

Influence of Employee Assistance Programs on Employee Retention in Kenyan Public Level Five Hospitals

Susan Ndumba Nkanata¹, Dennis Muchangi², Grace Kiiru³

(Business Department/Kirinyaga University, Kenya)

Abstract: *Employee Assistance programs are mediation programmes at the work place that assist employees to resolve their personal problems. Retention of employees alludes to strategies and practices that an organization uses to keep important and high qualified employees from finding employment elsewhere. The general objective of the study was to investigate the influence of employee assistance programs in public level five hospitals in Kenya. The specific objectives of the study were; to establish the influence of child care programs, Counselling programs and wellness programs on staff retention. The study adopted descriptive and correlational research designs. The study targeted 472 doctors, 3318 nurses and 449 clinical officers from the 11 available public level five hospitals in Kenya. The study further used a proportionate stratified random sampling to select eight (8) public level five hospitals, and a total sample size of 40 doctors, 278 nurses, and 37 clinical officers. Simple random sampling was used to select the study participants in each stratum. Data was collected using a semi-structured questionnaire through drop and pick approach. Cronbach alpha was used to test the reliability of the research instruments. Data was analyzed using SPSS Version.23, with descriptive and inferential statistics being used to discuss study findings based on the objectives. The study found out that employee assistance programs, significantly influenced the health workers' decision to continue working in the same institution. The study concludes that employee assistance programs, significantly exert influence on employee retention in the public level five hospitals. The study recommends that the management of the public level five hospitals in Kenya, should invest in improving the employee assistance programs. The study recommends that the management of the public level five hospitals in Kenya, should invest in improving the employee assistance programs as a means to encourage and motivate their employees. These will in turn lead to improved employee retention.*

Keywords: *Employee assistance programs, childcare programs, wellness support programs, counselling services, Public Level Five Hospitals*

Date of Submission: 24-08-2021

Date of Acceptance: 09-09-2021

I. Introduction

An Employee Assistance program (EAP) is organized by the organization to help workers in settling individual issues that might influence their work performance. These programmes normally include counselling programs for relationships, physical, mental, emotional wellbeing of employees, drug and substance abuse. The principle objective of EAPs is to improve profitability, commitment, retention and help overall performance of the organization (Lyon, 2010).

According to a National Healthcare Retention & Staffing (2019) report, data collected from 221 hospitals from 42 states in the USA indicated that more than a quarter of the newly employed exited before the end of the year, accounting for 33% of the overall employee turnover. Consequently, a higher level of commitment to the organization was observed in employees who had served for five (5) years or more, whereas majority (53.9%) of the employees who left the job had served for two (2) years or less. The participants pointed out various reasons why the exits were high was mostly due to unavailability of employee assistance programs, tight work schedules, workload against staffing ratios, poor relationship between supervisors and juniors.

A study conducted in Saudi Arabia by Aamir, Hamid & Akhtar (2016) on the nursing profession indicated that retaining skilled employees is a challenge for healthcare institutions hence various strategies need to be adopted to help in retention. One of the strategies suggested was introduction of employee assistance programs as a best practice that can be adopted to solve personal challenges of employees. Further, the study noted that there are fewer nurses per 1,000 Saudi persons in the Medical institutions which led to heavy workload, posing a challenge on what needs to be done to retain the few staff available.

Research conducted by Clive et al., (2013) in Kenya indicated that, Kenyan organizations like Safaricom have implemented best practices some of which include mother friendly hours, breastfeeding room and a fitness center to enable employees not to project personal problems at work. However, retention still remains a challenge for the organization.

1.2 Problem Statement

Health workers take part in the actual operations of health care systems in Kenya. Several studies show that healthcare is mostly affected by poor retention due to shortage of specialized workforce in the most needful medical areas who migrate to overseas. According to the health sector performance report 2017/2018 Kenya has only 11,000 doctors, of which 3,400 are of the public sector, 2,740 of private sector, 4,860 in the informal sector. Kenya also has 76,000 nurses. These numbers are quite small compared to the Kenyan population and this makes the medical professionals overloaded with work. The work overload in Kenyan hospitals makes retention a great challenge.

