

INFLUENCE OF JOB PROMOTION ON EMPLOYEE TURNOVER AT MBAGATHI HOSPITAL IN NAIROBI CITY COUNTY, KENYA

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Abstract: The Nairobi County healthcare sector in Kenya, has encountered substantial interruptions owing to recurrent industrial movements and healthcare professionals going for strikes. These disruptions have led to substantial losses due to increased employee absenteeism, low productivity, decreased employee morale, and decreased level of work commitment, leading to increased turnover in Mbagathi Hospital in the City of Nairobi. These factors have contributed to inconsistent performance in Mbagathi Hospital. Therefore, this study sought to investigate the influence of job promotion on employee turnover at Mbagathi hospital in Nairobi City County, Kenya. The research used descriptive research, with Mbagathi Hospital as the unit of investigation. The research target population consisted of 837 personnel from the hospital departments, with a sample size of 271 sampled using the Yamane (1967) rule. Data collection process utilized Structured questionnaires to collect data. The research relied on primary data to aid in obtaining information. Inferential and descriptive statistics methods were utilized in analysis data. The research also incorporated the use of descriptive statistics like percentages, standard deviations, mean, and frequency counts. inferential statistics like Pearson correlation and multiple regression analysis, was also used. The study concluded that coefficient of job promotion was positive ($\beta=0.295$) and substantial statistically ($0.000 < 0.05$). Hence, a unit enhancement in the job promotion results in 0.295 units vital improvement in the employee turnover. Hence, job promotion determines significantly employee turnover in Mbagathi Hospital, Nairobi. The study concluded that job promotions arise as a key hitherto under managed strategy for stopping turnover since of matters like unpredictable policies, stress and inadequate career improvement chances. The study recommends that the hospital ought to initiate a well-designed job promotion method. Transparency, merits grounded on promotion schemes, founded on in clear principles like performance considerations and contract, can rise retention and accomplishment by stimulating a feeling of career advancement.

Keywords: Reward Management Practice, Job Promotion, Employee Turnover.

1. INTRODUCTION

Proliferation regarding innovative practices in the administration of rewards in an age occasioned by global influence has suggestively changed the background of employee turnover, developing customary place of work into adaptive environments (Kasdorf & Kayaalp, 2022). In current developing business atmosphere, staff turnover is now becoming a serious matter for all the businesses across every sector. Al-Suraihi et al. (2021) states that staff attrition could lead to insignificant effect organization like interruption of operations, reduced staff morale, declined job quality and difficulties in getting employees with the expected experience, which ultimately necessitates additional time and expenses to employing and training new recruits. Staff Attrition is frequently controlled by subtle pointers that may not be easily identified without cautious thought. The usefulness, convenience, and performance of a firm are all severely due to employee turnover (Ali Yusuf & Widodo, 2023).

Identifying employee signs of making choice of leaving could permit employers to employ vigorous steps in addressing the underlying matters and developing a stronger committed workforce. The challenges of sustaining talented and qualified staff have developed progressively intricate due to organizations transcending geographical limits to acquire a varied talent pool. Reward policies, once believed static and commonly relevant, now call for a custom-made, comprehensive, and progressive method to handle the multidimensional demands of a worldwide labor force (Muchibi, Mutua & Juma, 2022). Within a highly linked world whereby competitive brings prosper, the capability to develop reasonable, motivational, and ethnically sensitive reward schemes has moved to a crucial organizational priority from being a luxury (Tamsah et al., 2021).

The achievements made by the organization are highly dependent on their capability in enticing and keeping skillful and proficient employees, particularly in current competitive environment (Maina & Omondi, 2024). Human resources stands the base for organization being successful, being the greatest vibrant asset in realization of strategic goals (Yusuff & Minja, 2023). Therefore, holding experienced and resourceful workforce is decisive to attaining organizational purposes. In spite of wide research regarding employee turnover covering more than a century, it still persists to be an usual challenge within diverse sectors and endures to attract more interest to scholars (Kasdorf & Kayaalp, 2022). Turnover, even though frequently detrimental, can likewise offer organizations with chances of acquiring unique viewpoints and skills (Yadewani & Wijaya, 2021). Nevertheless, its adverse effects, like declining performance, technological sluggishness, and lowering competitiveness, are greatly significant (Chepkemioi, 2023).

