

## Effect of High-Performance Work Practices on Turnover Intention amongst Nurses in Public Health Facilities in Turbo Sub-County, Kenya

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### Abstract

Turnover of nurses remains a threat in achieving health system efficiency and effectiveness thus poor performance of healthcare organizations and the quality of patient service. This is ascribed to the fact that nurses form the bulk of the healthcare workforce within the context of a hospital. High-performance work practices have been shown to be related to various employees' attitudes and behaviors including intention to leave in the health care context. However, most studies on nurses' turnover intention come from developed Western countries whose generalization are limited. Thus this study was designed to look at the effect of high performance work practices on the turnover intention of nurses. The study was guided by the following specific objectives: To determine the effect knowledge management systems on turnover intention and to examine the effect of performance appraisal on turnover intention amongst nurses. The conceptualization of the relationship between high performance work practices and turnover intention was grounded on social exchange theory and conservation of resources theories. The study adopted a mixed methods research design based on samples drawn from across the public health facilities in Turbo Sub-County with a target population of 160 nurses in public health facilities in Turbo Sub-County. A multistage sampling technique was used to narrow down to nurses from each and every the public health facilities where cluster random sampling was used to select the Public health facilities after which simple random sampling was used to select respondents within the facilities. The study used Krejcie & Morgan table, (1970) to calculate the sample size which was 126 after considering a non-response rate of 10%. Data was collected by use of both structured questionnaires and interview schedules which were self-administered. Data was analyzed by use of both inferential and descriptive statistics using SPSS version 20. From the findings, jointly all the two high performance work practices such as knowledge management and performance appraisal significantly and negatively affected turnover intention of nurses **in the public health facilities** with a R Square of 0.675. **The study concludes that the state of high-performance work practices understudy in the public health facilities requires improvement.** There is a need for implementing the high-performance work practices using policies of mutuality which elicits commitment and reduce turnover intention to yield both better economic performance and greater human development in the public health facilities.

**Keywords:** High-Performance Work Practices, Turnover Intention, Nurses

### Background of study

Health organizations in many countries have faced some difficulties like shortage of health experts, and increase in the turnover rate, especially amongst nurses (Bayan, Amani, Abu-Shaheen & Mohamad, 2018). Thus, the concerns related to the complex issue of nursing turnover continue to challenge healthcare leaders in every sector of health care (Hayes, O'Brien-Pallas, Duffield, Shamian, Buchan & Hughes, 2012).

Turnover of nurses remains a threat in achieving health system efficiency and effectiveness thus poor performance of healthcare organizations and the quality of patient service. This ascribed to the fact that nurses form the bulk of the healthcare workforce within the context of a hospital (Buchan & Aiken, 2008). It therefore calls for interrogation of which bundles of work practices can be designed to promote broader engagement and organizational commitment of nurses to mitigate their turnover intention. This is justified by the fact that high-performance work practices have been shown to be related to various employees' attitudes and behaviors including intention to leave in the health care context

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(Gkorezis, Georgiou & Theodorou, 2018). However prior work on turnover intention among nurses has concentrated on the direct predictors of turnover intention and turnover, with little emphasis on the mechanism by which HPWPs affect turnover intention (Aizzat, Tan & Sabrina, 2018). This has left the research on the nexus between HPWPs -turnover intention behind.

Turnover intention of employees refers to the likelihood of an employee to leave the current job he/she are doing (Ngamkroekjoti, Ounprechavanit & Kijboonchoo, 2012). Turnover intention is an individual's probability estimated by themselves that they are going to leave the organization permanently in near future (Lui, 2011). Turnover intention can also be defined as the inclination among employees to quit or withdraw from their organization. Employee turnover intention is the single best predictor of turnover and shows a combination of attitudes related to withdrawal (Lee and Bruvold, 2003) cited in (Wu X, 2011). Organizations inordinately face turnover of employees where some of them leave the organization voluntarily while others are discharged by their organizations. Thus, every organization therefore regardless of its location, size or nature of business has always given a key concern about employees' turnover intention (Long, Thean, Ismail & Jusoh, 2012). Some staff turnover has benefits, and can help increase productivity by ensuring better matches between jobs and workers, as well as offering more flexibility to promote and develop valued staff (Loquercio, Hammersley & Emmens, 2006). Certain organizations accept a relatively moderate level of staff turnover because it keeps the organization dynamic (Mowday, Porter & Steers, 2013).

Jha (2009) in a study on determinants of employee turnover intentions identified that turnover force the organization to incur a huge cost relating to recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job. For organizations, the turnover of employees means the waste of investment in the selection and training of personnel. Therefore, high turnover of nurses may have a devastating effect on a health care sector, especially if it loses employees who are high performers which jeopardizes service delivery (Bayan, Amani, Abu-Shaheen & Mohamad, 2018). This can lead to critical changes in the behavior of nurses towards their jobs resulting in job dissatisfaction, low productivity, and leaving the organization. This has led healthcare organisations to experience increased cost and economic losses due to the continuous recruitment of new nurses (Hayes et al., 2012).

Employees' turnover intention may be contingent upon organizations human resource practices as explained by a study on perceived performance appraisal effectiveness and turnover intention of workers: a conceptual model (Marina & Normala, 2013). **A growing body of literature illuminates the fact that the human resource management practices (termed as HRMPs) of**

**an organization may affect turnover intention, therefore HPWPs affects employees' turnover intention** (Giauque, Resenterra & Siggen, 2010; Pirzada, Hayat, Ikram, Ayub & Waheed, 2013). Thus the management of the health sector should develop nurse retention strategies with an orientation HPWPs which engenders employee satisfaction and engagement. This is because through HPWPs a belief of being cared for by the organization is infused among the employees. Employees' beliefs regarding the organization (in the form of perceptions about the organization's HPWPs) will lead to positive attitudes towards the organization (in the form of organizational commitment), which in turn leads to behavioral intentions (in the form of reduced turnover intention) (Aggarwal & Bhargava, 2009).

According to Eldor and Vigoda-Gadot (2017) human resource management practices and management practices contain the processes and structures with the purpose of enhancing employee commitment, productivity and their knowledge, skills and attitudes are often called high performing work practices (HPWP). HPWPs are a unique set of complementary Human Resource Management (HRM) practices aimed at empowering employees to contribute favorably towards organizational performance (Appelbaum, 2014). High Performance Work Practices (HPWPs) are therefore employee management tactics that are applied systematically and fairly throughout the organization over time that are geared towards increasing employee engagement, performance and productivity, build customer trust and loyalty, and in turn, increase organization performance. In fine high performance work practices generates a perception within employee towards organization's concern on their welfare thus, stimulating their level of work engagement with enhanced job satisfaction reducing turn over intentions.

Comparing traditional HRM practices with High performing work practices (HPWP), HPWPs do not differentiate certain borderline between upper and lower management levels and HPWP do not require hard or definite job descriptions/definitions (Eldor & Vigoda-Gadot, 2017). Despite the importance of HRMPs in influencing employee outcomes, little attention has been given to such practices and particularly HPWPs in predicting turnover intention among nurses (Aizzat, Tan & Sabrina, 2018). In this regard once the management of the health sector is committed to making retention of nurses a key to success and performance of the health sector there is need to articulate this to stakeholders in a way that is consistent with the mission and values of the health sector so that they are able to see the logic of high performance work practices for any major investment of time and resources.

