



A Study on Factor Analysis of Strategies for Improving Employee Retention Among Hospital Nurses.

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ABSTRACT:

International migration of professional nurses, as well as movement from rural to urban regions and a shift to the private sector from the public sector, is one of the primary difficulties confronting developing-country health systems. The purpose of this study is to assess professional nurses' future employment goals as well as effective, contextually relevant ways to retain nurses where they are most needed. Employee retention, particularly among hospital nurses, is a critical concern in the healthcare industry. High nurse turnover rates can have significant negative impacts on patient care, staff morale, and financial stability. This abstract provides an overview of strategies to enhance nurse retention in hospital settings. Effective retention strategies must address the multifaceted factors contributing to nurse turnover. These include burnout, work-related stress, inadequate support, and the perceived lack of career advancement opportunities. This is a cross-sectional survey of professional nurses conducting throughout using a pre-tested and self-administered questionnaire. The report shows evidence that health care is on the verge of collapse, with the vast majority of nurses wanting to quit their existing posts. Nurses want to stay or go, believe that the same concerns must be addressed if they are to be convinced to continue in their current roles. This means that a consistent strategy across sectors and geographic locations might be used to market health organisation in a more appealing way to nurses. Supportive Work Environment, Professional Development, Competitive Compensation and Benefits, Work-Life Balance, Recognition and Appreciation, Mentorship and Support Programs, Addressing Burnout, Employee Feedback. These strategies, when implemented in conjunction, can improve nurse retention rates and help hospitals maintain a stable and experienced nursing workforce. Hospital administrators should continually assess their policies and practices to ensure they align with the evolving needs and expectations of their nursing staff to create a positive, nurturing, and sustainable work environment for nurses.

KEYWORDS: Strategies, Employee Retention, Nurses and Private Hospital.

INTRODUCTION:

One of the most pressing concerns in today's organizational setting is employee retention. One of the most challenging challenges that organizations face today is managing staff retention and maintaining a low turnover rate in relation to industry standards (Kamselem et al., 2022). Globalization and the liberalization of services trade, together with the expansion of the knowledge and service-based economy, have resulted in an increase in the need for skilled individuals (Pillay, 2009). Qualified, motivated, and experienced employees are a valuable asset to an organization's survival, growth, and development (Kamselem et al., 2022). The public sector, which includes government health institutions, mostly services the poor population, whereas the private sector, which includes for-profit organizations and individuals, serves the insured population or those who can buy treatment out of pocket (Pillay, 2009). Competition in the form of talented personnel to recruit and retain human capital has become a key competitive concern in contrast to other competitive elements of business environments. Better prospects with better packages have generated several obstacles for retaining personnel in most businesses (Kamselem et al., 2022). In the international literature, the work environment has been identified as one important factor in nurse turn-over. In order to reduce the rate of turnover, it is necessary to identify exactly which factors contribute to this phenomenon. A number of descriptive studies from different countries have used surveys to examine some of the reasons for nurse turnover (Dawson et al., 2014). According to a recent World Health Organisation study, there are disruptions in health care for persons who require treatment other than COVID-19 patients (Mayasari, 2022). For organizations to deal with the Covid-19 pandemic, strong employee engagement and good employee performance are required, because a series of Covid-19-related impacts can cause employee engagement in organizations to deteriorate and the value of employee performance to decrease, particularly in health-care organizations (Mayasari, 2022). Employee engagement is a type of employee loyalty that has been said to predict an increase in staff productivity, profitability, employee retention, and organizational success (Mayasari, 2022).

1. **Job Environment:** The work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups.

