

Relationship Between Medical Allowance and Employee Retention at the Teachers Service Commission, Nairobi Kenya

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Abstract

This study looked into the effect of medical allowance on employee retention at Kenya's Teachers Service Commission. Research design was a descriptive survey. 350 TSC employees from the finance, audit, human resource management, development, and administration were targeted. A sample of 186 was obtained using the Yamane formula and stratified random sampling method. Questionnaires were employed. Collected quantitative data was analyzed on a computer using the Statistical Package for Social Sciences (SPSS) summarized into frequencies and percentages and presented in the form of tables, figures, and pie charts. Inferential analysis facilitated the identification of the relationship between study variables. The results revealed a beta value of .610, indicating that a unit increase in medical allowance would result in a 60.3% increase in employee retention. Furthermore, the t-statistic was 9.807, and the associated p-value was 0.000, which is less than the $p < .05$ level of significance. As a result, the null hypothesis is rejected and the alternative is accepted, leading to the conclusion that there is a statistically significant association between medical allowance and staff retention at Kenya's Teachers Service Commission. To enhance employee retention, the study recommends that the commission should consider providing employees with a dedicated allowance for medical expenses which demonstrates the organization's commitment to supporting their health and well-being, which is crucial for fostering loyalty and satisfaction among the workforce. The commission should ensure that the employees have access to adequate healthcare coverage because it helps them to alleviate financial burdens associated with medical expenses, reducing stress and improving overall job satisfaction.

Keywords: Medical Allowance, Employee Retention, Teachers Service Commission

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1. Introduction

Globally, organizations continue to improve their relationship with employees by appreciating their efforts and developing sound compensation systems. Such efforts not only encourage the employees to put in more effort to work harder and do the right things but also incentivize them to increase their overall productivity and enhance their commitment to the firm (Manzoor, Wei, & Asif, 2021). In this regard, the Indeed Editorial Team (2022) postulates that having a strategic compensation plan helps the company manage costs and improve the quality of its employees. Strategic compensations are therefore plans that describe how a company determines employee benefits and pay. Strategic compensations may include pay structures, contingent pay, medical allowance, leave allowance, or flexible work schedules. Notably, these

strategic compensations do vary from one company to the other. Strategic compensation may be divided into two categories. This includes non-financial and financial factors. The financial components include salaries, and indirect payments such as benefits, bonuses, incentives, and allowances. On the other hand, the non-financial factors include training opportunities, health care, and holidays (Osibanjo, Adeniji, Falola, & Heirsniac, 2015).

In Canada, different companies do have strategic compensation plans. This plan is usually aimed at enticing the employees to perform beyond the normal standards. In some organizations, strategic compensation comprises annual income, bonuses, allowances, paid benefits, and Time off (IvyPanda, 2020). In Brazil, strategic compensation is highly encouraged in organizations. This has also been incorporated into the constitution through the creation of Law No. 10.101. The law provides regulation on firms' performance as well as how employees share profits. Strategic compensations highlighted include direct salary, benefits, and monetary and non-monetary compensations (Leitão, Silva, & Ubeda, 2016). Across Europe, Trevor (2016) indicated that strategic compensation is essential for retaining staff members in organizations. In most cases, the strategic compensation ranges from direct wages to the benefits given to employees.

In India, Babu, Frankline, and Anney (2016) indicated that the different elements of strategic compensation include competitive pay, performance-based pay, benefits, communication, and flexibility. Notably, compensation should be competitive with other organizations in the same industry and geographical location. This includes both base pay and variable pay, such as bonuses and profit sharing. With regard to performance-based pay, compensation should be tied to individual and organizational performance. This can include performance-based bonuses, merit increases, and other rewards. The authors further indicated that organizations should offer a comprehensive benefits package that meets the needs of their employees. This can include health allowance, retirement plans, paid time off, and other perks. In addition, organizations need to communicate their compensation and benefits programs effectively to employees. This includes explaining the value of the programs and how they align with the organization's goals.

