examines the impact of motivational strategies on the retention of registered nurses in public hospitals within Kiambu County, Kenya. The primary objective is to determine the relationship between working conditions, professional development, remuneration, interpersonal relationships, and the retention of registered nurses in this context. Motivational strategies and retention serve as the key variables, drawing from Herzberg's two-factor theory and Maslow's hierarchy of needs. The study, utilizing a correlational research design, targets a population of 450 registered nurses and 11 human resource officers from selected public hospitals in Kiambu County. The sample comprises 211 registered nurses and 11 human resource officers. Data was collected through questionnaires and interviews, with quantitative analysis employing descriptive and inferential statistics, including correlations, linear and stepwise regression, and Chi-square at a 0.05 level of significance. According to the results obtained in Table 2, there is a high correlation between the dependent variable (retention of nurses) and the independent variable (interpersonal relationships), as indicated by the value of R, which is 0.932. This suggests a strong positive correlation between the two variables. The value of R squared is 0.869, indicating that approximately 86.9% of the variability in the retention of nurses can be explained by interpersonal relationships. Further, more than seven tenths of the respondents agree that there has been team spirit between the registered nurses and the management and that registered nurses are involved in decision making. The suggestion is that employees tend to become loyal and remain with the organization when they feel a sense of belonging and contribute to the group's overall functioning as a cohesive unit. Overall aggregation of the interpersonal relationships points towards majority of the registered nurses implying good status of inter-personal relationships.

Keywords: Employee retention, Motivational strategies, Interpersonal relationships, Remuneration.

1. Introduction

A. Background to the Study

Over the past two decades, there has been a notable surge in the migration of registered nurses, moving from public hospitals to private institutions, shifting from rural to urban

facilities, crossing international borders, and even transitioning to other professions due to a lack of motivation. This trend, as identified by Manongi, Marchant, and Bygbjerg (2006), leads to several adverse outcomes, including staff shortages, increased overtime hours, heightened job stress, elevated burnout rates, and extended patients' waiting lists.

This migration of registered nurses not only results in increased recruitment and orientation costs, as highlighted by Lehasa (2008), but also underscores the importance of understanding the factors influencing the motivation of registered nurses and implementing appropriate interventions.

According to a 2010 report by the World Health Organization (WHO), achieving quality healthcare outcomes necessitates addressing a global shortage of 4 million health workers. Unfortunately, records from WHO and the Global Health Workforce Alliance (GHWA) in 2014 indicate that the shortage has risen to 7.2 million and is projected to reach 8 million by 2030 and a staggering 12.9 million by the year 2035 (Misenda et al., 2017). The persistent shortage of registered nurses poses a significant threat to achieving Universal Health Coverage (UHC) and the Sustainable Development Goals (SDGs).

The WHO and the World Bank estimate that approximately 400 million people worldwide lack access to healthcare services and affordable medicine, and the International Labour Organization reports that 80% of the population in 44 countries are without any health protection, depriving them of their right to health.

Motivation, as defined by Poonam-Jasleen (2015), is a process driven by physiological or psychological deficiencies or needs that trigger behavior aimed at achieving a goal. It encompasses elements that ignite desire and energy in individuals to act autonomously, serving as a driving force for innovation and increased productivity. Herzberg's dual-factor theory categorizes motivation into hygiene and motivational factors, both intrinsic and extrinsic, playing crucial roles in employee engagement, achievement, and recognition.

According to Azar and Shafiqhi (2013), any deficiency in motivation can result in organizational challenges, as motivation is both an extrinsic and intrinsic process. Huczynski

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and Buchanan (2013) argue that motivation is the driving energy behind working towards stated goals, and Peters (2015) emphasizes that it underlies the concept of working toward the achievement of these goals. Ultimately, motivational processes are intended to propel individuals toward the realization of their goals.