2. **Competitive Compensation and Benefits:** In a competitive labour market, competitive compensation and benefits refer to the bundle of financial rewards and advantages that a company delivers to attract and retain employees. This is an important part of human resource management that may have a big impact on an organization's capacity to recruit and retain top people. A element of competitive compensation and benefits Base Salary, Bonuses, Incentive Plans, Health Insurance, Retirement Plans, Paid Time Off (PTO), Flexible Work Arrangements, Tuition Assistance, Employee, Perks, Market Research, Compliance.
3. **Career Development and Advancement:** Career growth and development are important parts of an employee's professional career within an organisation. These mechanisms enable people to advance in their responsibilities, learn new skills, and advance in their careers. Companies that prioritize staff growth and progression typically have better employee satisfaction, higher retention rates, and a more competent and motivated workforce. The component of Career Development and Advancement is Training and Development Programs, Mentorship and Coaching, Career Path Planning, Performance Reviews, Promotions and Advancement Opportunities, Skill and Competency Assessments.
4. **Work-Life Balance Initiatives:** Work-life balance initiatives are programs and policies implemented by employers to help employees strike a healthy balance between their professional and personal lives. These initiatives recognize the importance of well-being, reduced stress, and increased job satisfaction, all of which can lead to higher productivity and retention rates. Some element here given Flexible Work Arrangements, Remote Work Opportunities, Paid Time Off (PTO) and Vacation Policies, Family-Friendly Policies, Wellness Programs, Mental Health Support, Workload Management.
5. **Recognition and Rewards:** Employee engagement and motivation strategies must include both recognition and rewards. They are intended to recognize and reward employees' efforts, hard work, and accomplishments. These activities may raise morale, establish a healthy workplace culture, and motivate staff to keep doing well. Verbal Acknowledgment, Written Acknowledgment, Peer Recognition, Performance Awards, Monetary Rewards, Gifts and Prizes, Promotions and Advancements I consider as the Recognition and Rewards.
6. **Positive Organizational Culture:** A positive organizational culture is defined as the group of ideas, values, attitudes, and behaviour that define an organization's character and contribute to a helpful and inspirational work environment. It establishes the tone for how workers interact with one another, make choices, and approach their job. A healthy organizational culture can result in increased employee happiness, engagement, and overall organizational performance. The following are crucial elements of a healthy organizational culture is Shared Values and Vision, Open and Transparent Communication, Empowerment and Autonomy, Respect and Inclusivity, Collaboration and Teamwork, Employee Development.
7. **Employee Engagement and Feedback:** Employee engagement and feedback are crucial aspects of fostering a motivated and productive workforce. Engaged employees are more committed, enthusiastic, and aligned with the organization's goals. Regular feedback mechanisms help ensure that employees are heard, their concerns are addressed, and they have the opportunity to contribute to their workplace's improvement.
8. **Transparent Communication:** Transparent communication in an organization refers to the practice of openly and honestly sharing information, both internally and externally, to foster trust, understanding, and accountability. Transparent communication is essential for building a positive workplace culture and maintaining healthy relationships with stakeholders.
9. **Recognition of Work-Life Balance:** Recognizing and promoting work-life balance within an organization is crucial for employee well-being, job satisfaction, and overall productivity. It acknowledges that employees have responsibilities and interests outside of work and supports their efforts to maintain a healthy balance between their personal and professional lives.
10. **Employee Wellness Programs:** Employee wellness programs are initiatives implemented by organizations to promote the overall health and well-being of their employees. These programs are designed to improve physical, mental, and emotional health, reduce stress, and enhance the quality of life for employees. Employee wellness programs can lead to a healthier, more motivated, and productive workforce.
11. **Retention Interviews and Stay Interviews:** Retention interviews and stay interviews are two different but related strategies that organizations use to assess and improve employee retention and job satisfaction. They involve directly engaging with employees to understand their needs, concerns, and reasons for staying with or leaving the company.

REVIEW OF LITRATURE:

1. **Neeltje de Vries, Anke Boone (2023):** Globally, there is a rising lack of healthcare personnel. Nurses and doctors in particular are at risk as a result of the COVID-19 epidemic. Understanding why they may depart is critical for increasing retention. This systematic review investigates the prevalence of nurses and physicians who intend to leave their positions at hospitals in European countries, as well as the main determinants influencing job retention among nurses and physicians in both European and non-European countries. On June 3rd, 2021, a thorough search was completed within three electronic databases. The inclusion criteria were satisfied by 345 articles in total. Personal traits, job needs, employment services, working circumstances, work relationships, and organizational culture were divided into six topics. employment satisfaction, professional progression, and work-life balance were the most important factors of employment retention. In terms of retention factors, European and non-European nations revealed both parallels and differences. Identifying these characteristics aids in the creation of multifactorial therapies, which can aid in the design of medical strategies and aid in the retention of patients.