While several studies have been done on the influence of employee assistance programs and employee retention in various organizations none of the research has been done in the healthcare Segment in Level Five Hospitals in Kenya. It is therefore on the basis of this context that the researcher found the need for this study. The study was carried out to investigate the Impact of employee assistance programs on staff retention in Level Five Hospitals in Kenya to offer an enhanced understanding into the correlation amongst the variables of the study.

Objective of the Study.

General Objective

The general objective of this study was to investigate the influence of Employee Assistance Programs on staff retention in PLFH in Kenya.

Specific Objective

- i. To establish the influence of childcare programs on staff retention in PLFH in Kenya.
- ii. To find out the influence of wellness support programs on staff retention in PLFH in Kenya
- iii. To determine the influence of employee counselling programs on staff retention in PLFH in Kenya

II. Literature Review

Spillover Theory

In 1980 Staines spill over theory established that work and family operate as one entity and they influence each other. The negative or positive effects of either family or work are brought into the relationship whereby in a positive spillover, employees are likely to operate with a more satisfactory attitude on the job and are likely not to think of searching for alternative jobs whereas in a negative spillover, employees experience work-family conflicts which may further be manifested in their work places. In adopting this theory to this study, the researcher identifies with the correlation between employee assistance programs in PLFH and employee retention. Employees may quit their jobs from the PLFH if employee assistance programs are not implemented as required but if there is implementation, employees may be encouraged to remain in the organization. For instance, if the employee is going through marital problems and there are no employee assistance programs in the organization then the quality of work may be affected necessitating the urge to seek for alternative jobs.

Employee Assistance Programs and Retention

This section discussed how employee assistance programs affected employee retention mostly in the health sector. For this study, the researcher focused on employee counselling programs, wellness support programs and childcare programs.

Problems in health sector are associated with inadequate employee assistance programs (EAPs) which result in poor service delivery and retention of employees. Kenya's health sector is compounded by factors such as poor human resource planning, inadequate employment and retention policies and worldwide struggle for health workers. A study conducted in Kenyan public Nairobi Hospitals (Kiplagat, 2017) asserted that EAPs such as medical and childcare services are vital in an employee's decision to stay. The author found that when provided with childcare services, employees were more committed to their employer, leading to lower levels of turnover. Other studies (Makhamara et al., 2019) have also shown provision of health insurance to be integral in a worker's turnover intention.

In India, privatization of health sector has brought about stiff competition. As a result, many challenges have been posed by the business operating environment both internally and externally, with hospitals competing to achieve targets despite the challenges. Different ways of working have come up to cope with the various challenges and as a result affecting employees in their families and basic needs. At times there is a lot of pressure at work which results in working for long hours hence necessitating introduction of employee assistance programs that assist work life balance and enhance staff retention (Sakthivel & Jayakrishnan, 2012).

Kamau et al. (2013) studied the effect of work life balance strategies on job productivity in Kenyan banking sector, and asserted that availability of employee assistance programs influenced performance and

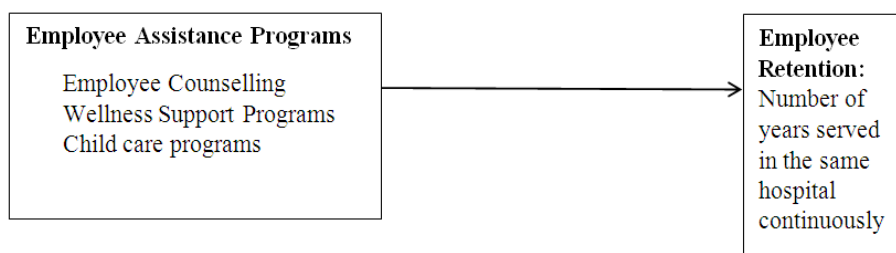
attendance rates. The author recommended that the institution should provide counselling programs to their employees, child care policies and wellness recreational programs to enable employees have a sense of belonging and appreciation to the firm. Furthermore, other Kenyan studies agree that motivated employees are more committed to their employers (Muruu et al., 2016, Waititu et al., 2017).