Within the African region, strategic compensation, unlike traditional pay techniques, does not just cover costs of labour, nor is it typically determined by labor negotiations in the business community. On the contrary, it is a means of matching a company's unique and inimitable resource, its employees, with the organization's strategic goal, so securing competitive advantage and creating shareholder value (Trevor, 2015). There are several authors such as Hassel & Hassel (2018) and Nwokocha (2016) have highlighted that strategic compensations such as pay structures, contingent pay, medical allowance, and leave allowances do have an important role in enhancing employee retention. In Nigeria, Aliku, Morika, and Igemohia (2020) noted that the indicators of strategic compensation such as salary, benefit programs, recognition, and incentives did influence the performance of employees.

Locally, Munthengi (2017) observed that compensation strategies such as medical cover, direct financial compensation, and fair and appropriate policies on equity were essential in the organization. Additionally, while focusing on the commercial banks in Kenya, Katua, Mutua, and Gachunga (2018) highlighted that compensation strategies influenced performance. In strategic compensation, firms should provide flexible remuneration and benefits schemes that may be tailored to individual employees' requirements. This can include adaptable working conditions like telecommuting or varying hours, as well as flexible benefit plans (Babu, Frankline, & Anney, 2016). Therefore, having the right strategic compensation practices in

place may an important role in promoting retention among employees, hence a key interest for this study.

1.1 Problem Statement

The Teachers Service Commission's (TSC) secretariat staff retention has been reducing for years, affecting overall TSC performance since talented professionals with experience depart the commission every year. For example, in 2018, Tawarar, Sirai, and Aliata (2021) observed that the documented personnel turnover was 20%, while TSC's efficiency declined by 5%. In this regard, Tenney (2024) indicates that a retention rate of 90% and higher is a good retention rate for any given organization. This means that organizations need to ensure that the average employee turnover is less than 10%. Moreover, Calhoun (2022) indicated that a turnover rate of 20% is high therefore highlighting an organizational problem. Based on these statistics, it can be said that the retention rate of TSC was 80% which is below the 90% recommended level by Tenney (2024). Employee retention has been affected by many things including inadequate compensation (Tawarar, Sirai, & Aliata, 2021).

As of 2019, the Kenya Education Guide showed that there were 3000 secretariats employed by the TSC. However, a recent report by the National Assembly Committee on National Cohesion and Equal Opportunity (2023) indicated that the current population of secretariats at TSC was 2,842. This shows that within five years, 158 employees had left the commission. The changes demonstrate that there is a retention problem within the commission. Moreover, changes in policy within the TSC have affected career advancement of secretariat workers. This has hampered employee training and development. The commission has always sourced personnel from outside rather than promoting current ones, depressing existing employees who are qualified for the advertised positions (TSC Annual Report, 2016).

According to an observation made by Mugo and Guyo (2018), low payments, ineffective reward systems and lack of recognition and proper benefits contribute to low retention of employees in the educational sector. This may also include TSC staff members who are directly involved in the educational sector through the employment of teachers in public schools in the country. It has also been observed from the exit interviews that most of those interviewed tend to point out that compensation issues are a contributory factor to their reason for leaving the organization and seeking better compensation packages such as better pay, recognition, and medical coverage among other benefits that may come with it. Therefore, this study developed an interest in examining the extent to which strategic compensation could increase the retention rate of the employees at the TSC.

There are several empirical gaps identified gaps. Regarding the contextual gap, strategic compensation and employee retention studies done by different authors (Manzoor, Wei & Asif, 2021; Aliku, et al., 2020; Amoo, et al., 2020; Hassel & Hassel, 2018; Nwokocha, 2016; Leitão, et a., 2016; Osibanjo, et al., 2015) paid attention towards different industries like manufacturing industry, educational sector, and telecommunication industry among others. However, TSC had not been captured. Therefore, to fill this gap, there was a need for this study to be conducted to investigate the effect of medical allowance on employee retention in the Teachers Service Commission, Kenya.