2. **Rowaida M. Naholi, Inass. Khayyat, Nisreen A. Alandijan (2023):** Nurse retention has long been a problem in the worldwide health system. Nurses are critical to the strength and resilience of healthcare systems, but existing supply, demand, and population needs pose risks to universal healthcare aspirations. Strategies to boost nurse turnout in hospitals are becoming increasingly important to national and global healthcare systems. The study's goal was to determine the effectiveness of intervention measures employed to promote nurse retention at the King Abdullah Medical Complex in Jeddah (KAMCJ) in 2020. The current study examined the intervention measures used at KAMCJ in 2020 to promote nurse retention. 511 nurses were enrolled in the improvement project and completed yearly satisfaction surveys and departure interviews in 2020. The material was obtained retroactively from the accessible papers. According to the current study's findings, nurse satisfaction and departure interview results were favorable in terms of the nurse's working environment, professional growth, and advancement chances. The turnover rate reduced from 19.70% in 2019 to 8.90% in 2020, while the retention rate climbed from 80.30% in 2019 to 91.10% in 2022, according to the findings. This study emphasised the need of adopting a multifaceted approach to address issues linked to nursing job satisfaction, such as professional growth and development and nurses' working circumstances, which significantly boost nursing retention.
3. **Martin Sutanto¹, Wahyuni Dian Purwati², Rian Adi Pamungkas(2023):** Nurse retention is detrimental to hospital performance and effectiveness. The purpose of this study is to investigate the impact of the remuneration system and job incentive on nurse retention as mediated by organizational commitment. In this study, a quantitative investigation with a cross-sectional method was used. This study's sample consisted of nurses who had worked for more than a year. The data is analyzed using path analysis. The findings revealed that the remuneration system, job motivation, and organizational commitment all had an impact on nurse retention, with organizational commitment acting as an intervening factor. The remuneration system and job motivation have a favorable and significant impact on nurse retention. The direct influence of the remuneration system and job incentive on nurse retention is more important than the indirect impact of organizational commitment. To boost the retention of nurses working in hospitals, the remuneration system, job motivation, and organisation must be examined. More variables must be investigated in future research to guarantee the parameters linked with nurse retention.
4. **Muhammad Shaheer Nuhu, Kamaldeen A.A Lawal, Amina Muhammad Liman(2022):** The purpose of this study was to look at the impact of the reward system (RS) and job conditions (JC) on employee retention (ER). This study focused on the role of employee engagement (EE) in moderating the link between RS, JC, and ER. The descriptive survey technique was used in this work, and the unit of analysis was public hospital nursing staff. Questionnaires were used to obtain data from 370 nurse responders. In a statistical study, structural equation modelling with Smart-Partial Least Squares (PLS) 3.3.8 was applied. The findings showed that RS and JC were substantially associated to ER. The study also demonstrated a direct influence of RS and JC on EE. These data suggest that (EE) plays a minor role in mediating the link between RS, JC, and ER. The study provides crucial policy insights for public nursing stakeholders seeking to promote skill retention within their nursing personnel. The findings are also significant because they may aid the health sector in improving its ER strategies, particularly in dynamic and competitive business environments where businesses are challenged to retain staff from a limited trained workforce.
5. **Ella Mayasari, Pardiman, Budiari (2022):** The purpose of this research is to investigate the impact of job environment and organizational justice on employee performance, as mediated by employee engagement, in a private hospital in Malang. The research team included 975 staff from two private hospitals. The sampling strategy employed a saturated sample by making the whole population the study sample. Non-outsourced medical personnel and non-outsourced medical staff are the respondents' criterion. AMOS was used to process the research data collected via questionnaires. The findings revealed that the job environment had a considerable impact on both employee engagement and staff performance. Meanwhile, organizational fairness has no discernible impact on employee engagement or performance. Employee involvement failed to mitigate the impact of job environment and organizational justice on employee performance.
6. **Fawzeyah S. H. S. Alharbi, Zayan Mustafa, Mercy Benoy (2022):** To increase employee loyalty to their organisations and successfully keep nurses' personnel in X organisation, with a focus on Human Resources Management. To reach the goal of this work, various publications, journals, articles, reports, and books were evaluated, with special attention paid to leadership. To retain nurses and decrease nurse turnover, a relevant Human Resources Theory was deployed with leadership support. Leaders must build a significant retention plan inside the organisation by boosting the nurses' loyalty and happiness through various approaches such as policy and guidelines, motivating through allowances and leave, and further modifying the system. To give intensive training to leaders in order to improve their abilities to manage the company and its employees. To overcome the obstacles that impede nurses' satisfaction and to resolve the concerns in order to keep the nurses.
7. **Nathanael Siril, Daudi Simba (2021):** Although Tanzania has a decentralized health system, the majority of health professional retention measures are developed centrally and executed locally. This study aims to investigate bottom-up health worker retention techniques by analyzing experiences from two rural districts in Tanzania, using a cross-sectional exploratory qualitative study. Nineteen key informants were carefully chosen and interviewed based on their engagement in the district's health worker retention strategy. These important informants were district health managers, local government officials, and health facility administrators. In addition, three focused group talks were held with 19 members of three different Health Facility Governing Committees (HFGCs). The data was analyzed using qualitative content analysis. We discovered retention strategies at the health-facility and district levels, such as the promotion of good community reception, the promotion of good working relationships with local government leaders, the limitation of migration within district facilities and to districts within the region, and active head-hunting at training institutions. The retention of primary health care personnel goes beyond salary. Although some of these tactics have financial consequences, the majority of them are less expensive than top-bottom solutions. While large-scale studies are necessary to assess the generalizability of the tactics revealed in our study, future research is needed to identify additional bottom-up retention strategies.