Employee turnover is at 3.4%, 2.9%, and 2.7% in Singapore, South Korea, and Taiwan, respectively (Barnard & Rodgers, 1998). **Thailand has seen more than a 10% average turnover rate for several years (Employee**

**Turnover Costs Report, 2012). High employee turnover in Thailand cost the country in terms of human resource development and reduce the nation's global competitiveness** (Wu X, 2011). In Saudi Arabia, a study conducted by Almalki et al., on 508 primary health care nurses, reported that the participants were dissatisfied with their work life, with nearly 40% showing a turnover intention (Almalki, FitzGerald & Clark, 2012). In Sweden, a prospective study on 1417 nurses showed that every fifth nurse intended to leave their profession after 5 years (Rudman, Gustavsson & Hultell, 2014). In this regard it remains important for organizations employing new graduates to pay attention to nurses who show early signs of burnout, and provide a resourceful work environment with a suitable workload, sufficient introduction, management support, satisfactory collaboration with colleagues, and role clarity. In a study based on 6469 hospital nurses in seven European countries, reported that nurses have reward frustration with higher turnover intentions (Li, Galatsch, Siegrist, Müller & Hasselhorn, 2011). This suggest that improving the psychosocial work environment, and specifically occupational rewards, may be helpful in retaining nurses and consequently reducing nursing shortage in Europe. All these have an inclination and disposition of high-performance work practices in amending the turnover crisis amongst nurses in the aforementioned countries.

Africa also remains an inordinate victim of high nurse turnover intention ascribed to poor work practices which calls for mitigation. There is a growing consensus that the significant health status challenges facing sub-Saharan Africa cannot be addressed without strengthening health systems and the health professionals who work in those systems (Frenk et al., 2010). This argumentation is premised on the fact that majority of African countries suffer turnover intention of Nurses. For instance in health systems in Southern Africa face a nursing shortage fuelled by turnover occasioned by migration of nurses (Delobelle, Rawlinson, Ntuli, Malatsi, Decock & Depoorter, 2011). Nurse migration from South Africa has continued steadily over the last decade with many nurses heading to the United Kingdom due to shared historical and socio-economic ties (Connel, 2008).

Delobelle et al. (2011) opined that Strategies aimed at improving job satisfaction and retention of primary healthcare nurses in rural South Africa should rely not only on financial rewards and improved work conditions but also on adequate human resource management practices. In Egypt nurses turnover intention is high and is significantly associated with nurses' emotional exhaustion, poor nurse-physician communication and nurses age (Mosallam, Hamidi & Elrefaay, 2015). According Ayalew et al. (2015) Interventions to increase the retention of nurses at public health facilities in Ethiopia should target young nurses who are completing their compulsory service obligation and nurses with a university degree which should include both non-financial

and financial incentives. This shortage of health workers including nurses is further aggravated by the extreme degree of misdistribution of the already scarce health resources within the country. Ugandan health workers are dissatisfied with their jobs, especially their compensation and working conditions with one in four desiring to leave the country to improve their outlook, including more than half of all physicians (Hagopian, Anneke, Kyobutungi & Yumkella, 2009).

From the foregoing many researchers have attempted to answer the questions of what really determines employees' intention to leave by investigating possible antecedents of employees' intention to leave. However, to date, there is no standard reason why employees leave an organization or profession and there has been little consistency in the findings to the question of what really determines employees' intention to leave (Ongori, 2007; Khatijah, Abdul & Husna, 2012). It is presumed that when individual high performance work practices are used together in coherent bundles, they become synergistic. Although the idea of HRM bundling has featured in many HPWP studies, there is little consensus on what HRM practices should be included in a typical HPWP bundle (Beltrán-Martín et al., 2008). Differences in the socio-cultural, economic and political variables of each country explains the differences in outcomes of HPWPs (Liang, Marler & Cui, 2012). In fact, Liu et al. (2012) surmised that most studies on nurses' turnover intention come from developed Western countries whose generalization are limited. In this regard the study was designed to fill the gaps in literature by assessing the effect of high performance work practices on turnover intention in **nurses in public health facilities in Turbo Sub County, Kenya** which would definitely help expand the extant literature.

### Statement of the problem

A growing awareness of shifts in the characteristics of the workforce behooves organizations to be more focused in retaining skilled employees through high performance work practices. In spite of these, turnover intentions continue to be a serious problem for businesses (Luna-Arocas & Camps, 2007). Intent to leave an organization is one of the indicators of turnover (Bothma & Roodt, 2013). In this regard it remains vital for organizations to be able to make informed decisions about developing effective retention practices that result in the reduction of turnover intention (Allen, Bryant & Vardaman, 2010). Implementing HPWP (High performance work practices) in organizations communicates to employees that the company values and cares about them and wishes to establish a social exchange relationship with them hence reduction of turnover intention (Lovy & Jaya, 2013).

However, debate on nurse turnover and turnover intention still continues (Sara, Joeri & Rowland, 2011). Bobbio and Manganelli (2015) have argued that the retention of nurses could be considered as one of the

most important challenges for healthcare organizations globally. This high turnover rate has heightened the shortage of nurses rendering poor services and corrosion of effectiveness of hospitals. Besides high turnover negatively impacts on client's level of satisfaction, direct and indirect costs of voluntary turnover as replacement, recruitment and selection, temporary staff, management time, morale, pressure on remaining staffs, costs of learning, product or service quality, organizational memory and the loss of social capital which could ultimately negatively affect the performance of any organization (Hong, Hao, Kumar, Ramendran & Kadiresan, 2012). In the long run this would precipitate poor living standards and declining economic growth. Thus employee turnover is a serious issue for many organizations which organizational experts view this phenomenon as a persistent problem for organizations (Yin-Fah, 2010). Institutions in Kenya have become vulnerable to losing their highly qualified knowledge workers to well-paid offers from the private sector, and headhunting from other private institutions internationally (Ngobeni & Bezuidenhout, 2011). In order to remain competitive and be productive, every organization will have to manage their employee turnover wisely (Kavaliauskienė, 2013). The county can remedy turnover by embracing high performance practices to create favorable working conditions that can enhance the rate of retention.

Although high performance work practices (HPWPs) are an important dimension in contemporary research on workplaces, a majority of research has been confined in the Western manufacturing context Frenkel and Lee (2010); Vathsala and Anuradha (2011); but the prevailing view is that the developing countries' cultural context is different from developed countries with the western culture such that western-derived and tested arguments cannot be used to explain and understand organizational problems in developing African countries (Onyango et al, 2016). More and more research seems to be positive about the usefulness of HPWPs on firm effectiveness, but ignores the impact it may have on employees' stress, well-being and turnover intentions (Topcic, Baum & Kabst, 2016). Thus the study was designed to fill in the gap by assessing the effect of High performance work practices on turnover intention of nurses in public health facilities in the Kenyan context.

### **General objective**

**To assess the effect of high performance work practices on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya.**

### **Specific objectives**

**The study was guided by the following specific objectives**

1. To determine the effect knowledge management on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya.

2. To examine the effect of performance appraisal on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya.

### **Literature Review**

#### **Empirical Review**

The empirical review covered the conceptualized relationship of variables under study which includes high performance work practices as the independent variable and turnover intention as the dependent variable. High performance practices and its dimensions included knowledge management and performance appraisal and how they relate with turnover intention.