1.2 Research Hypothesis

H₀₁: There is no significant relationship between medical allowance and employee retention at the Teachers Service Commission in Kenya.

2. Literature Review

2.1 Theoretical Review

The theory of job embeddedness, which was put forth by Mitchell, Holtom, Lee, Sablinski, and Erez (2001), provides a thorough framework for comprehending the elements that connect workers to their positions and companies. According to the theory, employees' decisions to stay in their existing positions are impacted by their sense of embeddedness in their communities and jobs, in addition to traditional job satisfaction and alternative options. Three elements make up job embeddedness: fit, sacrifice, and links. Fit is the degree to which an employee's personal and professional lives can coexist, links are the relationships they have with their coworkers and the community, and sacrifice is the perceived expense of quitting the company (Ng & Feldman, 2010).

According to Lee et al. (2014), the theory assumes that employees become more embedded in their jobs over time as they develop stronger social ties, become more involved in their communities, and perceive higher costs associated with leaving. Positive aspects of Job Embeddedness Theory include its recognition of the multifaceted nature of employee retention, going beyond traditional measures of job satisfaction to consider broader social and community factors. It also provides a framework for understanding how employees' personal and professional lives intersect, influencing their decisions to stay or leave. Additionally, the theory has practical implications for organizational leaders seeking to enhance employee retention by fostering a sense of attachment and connection among employees.

This theory was applicable in this study in explaining the relationship between the provision of medical allowance and employee retention. In applying the theory, organizations can consider how such benefits contribute to employees' overall sense of embeddedness in their jobs and communities. Providing medical allowances can enhance employees' feelings of fit by addressing their basic physiological needs and supporting their well-being. Additionally, offering medical allowances can strengthen employees' links to the organization by demonstrating care and support for their health. Furthermore, employees may perceive leaving the organization as more costly if they lose access to valuable benefits like medical allowances, thus increasing their job embeddedness and likelihood of retention.

2.2 Empirical Review

This study hypothesized that medical allowance had a significant role that it played when it came to the retention of employees. Therefore, empirical studies were examined to check if this hypothetical statement was true or false. According to Miller (2018), offering a comprehensive medical allowance as part of the benefits package can make the organization more attractive to potential staff members. In today's competitive market, individuals seeking employment in most cases take into consideration the healthcare coverage provided by an employer as a crucial factor when deciding between job offers. A robust medical allowance can give the organization a competitive edge and increase the likelihood of attracting and retaining top talent. Medical expenses can be a significant financial burden for employees and their families. By providing a medical allowance, organizations alleviate some of this financial stress and contribute to the overall well-being of their employees. When employees feel financially secure and have access to quality healthcare, they are more likely to remain loyal to the organization and have peace of mind, which can positively affect retention (Miller, 2018).

Anuforo (2023) explains that medical allowance enables employees to prioritize their health and well-being without incurring substantial out-of-pocket expenses. By having access to medical services, preventive care, and necessary treatments, employees can maintain their health and better manage their work-life balance. Additionally, Anuforo (2023) further adds that offering a medical allowance demonstrates that the organization cares about its employees' welfare. When employees perceive that their well-being is a priority for the company, it can enhance their overall job satisfaction and engagement. Employees who tend to feel a sense of satisfaction and commitment or engagement within an organization are likely to stay with the organization, as they feel valued and supported in their health needs.

Chege (2016) indicates that medical benefits can be particularly crucial for retaining experienced employees who may have specific health needs or ongoing medical conditions. These employees may have established relationships with healthcare providers and require consistent access to treatments or medications. By providing a medical allowance that covers their needs, organizations can retain experienced employees who bring valuable knowledge, skills, and expertise to the company. Access to medical benefits encourages employees to proactively manage their health, seek timely medical care, and address health concerns before they become more serious. This, in turn, can contribute to reduced absenteeism due to illness and improved overall productivity. Employees who are healthy and engaged are likely to remain within the organization and contribute to its success.