8. **Mi Ra Yun, Boas Yu EdD (2021):** To investigate South Korean nurses' perceptions on present hospital working circumstances in order to discover causes of persistently high nurse turnover rates. Despite the government's recent attempts to improve working conditions, high turnover rates of hospital nurses continue to represent a severe issue to the South Korean health care system. Many previous research addressed turnover-related issues and gave only a limited grasp of turnover predictors. However, nurses' impressions of present working circumstances must be taken into account in order to investigate potential causes of continuous high turnover, develop solutions, and improve working conditions by addressing nurses' complaints. This is a qualitative research involving 33 nurses from 11 South Korean hospitals participating in focus group interviews. There were three primary themes and eight subthemes identified in relation to minimizing hospital nurse turnover. To alleviate nursing shortages in South Korean hospitals, it is critical to improve bad working conditions. According to the findings of this study, more transformational policies should be designed and implemented in order to enhance working conditions by lowering excessive workloads and improving how nurses are regarded and viewed in order to retain existing nurses and reduce nurse turnover rates.
9. **Alireza Mirzaei, Hamed Rezakhani Moghaddam (2021):** Because nurses have close contact with patients, they are exposed to more stressful events during infectious disease outbreaks, which increases their desire to leave, negatively impacting not just nurses but also patients and organizations. During the COVID-19 epidemic, the current study sought to investigate predictors of turnover intention based on psychological characteristics among nurses at Ardabil pre-hospital emergency, educational, and medical centers. The current descriptive-analytical investigation was carried out in June of 2020. Using the census approach, 479 nurses working in Ardabil pre-hospital emergency and educational and medical centers to combat COVID-19 were selected for this study. The Demographic Information Questionnaire, Turnover Intention Questionnaire, Weiss & Marmar Impact of Event Scale-Revised (IES-R), General Health Questionnaire (12 C-GHQ), and Job Content Questionnaire (JCQ) were used to collect data. SPSSv.22 software was used to examine the data, which included correlation, t-test, analysis of variance, multiple regression, and descriptive tests. Nurses' average turnover intention score was 41.73, with a standard deviation of 12.11. The correlation coefficient findings demonstrated a positive association ($p.01$) between PTSD, general health, job demand, and job strain and turnover intention, as well as a positive and significant relationship ($p.01$) between social support and turnover intention. Gender, marital status, work position, decision latitude, social support, workplace pressure, general health, and post-traumatic stress disorder (PTSD) were found to be predictors of turnover intention in a multiple regression study. Job pressures during the COVID-19 epidemic have increased nurses' inclination to leave. Identifying and controlling issues connected to occupational pressures will allow nurses to avoid leaving in such critical situations.