B. Statement of the Problem

Over the last two decades, the healthcare sector has grappled with a significant challenge as registered nurses increasingly migrate from their current workstations to more promising environments. This trend has resulted in a shortage of healthcare workers within hospitals. According to the Kenya Healthcare Workforce report, there is a notable deficit of nurses, with a current ratio of only 8.3 practicing nurses per 10,000 population. This falls far short of the World Health Organization's recommended ratio of 25 nurses per 10,000 patients.

Kenya confronts a dual challenge, with nurses migrating not only from rural to urban areas but also from the public to private healthcare sectors. The Kenya Health Workforce Information System (KHWS) reveals that there are 19,591 registered nurses deployed across 4,187 healthcare facilities, encompassing private and faith-based institutions. However, the number of registered nurses working in private hospitals is not officially reported to the Ministry of Health.

2. Literature Review

A. Inter-Personal Relationship and Retention of Registered Nurses in Public Hospitals

Inter-personal relationship is a strong, close association among individuals working together in the same institution. Inter-personal relationships are formed in the context of social, cultural and other influences that creates relationship cohesion where job support is needed. Governments in a number of countries in order to retain registered nurses use motivation-related pay and has not been of benefit and instead it has ignored the fact that staff do requires interpersonal relationships and improvement on their professional skills.

The main contributor to retaining of registered nurses in hospitals is by developing positive relationships and ensuring their intrinsic needs are met (Alsswey & Al-Samarraie, 2020). It is necessary for the health workforce to maintain a positive attitude towards the health facility and for the leadership to have a positive attitude towards them. This social exchange involves maintaining positive relationships between the registered nurses and the hospital managers. It goes beyond the exchange of monetary rewards and services and involves emotional exchange and other non-monetary factors such as respect, approval and social-emotional support.

According to Spence *et al.*, (2009) the retention of registered nurses at their workplace has been shown to accelerate growth and development of the health facility accompanied by accomplishment of the hospital objectives and goals. Registered nurses' departure might have a notable impact on the implementation of health plans. Registered nurses make up the largest group of health care providers working in public

health care facilities and they contribute significantly to the quality and delivery of patient care (Swan, Ferguson, Chang, Larson and Smaldone, 2015). According to Manafa (2009), Malawi faces a severe shortage of registered nurses through migration from their work stations due to lack of motivation. With the emergence and life threats of Covid-19 pandemic across the globe, the study presumes that registered nurses will demand for a better work environment, more resources, high salaries, risk incentives, more knowledge on skills on how to combat pandemics, handling of infected patients and well organised communication network that will avoid misinformation between the nurses and the management.

Role conflict arises when the time and effort required for a certain task becomes incompatible and overwhelming with each other, thus making it difficult to take part in certain roles. In a health care facility, where many professionals undertaking different roles interact with each other, role conflict becomes inevitable. A report by Health Management Information Systems (HMIS) indicates that many facilities, either public or private are still operating largely with paper systems (World Bank Group 2014). It is important to create an environment where members can openly discuss safety and address any concerns. This includes establishing communication structures that facilitate learning from individual-level communication to develop effective error-solving strategies. Effective communication structures are necessary to involve all levels of the organization, including frontline workers and senior managers, in discussions about workforce and patient safety. This approach can be highly effective in promoting effective communication and fostering a culture of continuous learning and improvement throughout the organization. By utilizing boundary spanners, information can flow seamlessly between frontline employees and top leadership, leading to enhanced organizational resilience, safety, and long-term transformation. This will ensure a strong and harmonious bond, fostering motivation and commitment to the organization. Amidst the ongoing Covid-19 pandemic, there is a significant likelihood of misunderstandings and unintended consequences.