A study by Tsolmon and Ariely (2022) investigated small firms' inclination to provide health benefits in response to high state-level unemployment allowance (UI) payments, assuming that large UI benefits minimize labor market frictions that limit employee mobility. The study used a unique data set of over 15,000 small private enterprises in the United States to prove that when state unemployment insurance benefits are high, firms are going to provide their employees' health allowance benefits—particularly when such firms rely on personnel that is difficult to replace. The study found that health allowance policies improved worker retention, productivity, and company performance. The delimitation of this study is that it only focused on SMEs whereas the current study will focus on public institutions such as the TSC whose working conditions and environment are different from those of SMEs.

Within the manufacturing industries, a study by Owolabi, Ajidagba, Akinola, Falaye, and Irinyemi (2016) investigated the effect of health allowances on employee productivity, using Nigerian Bottling Company Plc. as a case study. The study's analysis was based on the notion that risk and uncertainty are the main elements of care. Primary data were gathered using a well-organized questionnaire. The selected sample of 208 people received a total of 104 questionnaires. The data were analyzed using the person product moment correlation coefficient. This study demonstrates that there is a significant relationship between health allowances and productivity among workers. The research found a negative correlation between uncertainty and risk and demand for health allowances ($r = .743^{**}$, $N=104$, $P < .01$). Additionally, there is a substantial positive association between accessibility of products and the demand for health allowance. Based on the findings, it was advised that each individual in an organization have a clear and readily available health allowance program. This is supposed to address the issue of risk and uncertainty in healthcare delivery. This study was however conducted in Nigeria and it only focused on employees in Nigerian Bottling Company.

In Uganda, Nansasira (2018) examined the effect of worker benefits on employee performance at Uganda's Public Enterprise Organization. The review's points were to examine the connection between NEC's transient representative advantages, stipend benefits, retirement advantages, and worker execution. The study employed a descriptive survey approach on a

population that included personnel at the executive, management, and supervisory levels, as well as other junior employees. The study had a total of 67 participants. To pick the samples, the researcher utilized both purposive and essential random exploratory approaches. The review was coordinated by a quantitative worldview, yet with huge subjective supplementation. Self-managed polls and interviews were used to gather broad information to enhance and triangulate. The poll information was quantitatively assessed utilizing SPSS, and a connection was utilized to decide the connection between representative advantages and occupation execution. As indicated by the review discoveries, transient representative advantages affect worker execution ($r=0.535$), remittance benefits have no sure critical relationship with representative execution ($r=0.083$), and retirement benefits have no huge relationship with worker execution ($r=0.035$).

While focusing on the security sector in Kenya, Kurgat (2015) analyzed the effect of clinical plans on worker fulfillment. The exploration was completed among cops in Eldoret West Sub-District. The study additionally expected to decide how the openness, value, supportability, and nature of administrations of clinical plans affected worker fulfillment. The review took on an engaging plan and basic irregular testing. The study's target group included both regular and administration police officers, a total of 585 police officers, 225 (administration police 119, regular police 106). Primary data was gathered through questionnaires. The primary data analysis methods employed in the study were descriptive and inferential statistics. The medical program, according to the report, is accessible, affordable, and sustainable, and it provides high-quality services. Nonetheless, most police officers are dissatisfied with the medical strategy that has been implemented. This is owing to a paucity of medications in the hospital pharmacy, as most of them were witnessed obtaining drugs with a prescription from chemists and pharmacies outside the medical institution. According to the findings of the study, the medical strategy was a success. It assists employees in paying for healthcare expenses. This study was however limited to police officers whereas the current study will focus on employees at the TSC. Moreover, the study was conducted in Eldoret.