10. **H. Shu-Tai Shen, Shu-Ching Ma (2021):** To investigate the impact of workplace bullying on the connection between occupational burnout and clinical nurse turnover intentions. Despite recent evidence that burnout can lead to workplace bullying, few research have looked at the consequences of occupational burnout on workplace bullying. Furthermore, it is uncertain if workplace bullying can aggregate the effect of professional exhaustion on turnover intentions. A cross-sectional research was carried out to recruit nursing personnel from two Taiwanese general hospitals. Demographic factors, workplace bullying (Negative Acts Questionnaire-Revised), occupational burnout (occupational burnout assessment), and turnover intentions (employee turnover intentions and job destination preference) were all measured in the data. To investigate the influence of workplace bullying on the link between occupational burnout and turnover intentions, a hierarchical linear regression model and an indirect effect test were used. An indirect impact test demonstrated that occupational fatigue might enhance the effect of workplace bullying (Aamir et al., 2016; Alharbi et al., 2022; Atughonu, 2023; Broom, 2010; Chen et al., 2015; Dawson et al., 2014; de Vries et al., 2023; Ellenbecker et al., 2007; Ellenbecker & Cushman, 2012; Hunt et al., 2012; Johansen & Sowa, 2019; Kamselem et al., 2022; Khosravani et al., 2017; Leveck & Jones, 1996; Mayasari, 2022; Mirzaei et al., 2021; Nasir et al., 2019; Newman et al., 2002; Nurdiana et al., 2019; ONYANGO, 2017; Pillay, 2009; Shen Hsiao et al., 2022; Sirili & Simba, 2021; Strategies, 2023; Thiriku & Were, 2016; Twigg & McCullough, 2014; Yun & Yu, 2021; Zahoor & et.al., 2015) on turnover intentions. Almost one out of every ten nurses experiencing professional burnout may have been bullied at work, which enhanced their intention to leave.
11. **Zeeshan Ahmed1 , Noraini Binti Othman (2020):** Most organizations in today's world confront issues in managing and maintaining their prospective workers, as most have developed swiftly and rivalry among these organizations is fierce in order to survive their companies. Furthermore, staff retention is a continual emphasis for the healthcare sector, since this sector understands the relevance of health care costs, quality and continuity of treatment, stress and burnout of the remaining health care professionals. The purpose of this study is to investigate the links between human resource management (HRM) practices (compensation, recruiting and selection, training and development) and staff retention in Pakistan's public healthcare sector. This study was cross-sectional in nature and included quantitative research methods. A systematic questionnaire was utilized to collect data from 273 medical practitioners working in various public sector hospitals in Punjab, Pakistan. The clever PLS was utilized to test the study's hypothesized associations. The cluster sampling approach was employed to acquire data. The study's findings revealed that human resource management practices (pay, recruiting and selection, and training and development) had a statistically significant influence on employee retention. By offering literature on doctor retention, the findings of this study enhance existing literature to non-Western nations such as Pakistan. The empirical findings of this study indicate that HRM practices (compensation, recruiting and selection, and training and development) can improve doctor retention in Pakistan's healthcare industry. On the basis of the findings, the theoretical and practical contributions of this research, as well as the limits and recommendations for future research, are examined.
12. **Nurdiana Nurdiana, Rr. Tutik Sri Hariyati (2019):** The goal of this study was to discover characteristics that may impact nurse retention tactics. This is a descriptive study that takes a cross-sectional method. A whole sample of a head nurse working in a general hospital in Jakarta was utilized for the study. The tool utilized was a modified version of the nurse's retention plan instrument. The findings revealed a link