Internationally, research highlights several factors influencing turnover across diverse areas and businesses. Companies in Europe that distribute cash profits with their employees occasionally influence their remunerations downward to lessen labor expenses in the event that they are performance in low (Kong, Qin, Yang, & Zhang, 2022). Team and organizational changing aspects also touch turnover targets, with factors within team level having an indirect influence instead of directly influencing over organizational or individual devices (Han, 2022).

Additionally, the multifaceted association of work stress with the desire to leaving a job symbolizes the significance of deliberated way of managing employees (Ramadhanty, 2025). Mathisen, Nguyen, Jensen, Rugulies, and Rod (2021) indicate that increasing rate of employee turnover has a considerable disruption of workflows, resulting to weakened worthiness of care and increasing organization financial expenditures. Retaining employees who are highly competent has appeared to be a fundamental challenge in different countries, predominantly within sectors such as healthcare. Hospitals within regions like Denmark, United States of America, Canada, and Australia, have reported an alarming increased rate of turnover of between 15% and 27% yearly. Demanding work situations have been considerable contributing factor to turnover crisis.

Studies have indicated that negative psychosocial work setting related factors, including bullying and place of work violence, absence of social care, poor headship quality, and passionately taxing proficiencies, are tightly linked to increasing rate of turnover amongst hospital workforce. Such factors frequently activate emotional and reasoning reactions, comprising stress, displeasure, and weakened job contentment, which additionally worsen employees' choice of leave. The proper management of these universal concerns is important to nurturing a helpful workplace that stimulates employee happiness to avert turnover (Yusuff & Minja, 2023).

The demand of workers to departing their jobs within Africa is based on various factors, including handling of talents, demanding work, how the managers are relating with those employees reporting to them, the extent to which they take care of their job responsibilities, perception of injustice and individual life and the reward schemes introduced (Aboudahab, González & Abdelsalam, 2022). For instance, Ihemereze et al. (2023) explored how money associated rewards and work performance are linked in Nigeria, establishing that providing bonuses and regulating salaries importantly enhanced employee inspiration and contentment.

Though, practices meant for sharing profits are still rare, with issues related to transparency casting darkness over prevailing cases (Shayrine & Venugopal, 2023). Ogonny and Majola (2018) recognized fundamental factors leading to increased employee turnover of KwaZulu-Natal public sector organization within South Africa, together with narrow chances for career progression, insufficient salaries, substandard working situations, an absence of promotion, and work associated stress. These findings outline systemic difficulties in public sector agencies that demoralize employee gratification and escalating turnover rate.

Majority of research conducted in Kenya indicate essential issues regarding reasons that make an individual to opt for leaving their jobs. Maina and Omondi (2024) identified that once individuals grow their careers, they acquire a sense of feeling more attached to their job in Machakos County. A proper method of recognizing staff and giving them an opportunity for growth makes them choose to work with the organization since they gain a sense of appreciation and resourceful to their job responsibilities. Though, Nyongesa and Van Der Westhuizen (2024) identified that employees' level of knowledge and skills becomes at risk when an organization is experiencing a higher turnover rate, particularly amongst younger employees working for a shorter term with the organization. Likewise, Odhiambo, Wainaina, and Makhamara (2024) noted that receiving promotion is regularly a symbol of competence, though it does not usually guarantee stopping them from quitting, particularly if the culture of the company and remuneration have no match with employees expectation.

The National Healthcare Retention and RN Staffing Report by NSI shows that in 2022, the employee turnover rate in hospitals was 22.7%, and the turnover rate for Registered Nurses was 18.4% (NSI, 2024). A poll by the healthcare group MGMA found that staffing was a big problem in the U.S. in 2023. In 2021, employee turnover in hospitals was estimated to be 26%, mainly because some employees retired as a result of burnout, while others left for better pay or for a better work-life balance. In 2022 the United Kingdom had an estimated employee turnover of 34% these splits to 27.4% of workers moving to new jobs and 6.6% of workers' turnover, resulting in a year later according to the study done by the CIPD, 2022 (Chartered Institute of Personnel Development). A similar study indicated that the healthcare sector registered a turnover of 28.7%.

The practices approved in managing rewards encompass generating and executing systems that assist in attracting, keeping and motivating employees through linking organization's intentions with employee expectations. Armstrong (2020) and Nyoman (2024) noted that such systems assist on effective integration of monetary and non-monetary incentives to nurture throughput and commitment. Chepkemoi (2023) and Tamsah et al. (2021) highlight the prominence of employee central focus, whereby identifying and rewarding best performing employee improves job gratification, obligation, and loyalty. Likewise, Michael and Fotiadis (2022) designate these strategies as dynamic structures that stimulate fairness, justice, and a philosophy of gratitude using competitive and performance led rewards.