The registered nurses require a comprehensive breakdown of the information provided, which they can effectively capture and synthesize. Communication challenges may arise when nurses are in critical areas, wearing heavy personal protective equipment (PPEs), and attending to multiple patients simultaneously in a critical isolation room (WHO, 2008). Considering the demanding nature of registered nursing, including challenges, fatigue, and stress that nurses may face during and after the Covid-19 pandemic, it is important to acknowledge the potential for communication issues. Introducing the human factor can help address the possibility of errors and their potential impact. Collaboration among healthcare professionals is crucial in order to effectively address emerging problems, share responsibilities, and make informed decisions for patient care. In contrast to a multidisciplinary approach where each individual focuses on their own discipline and sets separate goals for the patient; an interdisciplinary approach involves a collaborative effort among all those involved in the care plan, with a shared goal for

the patient. This approach is emphasized in the clinical management of severe acute infections (2018). Having a well-coordinated team in place can greatly enhance the patient's ability to effectively communicate with their caregivers. A study conducted by Sutcliff, Lewinton, and Rosenthal (2004) highlights the impact of social, relational, and organizational structures on communication failures, which have had negative consequences on patient care and outcomes. A significant number of patients admitted to hospitals in the United States experienced difficulties due to a flawed communication system that resulted in conflicting information about their health. This lack of clarity left patients unsure about which physician was responsible for their care. According to Sutcliff *et al.* (2004), communication breakdowns in the healthcare setting can be attributed to issues such as hierarchical differences, challenges with upward influence, role conflict, ambiguity, and struggles with interpersonal power. These factors can hinder collaborative interactions that are crucial for providing effective patient care. To ensure the integrity of the registered nursing workforce, effective communication should be established between leadership and staff, focusing on behavioural standards and their impact on patient safety. Given the increasing importance of addressing workforce shortages, staff satisfaction and retention, hospital reputation, working environmental reputation, reliability, and patient safety, organizations must no longer adopt a complacent stance towards the situation.

Strong interpersonal relations are crucial for fostering a positive connection between nurses and their organizations. This connection is built on mutual appreciation and leads to high levels of job satisfaction. A study carried out by Rolf *et al.*, (2005), ((Van Dick, Oliver Christ, JostStelmacher, Ulrich Wagner, Oliver Ahalswede, Cornelia Grubb, Martin Hauptmeier, CrinaHohfeld, Kai Moltzen, Patrick and Tissington (2004). (Mrrayan, 2005)) Shows that registered nurses in the private sector were more satisfied and well remunerated which made them develop higher expectations to remain in the same hospital, than registered nurses in public hospitals. Sullivan, (2001), cite Thomas' (2007) report done in NHS (UK) on stress indicate that increased workload, shortage of nurses and job tenure, insecurity aggravated the stress level of registered nurses. The majority of registered nurses were inexperienced in coping with the workload and they had less than two years' work experience and this could lower the nurses' job satisfaction and lead to high turnover amongst them. Upenieks (2005) cites Billingsley's (2000) reported that the same problem in the registered nursing profession was being experienced in the UK and Canada. There was an estimate of 20% registered nursing job vacancies in the USA. The reason attributed to the registered nursing shortage included poor working conditions and low remuneration.

Shortage of registered nurses leads to provision of poor patient care. In a study in Pakistan, Khowaja *et al.*, (2005) established that registered nurses yearned for respect from their administrators. Registered Nurses were reproached in the presence of patients and relatives who resulted to job dissatisfaction and low morale. Registered Nurses were affected by the lack of support from the administrators who paid

no attention to their problems or enquire but instead kept them under pressure to get the job done. This could not go well with the registered nurses and made them plan stage demonstrations that could influence them to leave their workplace for better facilities that could meet their needs. Registered nurses, often in rural areas, complain of lack of supervision from their supervisors and managers according to Corely, (2009). Another issue is maintaining a positive relationship with management, in a number of cases, vacant positions are left unfilled for long periods of time, increasing workload for the remaining registered nurses (Marquis, 2012). In Ethiopia, according to Ajiegbe, 2014 registered nurses experienced more job satisfaction if they felt they had greater autonomy to make their own decisions regarding the patient needs. This study is expected establish whether there is any influence of interpersonal relationships at working place on the retention of registered nurses in Kiambu County, Kenya.