According to Gerstman (2014), the purpose of employee counselling is to help the employer and employee by superseding with a dynamic problem resolving method to undertaking the difficulties at hand. Additionally, the exact goals of employee counselling are, to discover the key sources of difficulties, evaluate the individual's present approaches and styles of management, device techniques of handling the problem, thereby lessening the matter and assess the value of the selected tactics.

Pickrel (2011) discovered that counselors can aid persons to discover and retain work that uses their capabilities, abilities, and traits in order to support career engagement. Psychological health can be measured by recognizing signs of apprehension, despair, social dysfunction, outlooks of ineptitude and uncertainty among employees and providing the necessary programs to help employees cope with work and their personal lives hence enhancing retention. Additionally, Chepkilot (2018) reported on the importance of introducing counselling at the workplace. His review of literature deduced that when stress becomes too much, lasts too long and/or occurs more often, it infringes on the employee's ability to perform well. Therefore, when they are able to talk through issues with a trained counsellor, employees' productivity and motivation increases.

Child care responsibility remains a limitation for working mothers and has an effect on the labour market. Working mothers tend to feel the pressure of balancing work and childcare, hence more likely to be influenced by availability of EAPs (Piszczek (2018). It is evident that stress at work is greater than stress caused by family related responsibilities. Implementation of WLB Policies which emphasize on assistance programs is key in supporting family life hence creating a supportive culture that improves employee retention (Balaji,2014). According to Qureshi, (2012) employees request for work life balance schedules from managers for childcare concerns. The amount of work is positively linked to employee turnover intention as employees consider exiting from the job when they are overworked.

Jang & Zippay (2011) explored the impact of WLB practices on employee retention among young mothers in Europe, and established that there is an association between WLB practices and retention. They found that everyday stressors associated to work-life conflict have increased in current years with an increase in dual-earner families and total hours worked. There is therefore a prudent need to employ childcare services to combat stressors at work (Mansour and Tremblay, 2016). Pressures linked with managing the burdens arising from both work and personal life might have undesirable effects on individual health and this has prompted the employer to come up with employee assistance programs to assist the employee cope with the pressures and remain in the organization.



III. Methodology

Research Design.

The research design adopted for this study was descriptive and correlational research designs. The research designs assisted in establishing the impact of employee assistance programs on employee retention in PLFH in Kenya. The descriptive research design was used to describe facts and characteristics of the study variables. A correlational research design was used to establish the relationship between employee assistance programs and employee retention in PLFH. (Kazdin, 2016).

Target Population

The populace of concern in this study was the Medical staff (Doctors, Nurses and Clinical Officers) in PLFH in Kenya. In Kenya there is a total of eleven (11) Level five hospitals with total medics of approximately four thousand two hundred and thirty-nine (4,239). The PLFH include Coast General, Embu Level Five, Kisii Teaching & referral, Garrisa County Referral, Kakamega Teaching & Referral, Jaramogi Oginga Odinga Teaching & Referral, Machakos Level Five, Meru Teaching & Referral, Rift Valley General (Nakuru Level five), Mama Lucy Kibaki, Nyeri PGH (Level Five) which serve the national population and therefore reflect the

health care image of the country. They play a critical role in the health sector by acting as referral points for critical illnesses.

Sample Size

The researcher used stratified random sampling and considered the provincial regions in selecting the sample of hospitals to be studied. From the eight (8) hospitals the sample size was calculated using Yamane formulae because it can be adjusted to meet the various points of precision. The formulae assumes a confidence level of 95% and this assisted the researcher to have a certain decision which was representative of the total population (Barlett, J.E., Kotrlík, J., & Higgins, C., 2001). The eight (8) sampled hospitals were estimated to have three thousand one hundred and forty-three (3143) employees out of which three hundred and fifty-five (355) respondents were used in the study. Proportional allocation under stratified random sampling was done per each category of employees to identify the total number of doctors, nurses and clinicians in all the hospitals. The allocation was done as follows: Doctors (40), Nurses (278) and clinical officers (37). Further, proportional allocation was done again to get the specific number of doctors, nurses and clinicians per sampled hospitals that was studied as per Table 3.3;