Job promotion is a considerable feature adopted by the organization as reward to its employees and managing talents, meant for employee recognition and career advancements inside the structural framework of an organization. It comprises of elevating employee to advanced job ranks or responsibilities with better accountabilities, power, and regularly heightened paybacks (Ligare, Wanyama & Aliata, 2020). Job promotions presents various responsibilities, containing accepting employees' confirmed capability, know-how, and excellent performance, and giving chances for expert growth and expansion (Haryono, Supardi & Udin, 2020). It inspires employees through authenticating their energies and devotion and imparting a feeling of attainment and acknowledgement (Garba & Idris, 2021). Job promotions also contribute to organizational success by nurturing a talent pipeline, enabling the organization to leverage internal capabilities and retain skilled individuals. A chi-square statistical analysis was done by Chukwu in 2019 showed that staff promotion has a big effect on how likely employees are to leave the company, at a 5% significance level. Workers are less likely to leave if all the problems related to promotions are properly addressed and fixed. Employees would not leave the organization when all issues regarding staff promotion are given appropriate attention and resolved.

Mbagathi Hospital being a county referral hospital that works for the Nairobi City Metropolis region. It is situated within Kenyatta Golf Course zone, in Kibra Sub County, Woodley Golf Course Ward, within Nairobi County, Kenya. The hospital is significant for offering healthcare to residents of Nairobi and immediate areas. It is at a level 4 referral hospital, meaning that it can manage advance medical cases. The hospital receives more than million patients within Nairobi Metropolis. The management of the hospital is through Nairobi County Government. Mbagathi Hospital collects its finance from national government, it houses to a widespread variety of patients, a number of whom might be short of accessing alternative healthcare facilities. The main goal of the hospital is providing brilliance healthcare services to the public regardless of their social and economic position which makes it crucial for meeting the health demands of the public and which contributes substantively to overall well-being.

2. STATEMENT OF THE PROBLEM

Mbagathi Hospital has met numerous problems which have caused it to not to realize its set goals, purpose, and objectives Makau, (2017). These difficulties include; Low employee morale, increased employee absenteeism, poor employee satisfaction rate, increased work conflicts, reduced employee work commitment and efficiency, and decreased work

productivity. The difficulties have caused the hospital not attaining its set objectives and goal henceforth leading to losses caused by increased staff turnover. Labour turnover was measured in the research by absenteeism rate, intention to stay, productivity rate, employee satisfaction rate and employee work commitment rate.

Makasio et al. (2014) did a study about how reward management practices affect worker performance at Nakumatt Holdings Limited in Kenya. Their results displayed that both non- and financial rewards have a positive effect on how well workers perform. However, this study has some gaps in both ideas and context because it focused only on employee performance in one company in Kenya. Beyene (2019) did a study on reward practices and how they relate to workers wanting to exit their jobs, looking at the Metals Industry Development Institute in Addis Ababa. A nexus between reward management and worker turnover intention was found to exist. This study also has gaps in ideas and context because it didn't use any theories. Rotich (2020) observed how reward management influence retention of workers in telecom companies in the Country of Kenya. The researchers found a strong, helpful connection between reward practices keeping employees and reward practices. But this study had issues with how it was done and with context because it covered all companies in that sector. Therefore, this study sought to investigate the influence of job promotion on employee turnover at Mbagathi hospital in Nairobi City County, Kenya.

3. LITERATURE REVIEW

Theoretical Literature Review

Expectancy Theory

Victor H Vroom come up with the expectancy theory in the year 1964. It explains that people decide what to do by thinking about how well the results of their actions would match what they want. Motivation comes from three things: believing that effort cause good performance, knowing that good performance led to a desired outcome, and liking that outcome. Vroom assumed that individual's resilient confidence that their effort would result to a precise outcome and that the outcome is treasured to them, the further they would be inspired continue working with the organization.

Vroom likewise alleged that persons are more enthusiastic to place in additional energy if they reflect their effort would be remarked and remunerated. The additional effort somebody sets in, the further probable they are to acquire a reward. Expectancy theory supports career expansion by explain how people's efforts can contribute towards significant growth and achievement.

It inspires employees by offering them proper plans and routes for their future stay with the same company. It too aids them appreciate what inspires them. This theory backs job promotions through aiding managers apply what inspires employees, promote good conduct, and give gratitude and rewards through raising remunerations.