**Knowledge management and turnover intention:** Radaelli et al. (2014) knowledge as a fluid mix of framed experience, values, contextual information, and expert insight that provide a framework for evaluating and incorporating new experiences. Knowledge, defined as expertise, habit, skills, experience and understanding derived from trainings or learning processes, is a key source of competitive advantage for organisations in the 21st century (Maldonado-Guzmán, Lopez-Torres, Garza-Reyes, Kumar & Martinez-Covarrubias, 2016). Knowledge management (KM) is the process of creating, sharing, using and managing the knowledge and information of an organization (Girard & Girard, 2015). It refers to a multidisciplinary approach to achieving organizational objectives by making the best use of knowledge. Knowledge management is the process of capturing, distributing, and effectively using knowledge (Koenig, 2018). Knowledge management is an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of information on databases, documents, policies, procedures, expertise and experience in individual workers of an organization. Knowledge management is regarded as urgent within organizations as knowledge is pointed out as a powerful weapon to achieve competitive advantage. Because knowledge is a critical strategic tool required to achieve competitive advantage in the information age. The function of knowledge management is to support the achieving of organizational goals (Sui et al., 2016). Accordingly, responsibility and accountability for retaining talent needs to shift from HR and out to the front lines into the hands of leaders, especially immediate supervisors (Mokhtar & Narjes, 2015). Knowledge management processes result from interaction among organizational members and organizational interactions with its environment (Prabhakar, Reddy, Savinkina, Gantasala & Ankireddy, 2018). Prabhakar et al.(2018) notes that organizational culture provides the social context in which these interactions contribute to knowledge management processes in the organization.

According to Pološki and Hernaus (2015) knowledge is what employees know about their customers, products, process, mistakes and success in organization. There are

two types of knowledge which is explicit and tacit knowledge Tiwana (2000) cited in (Sui et al., 2016). Explicit knowledge is codified knowledge in the forms of manual, rules, and routines, procedures which can be easily accessed and can be extracted from knowledge holder and shared with other individuals. Conversely, tacit knowledge is the knowledge hidden in individual's mind in the forms of experience and expertise which is hard to articulate or communicate and which is usually obtained through interaction with others or environments such as communities of practice (O'Dell & Hubert, 2011).

Existing or prior knowledge is as fundamental as the zeal of employees to struggle to bolster their absorptive capacity. In this regard the quality of human resources already available then is an important determinant in assessing absorptive capacity. It is however not enough if organizations do possess prior work-related knowledge but also employees with the drive to learn and improve Delaney and Huselid (1996) cited in (Prabhakar, et al., 2018). Employees can influence the way information and knowledge is shared throughout the organization. Wiig et al. (2007) described KM as including eight practices: reviewing, analyzing the KM processes, analyzing the application risks, executing the proposed plans, developing knowledge, consolidating knowledge, sharing knowledge, and combining knowledge. In this study five main practices are adapted from the models of (Dahiya, Gupta & Jain, 2012). These practices encompass knowledge creation, acquisition, sharing, storage, and implementation, which have been frequently applied in evaluation of KM practice. Knowledge creation through brainstorming methods and conducting research to make the best use of the knowledge assets of customers, suppliers and staffs are strategies applied in many prosperous organizations for creating knowledge (Moodysson, 2008).

Knowledge acquisition encompass the process of acquiring and learning appropriate knowledge from various internal and external resources, such as experiences, experts, relevant documents, plans and so forth (Gholami et al., 2013). Interviewing, laddering, process mapping, concept mapping, observing, educating and training are the most familiar techniques for knowledge acquisition (Lettieri, Borga & Savoldelli, 2004). Knowledge sharing is a process through which personal and organizational knowledge is exchanged. In the other words, knowledge sharing refers to the process by which knowledge is conveyed from one person to another, from persons to groups, or from one organization to other organization (Frappaolo, 2006). Knowledge sharing remains fruitless unless the receiver absorbs and assimilates the knowledge by using it as a basis for action. Absorption of new knowledge depends on the source being respected, a trustworthy environment, the relevance of the knowledge and its insight into better ways of performing (Holste & Fields, 2010). Knowledge storage utilizes technical systems such as modern

informational hardware and software and human processes to identify the knowledge in an organization, then to code and index the knowledge for later retrieval (Karadsheh et al., 2009). Knowledge Implementation is the application of knowledge and the use of the existing knowledge for decision-making, improving performance and achieving goals (Zheng, Yang & McLean, 2010).

Ahmed, Fiaz and Shoaib (2015) opines that knowledge management activities leads to provision of quality services to customers, high customer satisfaction, efficiency in resource utilization, more profits and overall improved organizational performance. In this regard effective knowledge management remains essential for planners, policymakers and practitioners of various sectors in accelerating innovation and their performance level. Thus, knowledge management is becoming indispensable in organizations since it is a powerful weapon for achieving competitive advantage. Learning and sharing environment can be achieved through establishing a work environment, in which encourages keeping learning, promotes knowledge sharing and supports work life (Sui et al., 2016).

According to Mokhtar and Narjes (2015) there is a well-defined role for the organization's leadership in setting the context for knowledge management which supports knowledge worker engagement and retention. Cultivation of a learning culture and support for KM-based HR practices cannot occur without such recognition and advocacy. The main intellectual capital of employees remains the availability and sharing of knowledge which is considered the key to motivating and engaging employees (Annika, 2017). In organizations where knowledge is not actively shared within employees, their cognitive resources remain under-utilized within the team which adversely affects individual performance and organizational performance (Ehsan, 2018). A common management assumption is that employees freely and openly will share their knowledge (Downing & McHenry, 2015). This assumption is premised on the attitude that the company owns the knowledge that resides within the employees' heads (Downing & McHenry, 2015). This obligates the management to create an environment that supports knowledge sharing for the benefit of both the employer and employee. Thus organizations should strive to create a culture where knowledge sharing is not an accomplishment but part of the overall structure and working methods (Annika, 2017).

Song and Ito (2017) focused on the positive impact of employee turnover on knowledge transfer. The study presented a theoretical model addressing whether knowledge brought by new employees can benefit the company and explores potential relationships between employee turnover and the knowledge creation process. To test this theoretical model, a survey (N=179) was conducted in China among employees working in companies with relatively high employee turnover. The questionnaire included four parts: employee turnover, knowledge creation, firm performance, and knowledge

sharing. Employee turnover was further divided into scales: transfer ability, transfer motivation, and transfer opportunity. Confirmatory factor analysis (CFA) was used to assess the psychometric properties of the multi-item scales employed in the study. Subsequently, Structural Equation Modelling (SEM) was used to test the hypotheses. The study showed that employee turnover affects knowledge creation and firm performance. However the study utilized knowledge management as the dependent variable while the current study focuses on Knowledge management as the independent variable and turnover intention as the dependent variable.

Vnouchkova and Urbancova (2015) studied employee turnover and knowledge management in the Czech Republic. The aim the study was to analyze the causes of mobility of knowledge workers and categorise types of employees and mobility according to the future development of an employee's career. The research areas, i.e. ensuring knowledge continuity and employee turnover were analyzed based on the premise of significant relation between those two areas. The data were collected in organizations in the Czech Republic. Surveys were drawn across sectors to ensure representativeness of the outcomes. The outputs revealed two basic approaches to maintaining knowledge inside organizations. Employees can be divided into knowledge workers and remainder, who seek only security. A knowledge worker who decides to transfer is not motivated by the amount of salary (they do not mind a lower level of remuneration); on the contrary they suffer due to an unclear vision on the part of the organization, where they used to work; they cannot stay in conditions where there is no possibility to participate on personal growth. However, the study was limited in context thus could not be generalized to the Kenyan health sector.