3. Methodology

A causal research design was utilized. This is a type of research design used to investigate cause-and-effect relationships between variables. In the context of this research, the study population comprised all the 2842 TSC staff members working in Kenya. The study targeted only the TSC staff members currently working at the Head Quarters which is located in Nairobi County. Therefore, out of the 2,842 TSC staff members, the target population of the current study was 350. This target population was distributed in different departments which include Finance, Human Resource Management and Development, Administration, and Internal Audit. A sample of 186 respondents was selected using a stratified random sampling method. The study used the primary data-gathering approach. The major data-gathering instrument was a questionnaire. Both descriptive and inferential statistics were used to assess quantitative data that was gathered from the field via surveys. Version 20 of the Statistical Package for Social Sciences (SPSS) was used to summarize the data into frequency distributions and percentages. The descriptive data was then summarized and displayed using frequency tables, figures, and pie charts. In contrast, inferential analysis helped determine the link between the research variables. For the inferential analysis, a simple linear regression analysis was conducted to answer the research hypotheses.

4. Results and Discussion

4.1 Descriptive Statistics on Medical Allowance

This study was also designed to investigate the effect of medical allowances on staff retention at Kenya's Teachers Service Commission. Several questions were posed to answer this objective. First, participants were prompted to indicate the sort of medical allowance supplied by the organization. The allowances included general health allowance, life allowance, and short- and long-term disability. From the responses, all the respondents (100%) indicated that they were being provided with all the above-mentioned allowances. Secondly, the respondents were given some statements and asked to indicate their extent of agreement (see Table 1).

Table 1: Influence of Medical Allowance on Employee Retention

Statement	SA	A	UD	D	SD	M	Std.
a. Payment of medical allowance to all its employees by TSC has influenced their retention.	93.5%	6.5%	0	0	0	1.06	0.24
b. Provision of health care allowance helps me to achieve my sickness needs and my immediate family.	87.1%	12.9%	0	0	0	1.12	0.33
c. The amount allocated for health allowance to employees by TSC is adequate and lucrative,	3.5%	92.9%	0	3.5%	0	2.03	0.41
d. The life allowance provided by TSC compares well with market level hence influencing employee retention.	18.2%	81.8%	0	0	0	1.81	0.38
e. Covering the short- and long-term disability emergencies among employees through medical allowance influences their retention at TSC.	27.6%	72.4%	0	0	0	1.72	0.44
f. Timely payment of the medical allowance has influenced employee retention in the organization.	100%	0	0	0	0	1.00	0.00
Average						1.45	0.30

Key: SD- Strongly Disagree, UD- Undecided, A- Agree, A- Strongly Agree, M- Mean, Std.- Standard Deviation

When asked to indicate whether payment of medical allowance to all its employees by TSC has influenced their retention, 93.5% strongly agreed and 6.5% agreed (M=1.06, Std.= 0.24). This meant that the participants strongly agreed that the provision of medical allowance to all employees was the reason for their retention. In line with this finding, a study by Chepchumba and Kimutai (2017) noted that payment of medical allowance helped to address employee turnover among small businesses.