between retention strategy and organizational structure, leadership support, planning function, staffing function, and controlling function ($p = 0.002$ – 0.044 , 0.05). Leadership support ($p = 0.032$, $OR = 2.817$, 95% CI) and staffing function ($p = 0.042$, $OR = 2.714$, 95% CI) were the most influential factors influencing retention. Nurse retention tactics used by the chief nurse require significant support from hospital administration in order to be successful in enhancing nurse retention worldwide databases.

13. **Fouzia Nasir, Muhammad Ashraf, Muhammad Riaz (2019):** The most confusing problem for organizations has been maintaining and draining talent. The battleground between these two good and negative issues remained the business arena. Several techniques are created in this regard, such as delivering financial perks to talent to keep them with the organisation. The goal of this study was to examine the effect of gender in retention, with a focus on private hospitals in Karachi, Pakistan. The survey also sought to determine if private hospitals preferred to retain male or female personnel. Employee retention strategies are designed to boost employment agreements while decreasing the significant costs associated with recruiting and training personnel. After integrating management behaviour ideas, organizations can enhance retention rates and lower the costs associated with high turnover. A descriptive, causal investigation was conducted with the use of a structured questionnaire on 50 employees utilizing purposive sampling. To discover critical characteristics impacting employee retention, data were analyzed using SPSS and the Regression model. The study concentrated on two large hospitals. According to the survey, health care organizations took a highly subjective approach to dividing compensation among male and female staff. As a result, it suggests to all organizations, whether service or industrial, that enhanced task setup with no injustice leads to increased worker and corporate efficiency.
14. **Morgen S. Johansen, Jessica E. Sowa (2018):** Human resource management (HRM) has been demonstrated to influence organizational performance, but more study on specific human resource (HR) practices in NGOs and their impact on performance is required. In this article, we examine whether incorporating personnel at different levels of a nonprofit improves nonprofit organizational performance, which is one HRM practice suggested to influence performance. We find that staff engagement has a favorable effect on managerial and stakeholder views of organizational success, based on data from a 2011 research of nonprofit hospitals. Employee decision-making involvement is also connected to objective nonprofit performance indicators, albeit the benefits are less constant. Finally, we will address the significance of these findings for nonprofit research and practice.
15. **Mobin Sokhanvar, Edris Kakemam (2018):** Job stability is an important aspect in providing great care. However, it is uncertain if job security is associated to desire to leave among Iranian nurses. The purpose of this study was to investigate job security and turnover intention, as well as the factors influencing turnover intention among hospital nurses in Tehran, Iran. This cross-sectional study was carried out at three public and three private tertiary hospitals in Tehran, Iran, from April to November 2015. A quota sample of hospital nurses was recruited, and data was collected using a researcher-created questionnaire. The Chi square and independent sample t tests, one way analysis of variance, Pearson correlation analysis, and multivariate logistic regression analysis were used to analyze the data. Hospital administrators must develop and implement effective policies to promote nurses' job security and reduce their intention to leave by improving job satisfaction and working conditions, providing fair compensation, improving supportive nursing management, promoting job prospect and stability, and facilitating competency-based career advancement.
16. **Mohammad Heidari, Bahar Seifi, Zahra Abdolreza Gharebagh (2017):** Nursing retention necessitates management focusing on staff retention. Understanding the elements that impact staff retention is one of the techniques for keeping nurses in the same work setting. The goal of this study is to identify personal (physical, mental, emotional, and social) and organizational (work stress, social support, and job satisfaction, as well as organizational aspects) factors that impact nursing staff retention. A cross-sectional, descriptive, quantitative study was conducted in Tehran, Iran's capital city. The questionnaire was completed by 500 recently graduated staff nurses. A master's degree in a nursing course was required for admission. Ten general hospitals served as research sites. A questionnaire was used to collect data on personal (physical, mental-emotional, and social), job stress, social support, job satisfaction, and organizational aspects. The findings indicate that occupational stress, social support, job happiness, and organizational satisfaction all have an impact on retention. The effective determinants on retention were attention to asking shifts of staff (98.9%); inadequate staff (63.9%); liking working with the supervisor (75.1%); and wage, reward, and benefit (90%). Turnover intentions of new graduating nurses are a recurring issue that might be addressed by enhancing nurses' working circumstances. Nurse retention might be improved by fostering supportive work settings that reduce vulnerability to the workplace and reduced turnover intentions. The study's findings support the hypothesis that job satisfaction influences staff nurses' desire to stay in the same workplace and may increase the quality of nursing care.
17. **Phoebe Owaga Onyango, Dr. Joyce Nzulwa (2017):** The purpose of this study was to investigate the impact of talent management on staff retention in Kenyan public hospitals, with a particular focus on Siaya County Referral Hospital. The study's particular aims were to establish a relationship between employee engagement and staff retention in public hospitals, as well as to investigate the influence of incentive management on employee retention in public hospitals. The census survey research approach was used for this study, which attempted to gather data from a target population of human resource management in Siaya County Referral Hospital via questionnaires to investigate the relationship between talent management and employee retention. The target group included 103 human resource management personnel from Siaya County Referral Hospital. The data was analyzed both subjectively and quantitatively using the statistical software for social scientists (SPSS) version 22. The primary statistical tool employed for the study analysis was inferential statistics. The descriptive statistics approach was used in the study to present and summarize bio-data. The study discovered that employees' perspectives on matters affecting them and their jobs were not asked, nor were they included in decision making. The hospital personnel did not get frequent and encouraging contact from their management. Employees were unclear about the extent of the award to be provided. Employee turnover was greatly impacted by

employee engagement and incentive management. According to the report, leaders should communicate with their staff on a regular and supporting basis. The organization's management should explain compensation concerns to employees on a regular basis, and incentive plans should be implemented, and employees should be made aware of how rewards are chosen.