Empirical Literature Review

Chukwu (2019) looked into how promotions affect worker turnover in the food and beverage industry. They employed a survey method and sent questionnaires to 355 people. They applied the Chi-square technique along with descriptive measurements and discovered within 5% significance level, promotion had a large impact on if employees desired to leave. This study applied Chi-square examination, which is dissimilar from the one that would employ multiple regression. The examination found that stimulating employees repeatedly and transparently fascinated a significant influence on their choice to departure within 5% significance level. They proposed that employees ought to be promoted timely and frequently. This research contributes to the prevailing knowledge by observing at how promotions affect employee turnover within beverage and food industry in Nigeria. This is not same from the present research, which emphasized ont how job promotions affect turnover in the healthcare situation.

Ramadhanty (2025) looked at the complex linkage among job-related stress and the decision to leave a job, noting that different studies have found different results. Some say job stress leads to more turnover, while others say it's not always the main reason. This paper tries to better understand when job stress leads to employees leaving, focusing on factors like organizational support and work satisfaction. They used a library research method, reviewing existing studies and secondary data to find important themes. The study shows that organizations need to have good strategies to help employees' mental health and reduce the bad effects of stress, making the workforce more stable and productive. However, this study focused on primary data from questionnaires to fill in gaps in understanding, theory, and methods.

Susanto, Sawitri, and Susita (2023) wanted to look at how different factors are connected and provided insights through qualitative methods, using literature reviews. Their analysis postulated that the variables studied had a positive and direct influence, even when other factors were considered. They reviewed many sources of literature and saw how these factors are related. However, their study didn't look at reward management in the healthcare field, which is the focus of this study.

Yusuff and Minja (2023) studied how reward factors affect employee retention and commitment in public health in Wajir County, Kenya. They looked at how professional development, fair promotions, recognition, and pay influence the willingness of health workers to stay in government facilities. The study that they undertook was based on three theories which included; Maslow's hierarchy of needs, Expectancy theory and Herzberg's motivation- hygiene Theory. They adopted a descriptive design method and used questionnaires to collect data. Participants were selected using the stratified and simple random sampling. 10% of the sample was tested in a pilot study in nearby hospitals. Analyzing the data with SPSS software, they established that promotion, pay and recognition had a positive and substantial outcome on keeping public health workers. This study focuses on one hospital, which helped to get detailed results since each hospital faces different challenges.

Sija (2021) looked at what determines work satisfaction and how it affects the decision to leave a job in Malaysia's financial services sector. They studied the relationships between key factors like pay and benefits, recognition, support from supervisors, and promotion chances, and employees' intentions to leave. They collected feedback from 127 employees in four major banks using Google Forms and emails. They applied both descriptive and inferential methods adopting the use of SPSS version 26. Descriptive analysis helped to relay information about gender, age, education, and job tenure, while inferential analysis looked at the link between rewards and turnover. The outcomes postulated that promotion opportunities were the strongest factor predicting turnover, followed by pay and benefits. This study is significant as it is the first to look at how pay and promotion opportunities together affect turnover in top banks in Malaysia. It gives both theory and practice insights for enhancing worker retention and competitiveness in the industry of banking. This research, however, was anchored on the practices of reward management and turnover in the healthcare industry, filling in the gaps that the earlier study focused on in the banking sector.

4. RESEARCH METHODOLOGY

The research used descriptive research, with Mbagathi Hospital as the unit of investigation. The research target population consisted of 837 personnel from the hospital departments, with a sample size of 271 sampled using the Yamane (1967) rule. Data collection process utilized Structured questionnaires to collect data. The research relied on primary data to aid in obtaining information. Inferential and descriptive statistics methods were utilized in analysis data. The research also incorporated the use of descriptive statistics like percentages, standard deviations, mean, and frequency counts. inferential statistics like Pearson correlation and multiple regression analysis, was also used.

5. FINDINGS

The descriptive analysis results for job promotion are as presented in Table 1 below;

Table 1: Job Promotion

| | N | M | S Dev |
|---|-----|-------------|-------------|
| There is a yearly promotion for the performing staff | 197 | 3.90 | 1.16 |
| Change of position decisions are based on merit and performance. | 197 | 3.72 | 1.17 |
| Employees are provided with development and training opportunities to qualify for promotions. | 197 | 3.74 | 1.23 |
| The promotion process is transparent and fair. | 197 | 3.66 | 1.18 |
| Aggregate | | 3.76 | 1.19 |

Source: Field Data, (2025)