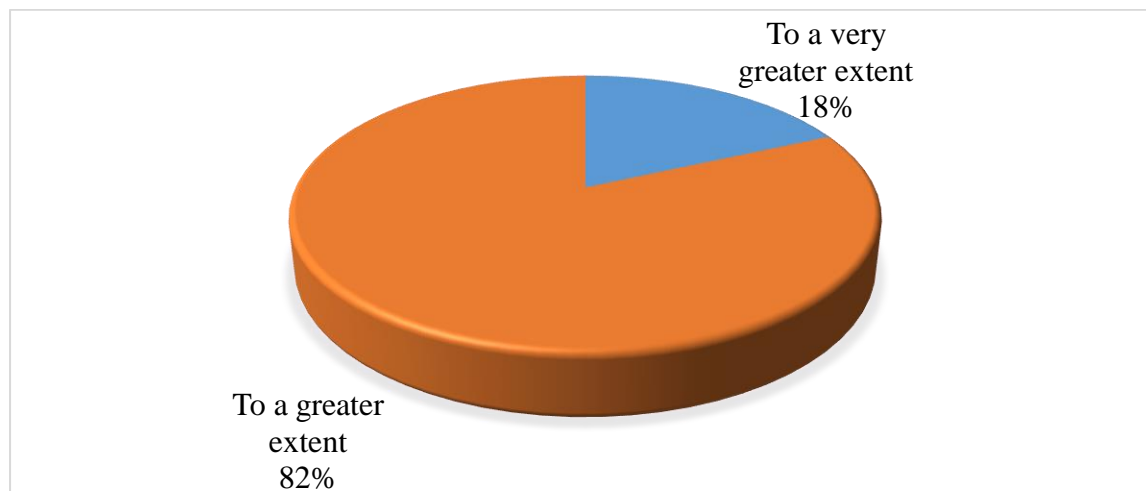
With regards to whether provision of health care allowance helps to achieve employees' sickness needs and their immediate family, 87.1% strongly agreed and 12.9% agreed (M=1.12, Std.=0.33). This implied that provision of health care allowance helps the employees to achieve their sickness needs and immediate family. In supporting this finding, Goldstein (2018) added

that the provision of health allowances was essential for employees because it helped them meet some health and well-being needs.

The statement that the amount allocated for health allowance to employees by TSC is adequate and lucrative had a positive response whereby most of the participants which is 92.9% agreed with the statement ($M=2.03$, $Std. = 0.41$). This implied that a. When asked to indicate whether the life allowance provided by TSC compares well with market level hence influencing employee retention, 81.8% agreed and 18.2% strongly agreed ($M=2.62$, $Std.= 1.09$). This meant most of the participants agreed that employee retention in the organization was influenced by the life allowance provided which compared well with the market levels.

The statement that covering short- and long-term disability emergencies among employees through medical allowance influences their retention at TSC had a positive response ($Std.= 0.44$, $M=1.72$). This meant that most of the participants (72.4%) agreed that covering short- and long-term disability emergencies among employees through medical allowance influences their retention at TSC. The statement that timely payment of the medical allowance has influenced employee retention in the organization had a mean score of 1.00 and a standard deviation of 0.00. This implied that all the participants strongly agreed with the statement implying that the payments of medical allowances were timely in the organization. The respondents further indicated the extent to which the provision of medical allowance affected employee retention at the TSC (see Figure 1).

Figure 1: Extent to Which Provision of the Medical Allowance Affects Employee Retention at the TSC



Eighty-two percent (82%) indicated that provision of medical allowance affected employee retention to a greater extent. Additionally, 18% indicated to a much greater extent. Overall, the statements on medical allowance and employee retention at the TSC had an average mean score of 1.45 and a standard deviation of 0.30 (Table 1). This implied that most of the employees at the TSC strongly agreed that medical allowance indicators such as health allowance, short- and long-term disability allowance, and medical reimbursement influenced employee retention at the organization. The findings of this study have confirmed the previous findings made by authors such as Tsolmon and Ariely (2022) who reported that the health allowance policy encouraged employee retention. Similarly, another study by Owolabi et al. (2016) also managed to establish that within the Nigerian Bottling Company, the provision of health allowance to the employees positively influenced their productivity. Within the Kenyan

context, a previous study by Kurgat (2015) conducted among the police force showed that medical allowance did influence the performance of employees. Moreover, the study also highlighted that the medical allowance plan was accessible, affordable, and sustainable, hence contributing to its effectiveness. This has also been confirmed in this study whereby most of the participants were positive that the medical allowances were adequate, lucrative, and timely, and they compared well with market-level allowances.

4.2 Descriptive Statistics on Employee Retention at TSC

The dependent variable for this study was employee retention. Hence, there were several statements on employee retention provided and the respondents were asked to indicate their extent of agreement. Table 2 provides the responses given.