Garcia and Coltre (2017) studied knowledge management as a determining factor in the retention of professionals in the industry: a case study in an organization in the furniture industry of Francisco Beltrão/PR. The research was exploratory, with lifting procedure, and qualitative and quantitative approach. Data were collected using questionnaires applied to 224 employees of administrative, industrial and commercial areas, as follows: 11 managers, 44 responsible for the area and 169 operational employees. The Likert scale detected the frequency of respondents' views. To provide consistency to the findings, the data obtained Multivariate Analysis statistical treatment, developed in the free R software. Main Component Analysis, Factorial Analysis, Correspondence Analysis, Correlation Analysis and Chi-squared were applied to test separately for tacit and explicit ways. After the analysis, the study concluded that through the factors shown in the study, both pathways influence the retention of employees of the surveyed company. In fine knowledge management is a determining factor in the retention of professionals.

However, the study was conducted in a private sector non-Kenyan context and not public health sector.

Novak, Roblek and Devetak (2013) studied the relation between knowledge management and turnover in Slovenian micro and small start-up organizations. The empirical research was conducted on a population of 667 Slovene organizations gathered from the subjects of an innovative environment database, and a further sample of 51 chosen technology parks from the A group. By implementing multivariate regression analysis, the study sought to examine whether knowledge requirements and knowledge transfer paths in these organisations have a statistically significant influence on employee turnover. The results have shown that the importance of intellectual and social capital, intangible capital assets and their continuous measurement must be acknowledged within an organization. The study found that better provision and management of knowledge do lead to better performance and consequently to a greater employee satisfaction and retention. However, the study was conducted in private sector which is a dispatch of the current study which was conducted in the public sector in the Kenyan context.

Alyoubi, Hoque, Alharbi, Alyoubi and Almazmomi (2018) studied the Impact of Knowledge Management on Employee Work Performance: Evidence from Saudi Arabia. the objective of this study was to measure the effects of knowledge management processes (knowledge acquisition, knowledge sharing, knowledge creation and knowledge retention) and knowledge management approaches (social networks, codification and personalization) on job satisfaction and examines how they increase employees' work performance. A theoretical model based on KM processes and approaches was proposed. It was empirically tested with structural equation modeling (SEM) and partial least squares (PLS) of survey data collected from employees of the King Fahd National Library in Jeddah, Saudi Arabia. The analysis showed that there is a significant and positive impact of KM processes and approaches on job satisfaction and work performance. Knowledge sharing, knowledge retention, codification and personalization approaches have significant impacts on job satisfaction, and knowledge acquisition, knowledge creation and a social network approach have no significant impacts on job satisfaction. However, the study didn't show the effect of knowledge management on employee turnover intention.

Mwangi (2019) examined the effect of knowledge transfer processes on employee performance in State Corporations in Kenya. A sample of 126 State Corporations was randomly selected from a population of 187. The unit of observation was 126 human resource managers or their equivalents drawn from the sampled State Corporations. From 126 questionnaires distributed, 92 were filled and returned. The study applied mixed methods research with cross-sectional survey design.

Multiple regression analysis and inferential analysis was carried out. This was useful in the interpretation of the study results. The data was analysed using SPSS (version 23) and presented by way of means, percentages, standard deviation, tables and figures. The study found positive significant relationship between knowledge transfer processes and employee performance. Information communication technology was found to be an enabler of knowledge transfer processes though it did not significantly moderate the relationship between peer to peer training and employee performance. Coaching was the strongest predictor of the variance in employee performance in State Corporations in Kenya. However, the study focused on performance as an outcome of knowledge management and not employee turnover.

Chebii (2018) studied knowledge management and organizational performance in state owned Commercial Enterprises in Kenya. Further, the study sought to examine the moderating effect of age of the firm on the relationship between knowledge management and organizational performance. The study targeted a population of 275 members of top management team in 55 state owned commercial enterprises in Kenya. Simple random sampling was used to select a sample of 268 members of top management team. A pilot study of 10% of sample size of 27 members of top management team was randomly selected to participate in the pilot. The Cronbach's Alpha value for the questionnaire was 0.81 indicating that the research instrument was reliable. The study conducted correlation analysis, One-Way Analysis of Variance (ANOVA) and multiple linear regression to test the hypotheses and the results are discussed as follows. Multiple regression results showed that knowledge acquisition, knowledge creation, knowledge conversion, knowledge sharing significantly predicted return on equity but not return on asset. Knowledge storing did not have significant influence on return on assets and return on equity. Age of the firm moderated the relationship between return on equity and knowledge acquisition, knowledge creation and knowledge conversion and not return on assets. However, the study focused on organizational performance and not employee turnover providing a gap for the current study.

**Performance appraisal and turnover intention :** Performance appraisal is a process designed to evaluate, manage and eventually improve employees' performance (Rusli & Camelia, 2010). It is a more strategic approach for integrating human resource activities and the business policies. This is ascribed to the fact that it allows employer employee dyadic discussion on expectations of the organization and the employees' achievements in regard to future development of the employee. However, the accuracy of the performance appraisal process remains a major concern of most organizations that desire to improve their performance management system. There are few would deny that political behaviors have an important influence on performance appraisal processes and outcomes (Ahmad, Lemba &

Ismail, 2010). In this regard when employees are likely to view workplace politics as objectionable, they will engage in withdrawal from the organization such as intention to quit (Rusli & Camelia, 2010). Thus, the organization is under obligation to ensure the rating in the performance appraisal is as objective as possible to reduce chances of rejection and dejection amongst the employees which is likely to occasion turnover intention. These argumentations are premised on the evidence that performance ratings are often manipulated for political purposes (June, 2004). However, Wilton (2022) avers that Before introducing the appraisal system, a climate of mutual trust, cooperation and confidence should be created in the organization. Under the system, the employees should be treated in a supportive manner

According to Marina and Normala (2013), the effectiveness of a performance appraisal practice that may substantially contribute to knowledge worker turnover intention could be simply overlooked and arduous to manage. The paper was based on a conceptual model that seeks to examine the effect of perceived performance appraisal effectiveness on the intention to leave an organization among knowledge workers. An assimilated framework is employed to discuss the multifaceted performance appraisal system and turnover issues from past literatures. In addition, the role and significance of career commitment is believed to influence perceived performance appraisal effectiveness-turnover intention relationship. Marina and Normala also noted that career commitment is thus included as an antecedent towards turnover intention to strengthen the model. They aver that the model could serve as a management platform in their effort to improve or enhance their current performance appraisal practices towards effectiveness, thus retaining their knowledge workers. However, the study was limited to knowledge workers.

Rusli and Camelia (2010) examined the effect of performance appraisal politics on employee turnover intention. This research focused on two elements or political motives influencing employee turnover intention: motivational and punishment motive. The study used survey research to gather 60 questionnaires from a private company. The findings showed that there is a positive relationship between the independent variables (motivational motive and punishment motive) with dependent variable (employee turnover intention). Results of multiple regression analysis showed that punishment motive have more effects towards employee turnover intention compared to motivational motive. This implies that the motive of the performance appraisal exercise should be objective in order to engender motivation and retention of the staff. However, the study used a single instrument and liable to common method bias. Besides the sample size was too small thus affecting the reliability of a survey's results because it leads to a higher variability, which may lead to bias. Lastly the study the study was conducted in the private sector in non-

African context thus limiting its generalization to the Kenyan health sector.