B. Communication Strategies and their Influence on Nurse Retention

The importance of effective communication strategies cannot be overstated when it comes to influencing nurse retention within public hospitals, especially in the specific context of Kiambu County. Recognizing the significant influence of effective communication on nurse satisfaction and engagement highlights the critical need to cultivate an environment of transparent communication and mutual respect in healthcare institutions. This summary explores the complex dynamics of communication strategies and their impact on nurse retention in the context of public healthcare in Kiambu County, Kenya. It draws on previous discussions and the broader context to provide valuable insights.

Recognizing nurses as essential members of multidisciplinary healthcare teams is crucial for effective communication strategies. Promoting seamless patient care delivery and ensuring optimal outcomes within public hospitals in Kiambu County requires a strong emphasis on fostering inter-professional collaboration and communication (Sheehan *et al.*, 2021). Healthcare organizations can empower nurses by involving them in interdisciplinary meetings, case conferences, and collaborative decision-making processes. This allows nurses to contribute their expertise, perspectives, and insights, fostering a sense of ownership and engagement in their roles.

Effective communication strategies play a vital role in fostering trust and mutual respect among healthcare professionals in public hospitals. Establishing open and honest communication channels allows nurses to freely voice their concerns, exchange feedback, and seek assistance from their colleagues and supervisors. Creating a nurturing atmosphere in Kiambu County's public hospitals is crucial for nurses to feel acknowledged, appreciated, and esteemed (Sheehan *et al.*, 2021). This cultivates a strong sense of belonging and dedication to the organization, ultimately boosting job satisfaction and staff retention.

Efficient communication strategies are essential in fostering a patient-centered care culture in public hospitals. By promoting a culture of compassionate communication, attentive

listening, and shared decision-making between nurses and patients and their families, healthcare organizations can greatly enhance the overall patient experience and contribute to better outcomes. In Kiambu County, efforts to improve nurses' communication skills and cultural competence have resulted in the delivery of culturally sensitive and patient-centered care (Kwame & Petrucka, 2021). This has led to the development of positive relationships with patients and families, ultimately enhancing nurse satisfaction and retention.

Implementing effective communication strategies is crucial for resolving conflicts and solving problems in public hospitals. By equipping nurses with the necessary skills in conflict management, negotiation techniques, and assertive communication, healthcare organizations enable them to effectively handle interpersonal conflicts and workplace challenges (Kwame & Petrucka, 2021). In addition, implementing systems for open communication and feedback empowers nurses to address concerns, resolve problems, and actively contribute to enhancing the organization. At public hospitals in Kiambu County, a strong emphasis on open communication and transparency creates a supportive work environment. This encourages nurses to take proactive steps in addressing issues, leading to increased job satisfaction and staff retention (Kwame & Petrucka, 2020).

Implementing effective communication strategies is crucial for fostering staff engagement and boosting morale in public hospitals. Ensuring that nurses are well-informed about organizational goals, priorities, and changes is crucial for healthcare organizations to cultivate a strong sense of alignment and shared purpose among staff. In addition, creating regular team meetings, huddles, and debriefings fosters a sense of connection among nurses, promotes effective collaboration, and allows for shared celebration of achievements (Sharkiya, 2023). In Kiambu County, efforts to foster effective communication and collaboration have resulted in a work environment that prioritizes the well-being and job satisfaction of nurses, leading to increased employee retention.

Efficient communication strategies play a crucial role in spreading information and promoting knowledge-sharing among public hospitals. Through the implementation of platforms that facilitate the exchange of best practices, clinical guidelines, and evidence-based research, healthcare organizations empower nurses to remain well-informed and current with the latest advancements in their field (Sharkiya, 2023). In addition, fostering a culture of ongoing learning and

improvement among nurses involves actively promoting their engagement in various professional development opportunities, including conferences, workshops, and online courses. At public hospitals in Kiambu County, fostering effective communication and sharing of knowledge is a priority. These efforts cultivate a culture of excellence and innovation, leading to increased nurse satisfaction and retention.