Table 3.1. Sample Size of Medics

Hospital	Number of Doctors	Number of Nurses	Number of Clinicians
Coast	$n_d = \frac{36}{352} \times 40 = 4$	$n_n = \frac{260}{2462} \times 278 = 29$	$n_c = \frac{30}{329} \times 37 = 3$
Machakos	$n_d = \frac{60}{352} \times 40 = 7$	$n_n = \frac{390}{2462} \times 278 = 44$	$n_c = \frac{32}{329} \times 37 = 4$
Kakamega	$n_d = \frac{46}{352} \times 40 = 5$	$n_n = \frac{262}{2462} \times 278 = 30$	$n_c = \frac{32}{329} \times 37 = 4$
Jaramogi	$n_d = \frac{50}{352} \times 40 = 6$	$n_n = \frac{300}{2462} \times 278 = 34$	$n_c = \frac{40}{329} \times 37 = 4$
Mama Lucy	$n_d = \frac{40}{352} \times 40 = 5$	$n_n = \frac{350}{2462} \times 278 = 40$	$n_c = \frac{50}{329} \times 37 = 6$
Rift Valley	$n_d = \frac{50}{352} \times 40 = 6$	$n_n = \frac{400}{2462} \times 278 = 45$	$n_c = \frac{66}{329} \times 37 = 7$
Nyeri	$n_d = \frac{40}{352} \times 40 = 5$	$n_n = \frac{250}{2462} \times 278 = 28$	$n_c = \frac{44}{329} \times 37 = 5$
Garissa	$n_d = \frac{30}{352} \times 40 = 3$	$n_n = \frac{200}{2462} \times 278 = 23$	$n_c = \frac{35}{329} \times 37 = 3$

Data Collection Instruments

Primary data concerning the study variables was collected by the help of questionnaires which had both open and closed ended questions. The questionnaire was designed to address specific objectives and research hypothesis. A Likert scale was used to collect opinion data as it is the most frequent used variation of the summated rating scale. Respondents were asked to rate statements pertaining to the variables under study where each response was given a numerical score to reflect its degree of favorableness. The researcher administered the questionnaires in person through drop and pick later method to the sampled respondents (Delpont & Roestenburg, 2011). Online books, journals and articles were used for purposes of literature review, as they are economical and less time-consuming methods of collecting data.

Validity and Reliability

To ensure validity and reliability the research instruments were tested through a pilot study. A pilot study was undertaken for pretesting the questionnaire. Doody & Doody (2015) indicated that a pilot study sample should be 10% of the sample population, for this study thirty-six (36) questionnaires were issued to hospitals not included in the sample for the main study and analysis was done and mistakes on the questionnaires were corrected before embarking on the main study. The Cronbach alpha which is a measure of internal consistency was used to test the reliability of the research instruments. The acceptable alpha levels for the study was between 0.70 to 0.90 which indicate that the instrument has an acceptable level of self-consistency. Validity of the research instrument was also looked into through constant consultations with the university supervisors and other experts. This helped the researcher to establish whether the chosen measurement tools include a sufficient and indicative set of items to cover the concept under study. The

consultations assisted the researcher in making modifications to the structure of research tools as advised by the supervisors.

Data Analysis, Processing and Presentation

Mertler and Reinhert (2016) define data analysis as the method that comprises of packaging collected information, articulating and organizing its key components to such a level that it can be simply and efficiently conveyed. Primary data was sorted, edited, coded and analyzed to eliminate inaccuracies and inconsistencies. For reliable analysis, SPSS generated Cronbach's alpha to form the basis of determining reliability. To test the hypotheses of the study, the researcher used Wald-Test and to check the fitness of the model the researcher used Hosmer and Lemeshow tests. The findings of the analysis were presented using tables as they are easy to formulate, comprehend and deduce.