June (2004) examined the effects of employees' perceptions of political motives in performance appraisal on their job satisfaction and intention to quit using survey data from an occupationally heterogeneous sample of white-collar employees (N=127) from various organizations. Regression analysis results indicated that when employees perceived performance ratings to be manipulated because of raters' personal bias and intent to punish subordinates they expressed reduced job satisfaction that, in turn, led to greater intentions to quit their jobs. Manipulations of ratings for motivational purposes, however, had no effect on job satisfaction and turnover intention. The study focused on white collar employees in Malaysian context whose generalization would be limited by virtue of context.

**Summary and Research Gaps**

Despite the intensive disengagement among the workers of organizations of modern age research on turnover intention and employee engagement is relatively new there is a need to do more work to determine its roots, progression and consequences (Van Rooy et al., 2011; Van Rooij, 2012). Besides majority of literature in the field of high-performance work practices and employee turnover intention is abundant however most of them focuses upon developed economies to the neglect of developing economies Alfes et al. (2013); Nusrat (2015); Mohammed et al. (2017); Irene (2012); Fareed, Isa & Noor, (2016); Hartog and Verburg, (2004). The social norms, legislation and organizational cultures which is clearly important in shaping employee retention differs from the Kenyan context this rendering it necessary for the current study to be undertaken in the Kenyan context. Other gaps observed in the previous studies was due to scant documentation of the nexus between management practices (e.g. HPWSs) and turnover intention in the health sector especially in developing countries. Although high performance work practices (HPWPs) are an important dimension in contemporary research at workplaces, a majority of research has been confined in the Western manufacturing context (Wickramasinghe & Gamage, 2011).

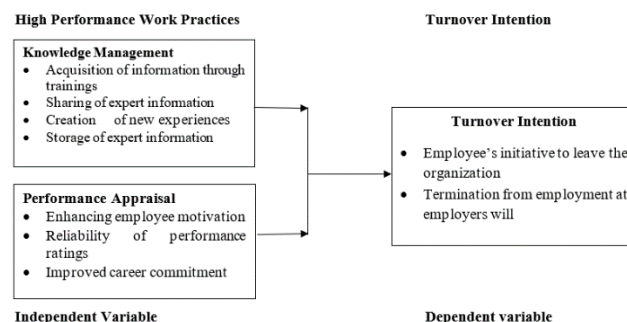
Specifically, the HPWSs relationship won't remain static; the impact of HPWSs on turnover intention may differ in various industrial settings, development stages, or under market turbulence so it makes sense to consider all the features of the working environment which is a product of the organizational culture. From the studies

reviewed there is a paucity of studies done in the health sector and amongst nurses whose organizational structures and cultures differs from the other industries. This provided a gap filled by this study. This is underpinned by the deliberations of a number of studies which show that it is important to examine HRM practices in as many settings as possible to justify results from other settings. In this regard there is a need to furthering research on this theme in different industrial settings for better understanding of the relationship. The implications of these are that the study could get different results in different settings occasioned by prevailing parameters in the various business environments.

Though there has been considerable research conducted on HPWS Performance link, some crucial theoretical and methodological issues still remain unresolved (Boxall, 2012). Boxall, (2012), Katou, Budhwar and Patel (2014) admit that HPWS "is a not a settled body of theory but an area of theoretical ferment. Research has concentrated mainly on the consequences of HPWPs on organizational performance and mainly from a management perspective (Harley, Allen & Sargent, 2007). More and more research seems to be positive about the usefulness of HPWPs on firm effectiveness, but ignores the impact it may have on employees' stress and well-being and turnover intention (Topcic, Baum & Kabst, 2016). Thus the current study was designed to fill the existing gaps in literature.

**Conceptual framework**

According to Antonenko (2015) a conceptual framework is a visual or written product that explains, either graphically or in narrative form, the main concepts, or variables to be studied and their presumed relationships. This study conceptualizes the relationship between HPWPs and turn over intention as follows.



**Figure 2.1** Conceptual framework



**Research Design and Methodology**

**Research Design:** The study adopted a descriptive survey research, a scientific method which involves observing (surveying) and describing the behaviour of a subject without influencing it in any way (Antwi & Hamza, 2015). The descriptive survey design was appropriate for the current study because provides the researcher with the desired information and understanding of the relationship between the study variables

**Population of the Study:** The target population were nurses from the public health facilities in Kenya. Study population (also known as accessible population) is the actual sampling frame, from which we randomly drew our sample (Fox, Hunn & Mathers, 2009). The accessible population of the study was 160 nurses who were drawn from public health facilities in Turbo Sub-County.

**Sample Size:** The study used Krejcie & Morgan table (1970) to calculate the sample size which was 113 as per the table. Therefore 113 which is 70.6% of the population was preferable.

Final samplesize= Effective samplesize/ (1- nonresponse rateanticipated) (John, Odero, Nziku, & Njau, 2021). If the study anticipates a non-responserate of 10%. Therefore, the final sample size was  
 $113 / (1 - 0.10) = 126$

**Data Collection Instruments:** The study used a questionnaire as well as reviewing existing literature. Self-administered structured questionnaire based on the specific objectives was used to gather primary data. The questionnaire was designed based on 5 point Likert scaling. The likert scale was anchored on a five-point rating ranging from strongly agree to strongly disagree was used in the design of the questionnaires (5 = Strongly Agree (SA) 4 = Agree (A) 3 = Neutral (N) 2 = Disagree (D) 1 = Strongly Disagree (SD). This was done to maintain consistency in five-scale measurement. Pre-testing of the questionnaire was done at Uasin Gishu District Hospital in order to identify whether the developed instrument is in agreement with the contents of the research questions.

**Data Processing and Analysis:** Data was analyzed using descriptive and inferential statistical techniques. Under inferential statistics, multiple regressions was used to determine the effect of a set of independent variable (high performance work practices) on dependent variable

(turnover intention), coefficient of correlation using the Statistical Package for Social Sciences (SPSS) version 20.0 package.

The regression model was as follows:

$$y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \epsilon \dots \dots \dots \text{Equation 3.1}$$

Where  $y$  represents turnover intention, dependent variable  $x$  is high performance work practices,  $\beta$  represents the standardized regression coefficient.  $X_1$  represents Knowledge Management  $X_2$  represents Performance appraisal  $\epsilon$  represents error term

**Data Analysis, Results Findings and Discussion**

**Descriptive Analysis for Variables**

**Descriptive Results for Knowledge Management**

Knowledge management is a multidisciplinary approach to achieving organizational objectives by making the best use of knowledge. The findings illustrated in table 4.14 findings indicated that the majority of respondents at 62.3% disagreed and 28.9% strongly disagreed that public health facilities in **Turbo Sub County, Kenya** are better placed to meet competition from other organisations because of available knowledge while 8.8% were undecided (mean = 1.46, SD = 0.654). In addition 2.6 % of the respondents agreed that the knowledge of nurses have become available for use to the whole organisation, 50.9% strongly disagree, 26.3% disagree while 20.2% were undecided (mean = 1.75, SD = 0.870). Besides 6.1% agreed that the public health facilities encourage nurses to attend formal trainings in order to gain more knowledge, 44.7% strongly disagree and 25.4% disagree while 23.7% were undecided (mean = 1.91, SD = .965). According to the findings 1.8% agree that nurses were also in agreement that lessons learned from past experiences, both successful and unsuccessful, are considered valuable, 46.5% strongly disagree, 25.4% disagree while 26.3% were undecided (mean = 1.84, SD = .908). The study finally noted that there is effective communication which encourages cooperation and exchange of experience among the nurses according to 1.8% of the respondents who were in agreement while 21.1 % strongly disagreed, 50.9 % disagreed while 26.3% were undecided (mean = 2.09, SD = .735). Overall, the items on knowledge management summed up to a mean of 1.75, standard deviation .747.