The implementation of effective communication strategies is crucial in influencing nurse retention rates in public hospitals. By encouraging collaboration among professionals, building trust and respect, prioritizing patient-centered care, resolving conflicts and solving problems, boosting staff engagement and morale, and facilitating the sharing of information and knowledge, healthcare organizations can create an environment that promotes nurse satisfaction and encourages them to stay (Kwame & Petrucka, 2020). By consistently prioritizing and investing in effective communication strategies, Kiambu County's public hospitals can cultivate a dedicated and motivated nursing workforce that effectively addresses the healthcare needs of the community.

3. Methodology

The study adopted a Correlational research design. The research was conducted in Kiambu County, Kenya. Kiambu County is in the former Central Province of Kenya. Kiambu borders Machakos in the East, Murang'a to the North, Nyandarua to the North, Kajiado and Nairobi from the South. Kiambu County is well located bordering Nairobi the capital city of Kenya. Kiambu County is densely populated with an estimate population of 2,489,179 people. The study targets a population of 1800 registered nurses and 11 human resource officers from selected public hospitals in Kiambu County spreading across 110 health facilities. A questionnaire and an interview schedule were used for data collection. The filled questionnaires were collected by the assistant researcher and checked for completeness before they are received by the researcher to do final verification

4. Results and Findings

A. Descriptive Analysis on the Influence of Inter-Personal Relationships on Retention of Nurses

Table 1 shows that healthcare workload cannot influence registered nurses to out migrate from workplace to look for opportunities, most of the respondent disagreed with this

Table 1
Responses rating on interpersonal relationships and retention of nurses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Healthcare workload cannot influence registered nurses to out migrate from workplace to look for opportunities.	74 (24.7%)	111 (37.4%)	31 (10.3%)	32 (10.9%)	50 (16.7%)
Registered nurses and other hospital staff s' interaction does not stop the registered nurses from thinking of looking for other fortunes.	31 (10.3%)	41 (13.8%)	39 (13.2%)	70 (23.6%)	117 (39.1%)
Bad communication between the registered nurses and hospital managers make the registered nurses leave their work place.	51 (17.2%)	67 (22.4%)	32 (10.9%)	94 (31.6%)	53 (17.8%)
Team spirit has not been there whenever the registered nurses and hospital management are together.	80 (27.0%)	128 (43.1%)	26 (8.6%)	39 (13.2%)	24 (8.0%)
The registered nurses have not been involved in decision making on how to handle patients.	92 (31.0%)	140 (47.1%)	14 (4.6%)	34 (11.5%)	17 (5.7%)

Source: Research Data (2022)

statement at a rate of 111(37.4%) and those that strongly disagreed had a rate of 74(24.7%). Next were respondent that strongly agreed at a rate of 50(16.7%), while those that did agree were 32(10.9%) and finally those who neither agree nor disagree were only 31(10.3%).

Bad communication between the registered nurses and hospital managers make the registered nurses leave their work place, this is true since most of the respondent agreed at a rate of 94(31.6%), followed by those who disagreed at a rate of 67(22.4%), those that strongly agreed were 53(17.8%), 51(17.2%) of the respondent strongly disagreed and finally 32(10.9%) were neutral.

Team spirit has not been there whenever the registered nurses and hospital management are together, majority of the respondent disagreed with this at a rate of 128(43.1%), followed by respondent that strongly disagreed at a rate of 80(27.0%). 39(1.2%) agreed with this statement and only 24(8.0%) strongly agreed and 26(8.6%) neither did they agreed nor disagree.

The registered nurses have not been involved in decision making on how to handle patients, this is not correct since 140(47.1%) of the respondent disagreed and 92(31.0%) strongly disagreed. Next were respondent that agreed at a rate of 34(11.5%), followed by respondent that strongly agreed at a rate of 17(5.7%) and finally 14(4.6%) of the respondent were neutral.