IV. Research Findings

To determine the influence of employee assistance programs on staff retention in PLFH in Kenya, the researcher explored the availability and the role of these programs among the targeted respondents. Employee assistance programs explored in the study included counselling, childcare and wellness programs. Majority of the respondents reported that counselling services were available; for drug and substance abuse (42.0%) and stress management (43.1%). A few reported counselling services such as marital counselling (10.6%), financial management (5.7%), parenting skills (5.7%), and others (7.0%) including child and adolescence counselling, HIV and Covid 19 trauma counselling. However, three out of every ten respondents (32.2%) confirmed that there were no counselling services available at their place of work.

According to the respondents the common personal problems encountered that necessitated counselling included dealing with stress (34.4%), personal financial problems (19.0%), relationship with spouse (9.2%), conflict with family (4.9%) and addiction to alcohol and drugs (4.6%). Other specific problems encountered included burnout, anxiety of and dealing with Covid 19, mental disorders and dealing with death of patients and loved ones. Similarly, Chepkilot (2018) listed drug addiction, financial problems, and family problems, interpersonal relations with colleagues and coping with death and trauma as issues commonly addressed in workplace counselling programs.

The study also sought to find out the role of counselling in dealing with personal problems as well as its contribution to employee retention. The findings, indicated that despite 46.6% of the respondents experiencing problems that required workplace counselling, only 24.7% received assistance from these programs. This implies that health workers are not actively seeking counselling services despite the availability of these counselling programs in the workplace. This could be attributed to knowledge deficit on the availability of such programs in the workplace. However, workplace counselling programs play a crucial role for employee welfare and performance. This was confirmed by 15.4% of the respondents who stated that these counselling services were helpful in managing the workplace related stress and challenges. Overly, it was also established that unavailability of counselling programs in workplaces could result into 28.5% of the respondents to seek alternative job opportunities. Consistent with these findings, Okemwa et al. (2019) reported that nurses in Kenyan public hospitals found professional counselling to be helpful in addressing social and psychological challenges, enhancing work attendance, and thereby improving work productivity.

Furthermore, the employees felt that wellness programs provided by their employers helped them take care of their health issues and hence, they would therefore consider lack of these programs as a reason enough to look for alternative job. This was observed in 47.7% of the employees who agreed that absence of wellness programs was influential in their decision to exit or stay in the organization. Moreover, 53.7% of these respondents reported that they had been in a situation that necessitated the use of the wellness programs, with at least 42.8% stating that their situation markedly improved after using the wellness programs in their places of work.

Childcare programs were reported to exist by 20.6% of the respondents, and while 11.4% agreed that their employer paid for these childcare services, 27.1% were of the opinion that availability or unavailability of childcare would have an effect on their decision to stay with their employer. Provision of childcare services by an employer relieves the working parent of the responsibility to worry about their child's whereabouts therefore improving their focus on work. Findings suggest that employees found childcare services useful in their work life balance and would consider their availability in their decision to exit their organization. Furthermore, for employees whose employers provide childcare services, there were reduced incidences of work family conflict, and consequently, willingness to continue working in the same place. This conforms to Mansoor & Tremblay (2016) who found that employees considered availability of childcare at work to be important in helping employees cope with work family conflict.

Hypothesis testing to show the relationship

The study envisaged to establish whether there is a relationship between employee assistance programs and employee retention by testing the following null hypothesis

H₀₁: There is no statistical significant Influence of Employee Assistance Program on Employee Retention in PLFH in Kenya at 5% significance level.

H₁₁: There is a statistical significant Influence of Employee Assistance Program on Employee Retention in PLFH in Kenya at 5% significance level.

There is a significant statistical relationship between employee assistance programs and employee retention ($p=0.000$; $p<0.05$). Therefore, the study rejects the null hypothesis, H₀₁, hence concluding that employee assistance programs in Public Level Five Hospitals in Kenya have contributed significantly to the retention of employees in these hospitals while holding other factors constant. Furthermore, given that B of 0.18 is more than 0.00, it implies that the probability of retaining an employee increases as the employee assistance programs increase. By looking at the odds ($e^{0.18} = 1.2$), it shows that odds (likelihood) of employee retention increases by 20.0% with each addition in assistance programs offered to the employees.