**Table 4.1:** Descriptive Results Knowledge Management

	SD %	D%	UD%	A%	SA%	Mean	SD
n=114							
We are better placed to meet competition from other organizations because of available knowledge	62.3	28.9	8.8	0.0	0.0	1.46	.654
Knowledge of individuals has become knowledge available for use to the whole organization	50.9	26.3	20.2	2.6	0.0	1.75	.870
The organization encourages employees to attend formal trainings in order to gain more knowledge	44.7	25.4	23.7	6.1	0.0	1.91	.965
Lessons learned from past experiences, both successful and unsuccessful, are considered valuable	46.5	25.4	26.3	0.9	0.9	1.84	.908
There is effective communication which encourages cooperation and exchange of experience among employees.	21.1	50.9	26.3	1.8	0.0	2.09	.735
<b>Knowledge Management</b>						1.75	.747

Source: Research Data (2022)

**Performance Appraisal**

According to the study findings as presented in table 4.5 17.5% of the nurses were in agreement that performance appraisal is meant to motivate them, 39.5% in disagreement, 30.7% strongly disagreed while 12.3 % undecided (mean = 2.17, SD = 1.055). Besides they were also in agreement at 12.3% that performance appraisal is influenced by punishment of non performers, 46.5% were in disagreement, 23.7% strongly disagreed while 17.5% were undecided (mean = 2.18, SD = .937). In addition 0.9% and 10.5% of the respondents strongly agree and agree that they trust the outcomes of performance appraisal , 36.8% disagree, 26.3% strongly disagree while 25.4% were undecided (mean = 2.23, SD = .987). Besides 1.8% of the nurses strongly agreed, 18.4% agreed that performance ratings are fair, 25.4% disagreed, 36.0% strongly disagreed while 18.4% were undecided (mean = 2.25, SD = 1.179) and according to 4.4% who were in agreement performance appraisal induces their commitment to the organization while 43.9% were in disagreement, 45.6% strongly disagreed and 6.1% undecided (mean = 1.70, SD = .808). Finally the overall items on Performance Appraisal summed up to a mean of 2.11, standard deviation .702.

**Table 4.2:** Descriptive Results Performance Appraisal

	SD %	D%	UD%	A%	SA%	Mean	SD
n=114							
Performance appraisal is meant to motivate employees	30.7	39.5	12.3	17.5	0.0	2.17	1.055
Performance appraisal is influenced by punishment of non-performers	23.7	46.5	17.5	12.3	0.0	2.18	.937
I trust the outcomes of performance appraisal	26.3	36.8	25.4	10.5	0.9	2.23	.987
Performance ratings are fair	36.0	25.4	18.4	18.4	1.8	2.25	1.179
Performance appraisal induces my commitment to the organization	45.6	43.9	6.1	3.5	0.9	1.70	.808
<b>Performance Appraisal</b>						2.11	.702

Source: Research Data (2022)

**Employees' turnover intention**

Employee turnover intention indicates that employees have considered or intend to leave their current employer. According to the findings majority of nurses strongly agreed at 48.2% and agreed at 42.1% that they are likely to accept another job at the same compensation in another organization while 0.9% disagreed and 8.8% were undecided (mean = 4.38, SD = .683). In addition, the 48.2% of the respondents strongly agreed and 43.0% agreed that they always consider leaving their job while 8.8% were undecided (mean = 4.39, SD = .647). Majority of nurses at 89.5% also agreed and strongly agreed that they dream about getting another job that suits their personal needs while 0.9 disagreed and 9.6% were undecided (mean = 4.50, SD = .707). Besides 48.2% strongly agree, 30.7% agree that their current job doesn't satisfy their needs while 21.1 % were undecided (mean = 4.27, SD = .790). According to the study findings 55.3% of the

strongly agreed and 24.6 % of nurses also agree that they always feel frustrated when not given an opportunity at work to achieve their personal related goals, 0.9% disagree while 19.3% were undecided (mean = 4.34, SD = .818). Finally, the overall items on employee’s turnover intention summed up to a mean of 4.38, standard deviation .543. On average the nurses agreed with the state of employee turner over intention in Public Health Facilities in Turbo Sub-County, Kenya thus high turnover intention.

**Table 4.6:** Descriptive Results for Employees’ turnover intention

	SD %	D%	UD%	A%	SA%	Mean	SD
n=114							
I am likely to accept another job at the same compensation in another organization	0.0	0.9	8.8	42.1	48.2	4.38	.683
I always consider leaving my job	0.0	0.0	8.8	43.0	48.2	4.39	.647
I dream about getting another job that suits my personal needs	0.0	0.9	9.6	28.1	61.4	4.50	.707
My current job doesn’t satisfy my needs	0.0	0.0	21.1	30.7	48.2	4.27	.790
I always feel frustrated when not given an opportunity at work to achieve my personal related goals	0.0	0.9	19.3	24.6	55.3	4.34	.818
<b>Employees’ turnover intention</b>						<b>4.38</b>	<b>.543</b>

Source: Research Data (2022)

**Regression Analysis**

Regression analysis is a reliable method of identifying effect of an independent variable on dependent variables. In this regard regression analysis was done to assess the effect of high-performance work practices on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya. Simple and multiple linear regression analysis was conducted for both specific and general objectives as follows.

**Effect of knowledge management on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya**

The study hypothesized that:

**H<sub>01</sub>:** Knowledge management does not have a statistically significant effect on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya.

The model summary presented in table 4.3 involves knowledge management as the only independent variable.

**Table 4.3:** Model Summary of Knowledge Management

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Sig	Durbin-Watson
1	.787 <sup>a</sup>	.619	.615	.337	.000	1.646

a. Predictors: (Constant), Knowledge management

b. Dependent Variable: turnover intention

The coefficient of determination (R square) of 0.619 indicated that the model explained only 61.9 % of the variation or change in the dependent variable with the remainder of 39.1 % explained by other factors other than knowledge management. Adjustment of the R square did not change the results substantially, having reduced the explanatory behavior of the predictor to 61.5%

**Table 4.4** Goodness of fit results of Knowledge Management

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.575	1	20.575	181.664	.000 <sup>b</sup>
	Residual	12.685	112	.113		
	Total	33.261	113			

a. Dependent Variable: turnover intention

b. Predictors: (Constant), Knowledge management

Second, the ANOVA output was examined to check whether the proposed model was viable. Results shown in Table 4.4 revealed that the F-statistic was highly significant (F= 181.664 p<0.05), this shows that the model was valid. The model significantly improved the ability to predict turnover intention. Thus, the model was significant. This tested the null hypothesis that knowledge management does not have a statistically significant effect on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya. Hence, the rejection of the null hypothesis and accept the alternative hypothesis which states that that knowledge management has a statistically significant effect on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya. It can therefore be inferred that there is a significant effect of knowledge management on turnover intention. This finding was supported by Garcia and Coltre (2017); Vnouckova and Urbancova (2015); Novak et al. (2013) who also found that knowledge management significantly affects turnover intention.

Results of the regression coefficients presented in Table 4.5 shows that the estimates of β values and give an individual contribution of a predictor to the model.