B. Inferential Analysis on the Influence of Inter-Personal Relationships on Retention of Nurses

In order to determine the relationship between the dependent

(Retention of registered nurses in public hospitals in Kiambu County) and independent (influence of inter-personal relationships on retention of registered nurses in public hospitals in Kiambu County, Kenya) the study conducted a relationship between significant the results were presented on three tables which comprised of model summary, ANAOVA summary and regression summary model on table 2, 3 and 4 respectively.

According to the results obtained in Table 2, there is a high correlation between the dependent variable (retention of nurses) and the independent variable (interpersonal relationships), as indicated by the value of R, which is 0.932. This suggests a strong positive correlation between the two variables. The value of R squared is 0.869, indicating that approximately 86.9% of the variability in the retention of nurses can be explained by interpersonal relationships. This suggests a good fit of the model to the data, demonstrating that interpersonal relationships are significantly associated with the retention of nurses.

The results presented in Table 3 provide a summary of the two-way ANOVA conducted to assess the influence of interpersonal relationships on the retention of nurses in public hospitals in Kiambu County, Kenya. The analysis yielded a significant p-value of 0.006, which is less than 0.05 significance threshold. This finding allows us to conclude that there is a statistically significant relationship between interpersonal relationships and the retention of registered nurses, leading to the rejection of the null hypothesis at a 95% confidence level. Additionally, the F-value of 4.430, which is greater than 1, indicates that the model is efficient in explaining the variability

Table 2
Model summary on the influence of inter-personal relationships on retention of nurses

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.869	.673	.61893908

Source: Research Data (2022)

Table 3
Two-way ANOVA Summary on the influence of inter-personal relationships on retention of nurses

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.183	298	1.697	4.430	.006 ^b
	Residual	1.532	4	.383		
	Total	11.715	302			

Source: Research Data (2022)

Table 4
Regression summary on the influence of inter-personal relationships on retention of nurses

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.349	2.773		4.813	.009
	Healthcare workload cannot influence registered nurses to out migrate from workplace to look for opportunities.	-2.507	.583	-1.498	-	.013
	Registered nurses and other hospital staff s' interaction does not stop the registered nurses from thinking of looking for other fortunes.	-1.586	.396	-1.202	-	.016
	Bad communication between the registered nurses and hospital managers make the registered nurses leave their work place.	.452	.818	.126	.553	.610
	Team spirit has not been there whenever the registered nurses and hospital management are together.	-.399	.415	-.253	-.961	.391
	The registered nurses have not been involved in decision making on how to handle patients.	-.247	.278	-.207	-.888	.425

Source: Research Data (2022)

in nurse retention based on inter-personal relationships.

According to table 4 the results indicated that the value the overall model was viable for the study since the sig value of 0.009 was achieved which is less than 0.05. The study further indicated that “*Bad communication between the registered nurses and hospital managers make the registered nurses leave their work place*” had the greatest beta value of 0.452 this indicated that it had high influence when it comes to influence of Inter-Personal Relationships on Retention of Nurses in Public Hospitals while “*Healthcare workload cannot influence registered nurses to out migrate from workplace to look for opportunities*” had the least correlation of 0.399.

C. Thematic Analysis on the Influence of Inter-Personal Relationships on Retention of Nurses

To determine the influence of Inter-Personal Relationships on Retention of Nurses in Public Hospitals the following were some of the major issues indicated by respondents;

“There was need for providing mental health support, such as counselling or therapy services, to address the emotional toll of the pandemic. Offering flexible work arrangements, such as part-time or remote work, to help alleviate work-life balance challenges and providing regular communication and feedback channels to ensure that healthcare workers' concerns are heard and addressed.”

“The study indicated that there was need for management may hold regular meetings with registered nurses to provide updates on policies, procedures, and organizational changes, and to address any concerns or questions that nurses may have.”