The Nagelkerke R Square was 0.094 (9.4%) which indicates that approximately 10% of the variations in retention of employees were explained by the variations in assistance programs offered to employees. Hosmer and Lemeshow test for goodness of fit tests the null hypothesis that model fit is good against the alternate hypothesis that the model fit is not good. The results show that $\chi^2(8) = 9.889$ and $p = 0.273$, hence since $p > 0.05$, the study fails to reject the null hypothesis and therefore it implies that the model fit is good at 5% significance level.

V. Discussion

The present study findings revealed that there was a significant positive relationship between employee assistance programs (EAPs) and staff retention ($\beta = 0.184$, $P<0.001$). These findings suggest that the doctors, clinical officers, and nurses working in hospitals with employee assistance programs were 1.2 times more likely to stay in the hospitals they worked at than those employed in hospitals without EAPs. This study explored employee assistance programs, such as employee counseling programs, wellness support programs, and childcare programs. Similar findings have been reported in a study (Kiplagat, 2017) conducted in Kenyan level 4 hospitals. The study revealed that provision of childcare and medical services had a positive influence on employee retention.

Moreover, studies have documented an increase in employee performance for every additional employee welfare service. For example, Makhmara et al. (2019) reported a significant relationship between staff performance and health insurance provision. Congruent to the concept of work enrichment theory, employees with fewer family stressors such as concerns on individual and family health costs, exhibit exceptional performance in their jobs and are likely to stay in the organization, as opposed to those who are in constant worry due to lack of healthcare insurance policies in their workplaces (Gubler et al., 2018).

The study examined childcare programs as an employee assistance program that contributed to staff retention. Piszczek (2018) reported a negative correlation between childcare initiatives and female employee turnover rates. Female employees working in establishments that had childcare programs in place were less likely to leave. Regardless of the job description, lack of childcare services was linked to increased stress among working parents. These findings are supported by Mansour and Tremblay (2016), who revealed that the availability of on-site childcare reduced the chances of family-work conflict, job stress, and burnout.

An individual's well-being is an essential determiner of his/her overall achievement (Ibrahim, 2019). Previously employers were less concerned with their employees' issues; however, the present study findings indicated that counseling services' availability contributed to employee retention. These findings are anchored on the spillover theory that elucidates that the shortcomings from the personal life domain can adversely affect productivity in the work-life environment and vice versa. Similar sentiments were echoed by Chepkilot (2018), who recommended introducing counseling programs at the workplace to combat low productivity and high employee turnover.

Generally, employee assistance programs are fundamental in elevating employees' motivation (Muruu et al., 2016). A motivated employee is likely to remain in the same work because they develop a sense of belonging and confidence in their skills and expertise (Waititu et al., 2017).

VI. Conclusion & Recommendation

The conclusion of the study underlines the importance of employee assistance programs in promoting employee retention. Evidence suggests that employees working in institutions with additional employee assistance programs such as child care services, wellness programs and counselling services are more likely to remain in the institution. Not only do these programs improve the employee well-being, but also, provide harmony between work and personal/family environments.

EAPs are crucial for the well-being of the employees, and therefore they should be considered. The human resource department should devise programs such as child day care, counselling and wellness including provision of health insurance. The availability of counselling programs should be routinely communicated to the employees since most of the institutions have such services but the employees are not aware of their existence.