**Table 4.5:** Regression Coefficients of Knowledge Management

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.379	.081		66.633	.000	1.000	1.000
	Knowledge mgt	-.571	.042	-.787	-13.478	.000		

a. Dependent Variable: Turnover intention

The β value tells us about the relationship between turnover intention with the predictor. The negative β value indicates a negative relationship between the predictors and the outcome. The β value for knowledge management (-.571) was negative. The negative β values indicates the direction of relationship between predictor and outcome. From the results (Table 4.6) the model was then specified as:-

$$y = \beta_1 X_1 + \epsilon \dots \dots \dots \text{Equation 4.1}$$

$$\text{Turnover intention} = -.572 \text{ knowledge management} + \epsilon$$

The coefficient of the variable indicates the amount of change one could expect in turnover intention given a one-unit change in turnover intention basing on the standardized coefficients. Results reveal standardized regression coefficient for knowledge management (β=-0.572), implies that an increase of 1 standard deviation in knowledge management is likely to result in -0.572 standard deviations decrease in turnover intention. T-test was used to identify whether the predictor was making a significant contribution to the model. When the t-test associated with β value is significant then the predictor is making a significant contribution to the model. The results show that knowledge management (t = -13.478, P<.05).

**Effect of performance appraisal on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya**

The study hypothesized that;

**H02:** Performance appraisal does not have a statistically significant effect on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya.

Performance appraisal was the only independent variable in model summary presented in table 4.6 involves

**Table 4.6:** Model Summary of Performance Appraisal

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Sig	Durbin-Watson
1	.439 <sup>a</sup>	.193	.186	.490	.000	1.610

a. Predictors: (Constant), Performance Appraisal

b. Dependent Variable: turnover intention

The coefficient of determination (R square) of 0.193 thus, the model explained only 19.3 % of the variation or change in the dependent variable with the remainder of 80.7 % explained by other factors other than performance appraisal.

Adjustment of the R square did not change the results substantially, having reduced the explanatory behavior of the predictor to 18.6%

**Table 4.7** Goodness of fit results of Performance Appraisal

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.424	1	6.424	26.809	.000 <sup>b</sup>
	Residual	26.837	112	.240		
	Total	33.261	113			

- a. Dependent Variable: Turnover intention
- b. Predictors: (Constant), Performance Appraisal

Second, the ANOVA output was examined to check whether the proposed model was viable. According to the findings in table 4.7, the F-statistic was highly significant (F= 26.809 p<0.05), this shows that the model was valid. Thus, the model was significant in predicting turnover intention. This tested the null hypothesis that performance appraisal does not have a statistically significant effect on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya. Hence, the rejection of the null hypothesis and accept the alternative hypothesis which states that that performance appraisal has a statistically significant effect on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya. It can therefore be inferred that there is a significant effect of performance appraisal on turnover intention. This finding was supported by Marina and Normala (2013); Rusli and Camelia (2010) who also found that knowledge management significantly affects turnover intention. Results of the regression coefficients presented in Table 4.14 shows that the estimates of β values and give an individual contribution of a predictor to the model.

**Table 4.8:** Regression Coefficients of Performance Appraisal

Model		Unstandardized Coefficients		Standardized	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.204	.166		31.338	.000		
	Performance Appraisal	-.393	.076	-.439	-5.178	.000	1.000	1.000

- a. Dependent Variable: Turnover intention

The β value tells us about the relationship between turnover intention with the predictor. The negative β value indicates a negative relationship between the predictors and the outcome. The β value for performance appraisal (-.393) was negative. The negative β values indicates the direction of relationship between predictor and outcome. From the results table 4.8 above the model was then specified as:-

**y= β<sub>1</sub>X<sub>1</sub>+ε.....Equation 4.2**

Turnover intention = -.393 Performance appraisal + ε

The coefficient of the variable indicates the amount of change one could expect in turnover intention given a one-unit change in turnover intention basing on the standardized coefficients. Results reveal standardized regression coefficient for performance appraisal (β=-0.393), implies that an increase of 1 standard deviation in performance appraisal is likely to result in -0.393 standard deviations decrease in turnover intention. T-test was used to identify whether the predictor was making a significant contribution to the model. When the t-test associated with β value is significant then the predictor is making a significant contribution to the model. The results show that performance appraisal (t = -5.178, P<.05).

**Effect of high-performance work practices on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya**

The study conceptualized the effect of high-performance work practices as knowledge management, performance appraisal, employee involvement and succession planning on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya. Multiple regression analysis was used and findings presented as follows;

**Table 4.9:** Model Summary of High-Performance Work Practices

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Sig	Durbin-Watson
1	.822 <sup>a</sup>	.675	.669	.312	.000	1.802

a. Predictors: (Constant), Knowledge management and performance appraisal,

b. Dependent Variable: turnover intention

Results presented in Table 4.9 reveals that the two constructs namely Knowledge management, and performance appraisal explain 67.5 % of the variation in turnover intention (R Square = 0.675). Therefore, the remaining 32.5% is explained by other factors not considered in the study.

**Table 4.10** Goodness of fit results of High-Performance Work Practices

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.450	2	11.225	115.253	22.450
	Residual	10.811	111	.097		10.811
	Total	33.261	113			33.261

a. Dependent Variable: Turnover intention

b. Predictors: (Constant), Knowledge management, performance appraisal, employee involvement and succession planning

Goodness of fit results of High-Performance Work Practices was examined to check whether the proposed model was viable. According to the findings in table 4.10, the F-statistic was highly significant (F= 115.253 p<0.05), this shows that the model was valid. Thus, the model was significant in predicting turnover intention. Thus, High-Performance Work Practices has a statistically significant effect on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya. This finding was supported by Aizzat, Tan and Sabrina (2018) and Afsar, Shahjehan and Shah (2018) who found that high performance work practices significantly affects turnover intention. Results of the regression coefficients presented in Table 4.11 shows that the estimates of β values and give an individual contribution of a predictor to the model.

**Table 4.11:** Regression Coefficients of High-Performance Work Practices

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1(Constant)	5.758	.114		50.355	.000		
Knowledge Mgt	-.523	.041	-.720	-12.828	.000	.928	1.077
Performance Appraisal	-.220	.050	-.246	-4.387	.000	.928	1.077

a. Dependent Variable: Turnover Intention

Based on the regression coefficients it was revealed that holding knowledge management, performance appraisal to a constant zero **turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya** would be increase at 5.758 units as shown in table 4.11 above. The negative Beta values indicate the negative relationship between the predictors and the outcome. The Beta value for knowledge mgt (-.523), performance appraisal (-.220) were all negative. The negative B values indicate the direction of relationship between predictors and outcome. From the results in table 4.11 the model can then be specified as:

$$Y = 6.090 + (-.523)X_1 + (-.220)X_2 + \epsilon, \dots \dots \dots \text{Equation 4.5}$$

X<sub>1</sub> represents Knowledge Management

X<sub>2</sub> represents Performance appraisal

ε represents error term

**Discussion of Results**

The main purpose of the study was to **assess the effect of high-performance work practices on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya**. From the findings all the **high performance work practices** under study were negatively

affecting **turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya**. This implies that **public health facilities** can reduce turnover intention by harnessing and exploiting their high-performance work practices as highlighted by the findings of this study.