The preliminary objective of the research study was to find out how job promotion influences employee turnover at Mbagathi Hospital in the City of Nairobi, Kenya. Descriptive outcomes postulated that there was arrangement among respondents on average that there is a yearly promotion for the performing staff achieving a mean of 3.9 and a SD of 1.16. Sija (2021) indicated that promotion opportunities were the strongest factor for predicting turnover, followed by pay and benefits. Additionally, the responses were in tandem that change of position decisions are based on merit and performance,

with a mean and respective SD of 3.72 and 1.17 in that order. Yusuff and Minja (2023) indicated that promotion, recognition, and pay had a positive and significant effect on keeping public health workers. The responses were in concurrence that workers are provided with development and training opportunities to qualify for promotions as indicated by a mean of 3.74 and an SD of 1.23. Susanto et al. (2023) pointed out that the variables studied had a direct and positive influence, even when other factors were considered. Finally, the participants agreed on average that the promotion process is transparent and fair, with a mean of 3.66 and SD of 1.18. Ramadhanty (2025) indicated that organizations need to have good strategies to help employees' mental health and reduce the bad effects of stress, making the workforce more stable and productive.

Inferential Statistics Results

The inferential statistics involved correlation analysis and regression analysis.

Correlation Analysis Results

Table 2: Correlation Analysis Results

| | | Job promotion | Employee Turnover |
|-------------------|---------------------|---------------|-------------------|
| Employee Turnover | Pearson Correlation | .703** | 1 |
| | Sig (2-tailed) | .004 | |
| | N | 197 | 197 |

Source: Field Data (2025)

From the outcomes, job promotion is positively statistically associated with worker turnover (0.563, $0.000 < 0.05$).

Regression Analysis Results

Table 3: Model Summary

| Model | R | R-Square. | Adjusted R-Square | Sd. Err Est. |
|-------|-------|-----------|-------------------|--------------|
| 1 | .790a | 0.624 | 0.616 | 0.6254 |

Source: Field Data (2025)

From the outcomes, the estimated model explains 61.6% of the total variations in employee turnover due to influence of job promotion as demonstrated by the value of R Square in the model of 0.616. This shows that other variables not examined accounted for 38.4%.

Table 4: Analysis of Variance

| Model | | Sum of Square | df | Mean Squares | F. | Sg |
|-------|-------------|---------------|-----|--------------|---------|-------|
| | Regressions | 210.632 | 1 | 210.632 | 274.594 | 0.004 |
| | Residuals | 149.578 | 195 | 0.767 | | |
| | Totals | 360.21 | 196 | | | |

Source: Field Data (2025)

The outcomes presented indicate that the projected model is substantial as provided for by the calculated p value ($0.004 < 0.05$) and a resultant F value of 274.594 which greater than the critical mean square value at 210.632. Therefore, the model was statistically significant.

Table 4: Regression Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------|-----------------------------|------------|---------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -0.176 | 0.226 | | -0.78 | 0.436 |
| | Job promotion | 0.295 | 0.047 | 0.304 | 6.227 | 0.000 |

Source: Field Data (2025)

The coefficient of job promotion was positive ($\beta=0.295$) and significant statistically ($p=0.000<0.05$). Thus, raising job promotion by a unit yields 0.295 units significant improvement in the employee turnover in Mbagathi Hospital, Nairobi. Hence, job promotion significantly determines employee turnover in Mbagathi Hospital, Nairobi. The outcomes concur with the findings of Ramadhanty (2025) indicated that organizations need to have good strategies to help employees' mental health and reduce the bad effects of stress, making the workforce more stable and productive.

6. CONCLUSIONS

At Mbagathi Hospital, a main Level 4 referral facility within Nairobi County, Kenya, attending more than million peoples within determined difficulties including accumulating workloads and insufficient staffing, job promotions arise as a key hitherto under managed strategy for stopping turnover since of matters like unpredictable policies, stress and inadequate career improvement chances. Successful HRM methodologies, comprising translucent and merit-led promotions, considerably heighten staff inspiration, job retaining and gratification by heartening a logic of worth and advancement, thus decreasing voluntary departures that disturb service provision and the recruitment expenditures rises.

7. RECOMMENDATIONS

The Mbagathi Hospital ought to initiate a well-designed job promotion method. Transparency, merits grounded on promotion schemes, founded on in clear principles like performance considerations and contract, can rise retention and accomplishment by stimulating a feeling of career advancement. Inaugurating a dignified promotion outline, reinforced by county-level policy changes and systematic performance examinations, might calm the staff and diminish recruitment expenditures.

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