References

- [1]. Aamir, A., Hamid, A., Haider, M. & Akhtar, C. (2016). Work-life balance, job satisfaction and nurse's retention: moderating role of work volition. *International journal on business excellence*, 10(4), 488–501.
- [2]. Balaji, R. (2014). Work life balance of women employees. *International journal of innovative*.
- [3]. Barlett, J., Kotrlík, J. & Higgins, C. (2001). Organizational research: determining appropriate sample size in survey research. *Information technology, learning, and performance journal*.
- [4]. Chepkilot, R. (2018). Counselling employees: an idea whose time has come. *International journal of advanced engineering and management research*, 3(2).
- [5]. Clive, O., Christopher, O., & Kwasira, J. (2013). An assessment of the impact of work life balances practice and welfare programme on performance of employees at Safaricom, Kenya. [Master's thesis, Jomo Kenyatta University of agriculture and technology].
- [6]. Delpont, L., & Roestenburg, W. (2011). Quantitative data-collection methods: questionnaires, checklists, structured observation and structured interview schedules. *Research at grass roots: for the social sciences and human service professions*, 171-205.
- [7]. Doody, O., & Doody, C. (2015). Conducting a pilot study: Case study of a novice researcher. *British journal of nursing*, 24(21), 1074-1078.
- [8]. Gerstmann, E. (2014). The Roberts Court in 2013-14-looking beyond the Rhetoric. *LAL Rev*, 48(1), 3-19.
- [9]. Gubler, T., Larkin, I. & Pierce, L. (2018). Doing well by making well: The impact of corporate wellness programs on employee productivity. *Management Science*, 64 (11), 4967-4987.
- [10]. Jung Jang, S., Zippay, A., & Park, R. (2012). Family roles as moderators of the relationship between schedule flexibility and stress. *Journal of marriage and family*, 74(4), 897-912.
- [11]. Kamau, M., Muleke, V., Mukaya, O., & Wagoki, J. (2013). Work-life balance practices on employee job performance at Eco bank Kenya. *European journal of business and management*, 5(25), 179-185.
- [12]. Kazdin, A. E. (2016). Methodological issues and strategies in clinical research. *American Psychological Association*.
- [13]. Kiplagat, C.J. (2017). Effect of work life balance on employee turnover in public level 4 hospitals of Nairobi City County, Kenya [Master's Thesis, Kenyatta University].
- [14]. Lyon, D. (2010). Intersections and Boundaries of Work and Non-work: The Case of Eldercare in comparative European perspective. *European societies*, 12(2), 163-185.
- [15]. Makhamara, F., Mwathe, J., & Bula, H. (2019). Strategic welfare services on employee performance in level five public hospitals in Kenya. *The University Journal*, 1(3), 41-56.
- [16]. Mansour, S. and Tremblay, D.G. (2016). Work family conflict/family-work conflict, job stress, burnout and intention to leave in the hotel industry in Quebec (Canada): moderating role of need for family friendly practices as “resource passageways”. *The international journal of human resource management*, 29(16), 2399-2430.
- [17]. Mertler, C. A., & Reinhart, R. V. (2016). *Advanced and multivariate statistical methods: Practical application and interpretation*. Taylor & Francis.
- [18]. Muruu, R. W., Were, S., & Abok, M. A. (2016). Effects of welfare programmes on employee satisfaction in the public sector: a case of the public service commission. *The Strategic Journal of Business & Change Management*, 3(4), 1607-1633.
- [19]. Pickerel, R. A. (2011). Republic of Kenya Health Sector Strategic and Investment Plan (KHSSP) July 2013 – June 2017; Career Engagement: bridging career. *Journal of employment counseling*, 185-189.
- [20]. Piszczek, M. (2018). Reciprocal relationships between workplace childcare initiatives and collective turnover rates of men and women. *Journal of management* 46(3), 470-494
- [21]. Sakthivel, D., & Jayakrishnan, J. (2012). Work life balance and organizational commitment for nurses. *Asian journal of business and management sciences*, 2(5), 1-6.
- [22]. Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Pearson education.
- [23]. Waititu, F., Kihara, P. & Senaji, T. (2017). Effect of employee welfare programmes on employee performance: A case study of Kenya Railways Corporation. *International academic journal of human resource and business administration*, 2(3), 611-631.
- [24]. Qureshi, I., Jamil, A., Iftikhar, M., Arif, S., Lodhi, S... & Zaman, K. (2012). Job stress, workload, environment and employee turnover intentions: destiny or choice. *Des Sciences*, 65(8).

Susan Ndumba Nkanata. “Influence of Employee Assistance Programs on Employee Retention in Kenyan Public Level Five Hospitals.” *IOSR Journal of Business and Management (IOSR-JBM)*, 23(09), 2021, pp. 24-30.