Table 2: Employee Retention at TSC

Statement	SA	A	UD	D	SD	M	Std.
a. I am likely to be working in this organization in the next 24 months.	18.8%	81.2%	0	0	0	1.81	0.39
b. I would enthusiastically reapply for a job in this organization.	11.8%	88.2%	0	0	0	1.88	0.32
c. I am satisfied with my job position.	96.5%	0	0	3.5%	0	2.07	0.37
d. Over the past 12 months, employee turnover has reduced.	3.6%	67.6%	0	28.8%	0	2.54	0.94
e. I am likely to refer somebody else to work in this organization.	10.0%	90.0%	0	0	0	1.90	0.30
f. The compensation strategies adopted by TC have positively affected the retention of employees.	10.0%	90.0%	0	0	0	1.90	0.30
g. Overall, employee retention at TSC has improved over the past 4 years.	0	87.1%	0	12.9%	0	2.25	0.67
Average						2.05	0.47

Key: SD- Strongly Disagree, UD- Undecided, A- Agree, A- Strongly Agree, M- Mean, Std.- Standard Deviation

Overall, the statements on employee retention at the TSC had an average mean score of 2.05 with a standard deviation of 0.47. This meant that most of the respondents agreed with the statements. Notably, slightly more than a quarter (28.8%) disagreed with the statement that over the past 12 months, employee turnover has reduced. This showed that despite there being a positive image of the retention of employees in the organization, there is still some presence of employee turnover at the TSC.

4.3 Regression Analysis

Table 3: Relationship between Medical Allowance and Employee Retention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603 ^a	.364	.360	1.03938

a. Predictors: (Constant), Medical Allowance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	103.895	1	103.895	96.171	.000 ^b
1	Residual	181.493	168	1.080		
	Total	285.388	169			

a. Dependent Variable: Employee Retention
 b. Predictors: (Constant), Medical Allowance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	5.421	.915		5.922	.000
1	Medical Allowance	.610	.062	.603	9.807	.000

a. Dependent Variable: Employee Retention

As indicated in Table 3, the R-squared is 0.364. This suggests that medical allowance accounted for 36.4% of the variation in staff retention at the TSC, while the remainder was explained by the error term. The F-statistic is 96.171, with a p-value of 0.000, indicating that the regression model is significant. As a result, t-statistics and p-values could be used to accurately assess the model's coefficient significance.

The results also revealed a beta value of .610, indicating that a unit increase in medical allowance would result in a 60.3% increase in employee retention. Furthermore, the t-statistic was 9.807, and the associated p-value was 0.000, which is less than the $p < .05$ level of significance. As a result, the null hypothesis is rejected and the alternative is accepted, leading to the conclusion that there is a statistically significant association between medical allowance and staff retention at Kenya's Teachers Service Commission. In convergence with the findings of this study on medical allowances, a previous study by Tsolmon and Ariely (2022) conducted among employees in small private companies revealed that policies on health allowances had a favorable impact on the performance of employees in their respective companies. Similarly, Owolabi et al. (2016) also established that health allowance policies positively influenced the retention of workers in the organization. In further concurring with the observations made in this study, Kurgat (2015) while focusing on the national security department noted that medical coverage and allowances positively influenced the performance of the police.

5. Conclusion

The study concluded that the medical allowance provided to the employees such as general health allowance, life allowance, short- and long-term disability, and study allowance has a significant influence on the retention of employees at the Teachers Service Commission in Kenya. Moreover, the timely payment of the allowances especially the medical allowance has contributed a lot to the retention of employees.

6. Recommendations

To enhance employee retention, the study recommends that the commission should consider providing employees with a dedicated allowance for medical expenses which demonstrates the organization's commitment to supporting their health and well-being, which is crucial for fostering loyalty and satisfaction among the workforce. The commission should ensure that the employees have access to adequate healthcare coverage because it helps them to alleviate financial burdens associated with medical expenses, reducing stress and improving overall job satisfaction. The commission should set aside more funds to cater for the medical allowance coverage of the employees.

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