“There was need for the management to hold staff meetings to discuss issues that affect the nursing staff as a whole, such as changes in work schedules or new safety protocols.”

“The management should performance evaluations to provide feedback to registered nurses on their job performance, identify areas for improvement, and discuss career development goals.”

This overall indicated that it was important for healthcare organizations to establish clear and open communication channels between management and registered nurses, including regular opportunities for feedback and dialogue. This can help ensure that nurses feel valued and engaged in their work, and that they are able to provide high-quality care to patients.

The COVID-19 pandemic was found to have a significant pressure on healthcare workers, including registered nurses, which can lead to stress, anxiety, and burnout. It is important for healthcare organizations to have psychological intervention measures in place to support the well-being of registered nurses during their service delivery. The following were some of the major aspects indicated by the respondents in respect to Covid-19;

“There should be provision of peer support programs established to provide registered nurses with opportunities to connect with and support each other, sharing experiences and coping strategies.”

“The healthcare organizations should provide and manage nurse workload to ensure that nurses are not overworked and

have enough time to rest and recover from work.”

“Clear communication channels between management and registered nurses can be established to allow for regular feedback and discussions around concerns and issues affecting nurses' well-being hence improve the work within the health facility.”

It is important for healthcare organizations to prioritize the well-being of their registered nurses and to provide support for their psychological and emotional health. By providing the psychological intervention measures that healthcare organizations can put in place to support the well-being of registered nurses

5. Summary, Conclusion and Recommendations

A. Summary

The fourth objective was to examine the influence of interpersonal relationships on nurse retention in public hospitals in Kiambu County. The results showed that a significant number of participants believed that the workload in healthcare settings can impact the migration of nurses from public hospitals in search of better prospects elsewhere.

Further, respondents exceeding three fifths agreed that interaction between registered nurses and other hospital staff does influence retention of registered nurses. Further, more than seven tenths of the respondents agree that there has been team spirit between the registered nurses and the management and that registered nurses are involved in decision making. The suggestion is that employees tend to become loyal and remain with the organization when they feel a sense of belonging and contribute to the group's overall functioning as a cohesive unit. Overall aggregation of the inter-personal relationships points towards majority of the registered nurses implying good status of inter-personal relationships.

Slightly more than half of the respondents agree that the number of registered nurses transferring to other hospitals that are government owned and to other countries has been on the rise. On fitting the stepwise regression model, the independent variables loaded in the order workplace conditions, remuneration, inter-personal relationships and professional development, loading from the strongest to the least strong. The overall regression model was significant. Further the regression coefficients were all significant. An indication that workplace conditions, and remuneration, inter-personal relationships and professional development had a significant influence on retention of registered nurses

B. Conclusion

The research aimed to investigate the impact of motivational strategies on the retention of registered nurses in public hospitals in Kiambu County, Kenya. The research builds upon the foundations of Maslow's hierarchy of needs and Herzberg's two-factor theory. The study found that how the employer communicates and meets the needs of nurses directly affects their satisfaction, which in turn impacts their loyalty, commitment, and cooperation. The firm's attitudes and behaviours ultimately impact the institute's overall

performance. It is important to consider human resource management from the standpoint of a group that focuses on effective communication, such as making and keeping promises and fulfilling agreements, which can motivate employees. These prospects may perceive themselves as deserving a commitment (psychological agreement). The findings confirmed the observations made by that ineffective motivational strategies lead to employees refraining from engaging in behaviours that are advantageous to the organization. Instead, their focus shifts towards finding ways to leave the work station and fulfil their needs.

That remuneration has a statistically significant influence on retention of registered nurses.

C. Recommendations for Future Research

- i) There is need to develop programs on psychological counselling in the training programs and service centres for the nurses.
- ii) Data on human suffering of Kenyans and deaths caused by lack of enough health care workers and work overload.

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