The study determined the effect knowledge management on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya. In this connection employees are motivated by both intrinsic and extrinsic attributes of knowledge management in the work place. Effective knowledge management in the work place engenders stronger emotional bonds and higher degrees of identification and commitment which reduces their likelihood of leaving their jobs. Armoured by the imperative role of public health facilities in provision quality health services, knowledge management as a driver of commitment and retention of staff remains key. The public health facilities have got to improve on their knowledge management strategies as exposed by the descriptive analysis of the study where the overall, the items on knowledge management summed up to a mean of 1.75, standard deviation .747. This implies that the health facilities have to really invest in Knowledge management practices so that they reap from their motivational role in engendering employee retention. This is argumentation is further ascribed to the inferential statistical findings of this study where the F-statistic was highly significant ( $F= 26.809$   $p<0.05$ ), thus, the rejection of the null hypothesis and acceptance of the alternative hypothesis which stated that performance appraisal **has a statistically significant effect on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya**. The regression coefficient ( $\beta=-0.393$ ), implied that an increase of 1 standard deviation in performance appraisal is likely to result in -0.393 standard deviations decrease in turnover intention. These findings are supported by This finding was supported by Garcia and Coltre (2017); Vnouckova and Urbancova (2015); Novak et al. (2013) who also found that knowledge management significantly affects **turnover intention**. **The implication of this finding is that lapses in Knowledge management amongst the public health facilities would perpetuate turnover intention at the expense of retention of the much need talent. This is further underscored by the Conservation of Resources (COR) Theory and Social exchange theory which all angle for positive attitudes towards the organization by employees courtesy of the benefits the employees gain from the organization thus reduced turnover intentions (Wheeler & Jonathon, 2009).**

The study also hypothesized that performance appraisal **does not have a statistically significant effect on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya**. The F-statistic was highly significant ( $F= 26.809$   $p<0.05$ ), which shows that the model was valid, thus the rejection of the null

hypothesis and accepting the alternative hypothesis which states that that performance appraisal **has a statistically significant effect on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya**. It can therefore be inferred that there is a significant effect of performance appraisal on **turnover intention**. This finding was supported by Marina and Normala (2013); Rusli and Camelia (2010) who also found that knowledge management significantly affects **turnover intention**. Besides, results revealed that standardized regression coefficient for performance appraisal ( $\beta=-0.393$ ), implies that an increase of 1 standard deviation in performance appraisal is likely to result in -0.393 standard deviations decrease in turnover intention. Therefore, when the health facilities strengthen their utilization of performance appraisal based on the needs of their employees and facilities then turnover intention is likely to decrease amongst the nurses. The necessity for astute approaches of performance appraisal by the public health facilities has been underscored by the current state of performance appraisal in public health facilities **Turbo Sub County** which summed up to a mean of 2.11, standard deviation .702. For instance, majority of the nurses disagreed that performance appraisal is meant to motivate them and induce their commitment to the organization warranting their turnover intention. This underpins the indispensability of taking cognizance the effect of performance appraisal as strategy for reducing turnover intentions. These altogether gives eminence to the need of making an appraisal system fair and beneficial to both the individual employee and the organization by linking with other subsystems of personnel management as envisaged by the social exchange theory. Wilton (2022) avers that before introducing the appraisal system, a climate of mutual trust, cooperation and confidence should be created in the organization. Under the system, the employees should be treated in a supportive manner.

The study has extended the social exchange theory and conservation of resources theory by identifying the effect high performance work practices such as knowledge management, performance appraisal on turnover intention in the context of the public health facilities in the Kenyan health sector. According to the findings Knowledge management and performance appraisal explain 67.5 % of the variation in **turnover intention** (R Square = 0.675). The F-statistic was highly significant ( $F= 115.253$   $p<0.05$ ) thus **High-Performance Work Practices has a statistically significant effect on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya**. This finding was supported by Azzat, Tan and Sabrina (2018) and Afsar, Shahjehan and Shah (2018) who found that high performance work practices significantly affect turnover intention. According to the regression coefficients of all the High-Performance Work Practices under study have a negative beta value which denotes its negative relationship with turnover intention. This implies that by

implementing the high-performance work practices using policies of mutuality can elicit commitment and reduce turnover intention, which in turn can yield both better economic performance and greater human development in the public health facilities.

## Conclusion

The study's main focus was **effect of high-performance work practices on turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya. High performance work practices such as** knowledge management, performance appraisal, employee involvement and succession planning on turnover intention in the context of the public health facilities in **Turbo Sub County. The study concludes that the state of high-performance work practices understudy in the public health facilities requires improvements based on the descriptive analysis.**

Knowledge management significantly affects **turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya. This is explained by the fact that** employees are motivated by both intrinsic and extrinsic attributes of knowledge management in the work place. Thus, effective knowledge management in the work place engenders stronger emotional bonds and higher degrees of identification and commitment which reduces their likelihood of leaving their jobs. Armoured by the imperative role of public health facilities in provision quality health services, knowledge management as a driver of commitment and retention of staff remains key.

Performance appraisal significantly affects **turnover intention amongst nurses in public health facilities in Turbo Sub County, Kenya.** Besides, there is negative relationship between performance appraisal and the outcome **turnover intention.** Therefore, when the health facilities strengthen their utilization of performance appraisal based on the needs of their employees and facilities then turnover intention is likely to decrease amongst the nurses. In addition, the necessity for astute approaches of performance appraisal by the public health facilities has been underscored by the current state of performance appraisal in public health facilities in **Turbo Sub County.** High performance work practices such as knowledge management and performance appraisal, affects turnover intention in the context of the public health facilities in the Kenyan health sector. This implies that by implementing the high-performance work practices basing on the conservation of resources theory and social exchange theory the public health facilities stands to reduce turnover intention amongst its staff.

## Recommendation

In view of the findings of the study and the guidance from the literature review, it is apparent that strengthening the high-performance work practices in the public health facilities is an important ingredient for reducing turnover

intention amongst the nurses. While there are other factors crucial for reducing turnover intention. From the results, the public health facilities should pay more attention in addressing **high-performance work practices such as** knowledge management, and performance appraisal for purposes of reducing on turnover intention amongst the nurses. In this regard, the current study makes the following recommendations:

**Lapses in Knowledge management amongst the public health facilities would perpetuate turnover intention at the expense of retention of the much-needed talent.** Armoured by the imperative role of public health facilities in provision quality health services, knowledge management as a driver of commitment and retention of staff remains key. The public health facilities have got to improve on their knowledge management strategies to build their timely organizational capabilities. The public health facilities need to Strengthen their Knowledge Management Capacity and Culture by supporting knowledge sharing and networking. Besides the health facilities should provide effective platforms for knowledge sharing for effective knowledge management. Due to the dynamic aspects of work, to solve emerging problems the nurses should be encouraged to attend formal trainings and avail the knowledge for use by the whole organization. Inadition the public health facilities should partner with other high performing health organizations for experiences and expertise besides working effectively with stakeholders and other collaborators to achieve a shared vision of effective health services delivery driven by reduced turn over intention.

The health facilities should strengthen their utilization of performance appraisal based on the needs of their employees and facilities to reduce turnover intention amongst the nurses. The necessity for astute approaches of performance appraisal by the public health facilities has been underscored by the current state of performance appraisal in public health facilities **Turbo Sub County.** These altogether gives eminence to the need of making an appraisal system fair and beneficial to both the individual employee and the organization by linking with other subsystems of personnel management as envisaged by the social exchange theory. There is need for inducing commitment of the nurses towards the health *facilities* through enhanced fairness of *performance appraisal.* The nurses should be enlightened on the implications of performance lapses to the organization as a gateway to corrective action to enhance a positive mindset towards performance appraisal. There is also a need for implementing the high-performance work practices using policies of mutuality which elicits commitment and reduce turnover intention to yield both better economic performance and greater human development in the public health facilities.



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