18. **Magdalene Thiriku, Susan Were (2016):** Employee retention is a concern in today's company environment, regardless of organisation size, technology, or market emphasis. Talent management is a vital activity because it allows an organisation to have the appropriate people with the proper skills and knowledge to satisfy the firm's present and future demands. Retaining individuals with the necessary skills, competences, and motivation is one method for businesses throughout the world to maintain their competitive advantage. The study's overarching goal was to investigate talent management practices and employee retention in Kenyan private enterprises, using Data Centre Limited as an example. The study's specific objectives were as follows: to determine the effects of employee motivation on employee retention at Data Centre Limited; to determine the effects of training and development on employee retention at Data Centre Limited; to determine the effects of compensation on employee retention at Data Centre Limited; and to determine the effects of performance management on employee retention at Data Centre Limited. The descriptive research design was employed in this study. This study's target population consists of 76 Data Centre Limited (DCL) workers. The study analyzed primary data gathered via the use of structured questionnaires. After collecting data in the field, the questionnaires were reviewed for completeness, coded, and put into the Statistical Package for Social Sciences (SPSS) for analysis. The findings were displayed using frequency distribution tables and pie charts. The study discovered that the organisation recognized outstanding employees, that there are opportunities for development in the organisation, and that employees are satisfied with their jobs in this organisation, that skills improvement courses are offered to staff in this organisation, that employees are fairly remunerated for their efforts and that the remuneration was commensurate with industry scales, and that the performance management process was clear to all staff in the organisation. The study concludes that the organisation focused on issues and personal relationships with employees to perform each function, that there was a deliberate effort by management to have not only the organisation but also the employees succeed in both their professional and personal life, that compensation has been well adopted, and that employees are fully engaged in challenging and rewarding work and feel part of a successful brand that cares about them. The study recommends that organizations recognize and reward good performance to help motivate and enhance employee engagement, that organizations apply training and development that focuses on continuous learning, retraining, and retaining knowledge, that organizations create non-monetary reward and recognition programs, and that organizations make their performance public.
19. **Alamzeb Aamir, Abu Bakar Abdul Hamid, Maqsood Haider and Chaudhry Shoaib Akhtar (2016):** Retaining skilled staff is becoming increasingly difficult for businesses, particularly healthcare facilities. The rising nurse personnel shortage and its possible impact on the healthcare business are critical. Healthcare businesses must use retention strategies in order to retain existing employees and attract possible new entrants. Creating a work-life balance is therefore identified as one of the appropriate practices that, when implemented, may minimize work-related stress, boost satisfaction, and performance. This study looked at the impact of work-life balance on job satisfaction and retention. Work volition was also evaluated as a modulator of work-life balance and job satisfaction. The study's findings reveal that all work volition has a substantial impact as a moderator. According to the findings, job satisfaction had a partly mediating influence on the association between work-life balance and retention.
20. **Angela J Dawson, Helen Stasa, Michael A Roche (2014):** The purpose of this study was to learn about nurses' experiences and views of turnover in Australian hospitals, as well as to develop solutions to increase retention, performance, and work satisfaction. Nursing turnover is a severe problem that can jeopardize patient safety, raise health-care costs, and have an influence on staff morale. The responses of 362 nurses from medical and surgical nursing units across three Australian states/territories were analyzed using a qualitative approach. The responses of 362 nurses from medical and surgical nursing units across three Australian states/territories were analyzed using a qualitative approach. Nursing turnover was influenced by several variables, including restricted career possibilities, inadequate assistance, a lack of recognition, and bad staff attitudes. The nursing work environment is characterized by an ineffective skill mix and insufficient patient-staff ratios; a scarcity of abroad qualified nurses with acceptable capabilities; a lack of engagement in decision-making processes; and rising patient expectations. These difficulties contributed to high workloads and stress levels, leaving nurses feeling underappreciated and powerless. Improved performance assessments, responsive preceptorship, and flexible employment alternatives were described as supportive practices by nurses. Nursing turnover is impacted by nurses' experiences. Positive changes may be done to improve working conditions and ensure nurse retention. Improved performance management and job design are two methods nurse managers might use to prevent turnover.
21. **Di Twigg, Kylie McCullough (2014):** This study compiles and critically examines literature-based techniques for retaining nurses through the construction and enhancement of good practice environments in the clinical context. The layout of the literature review. In February 2012, a literature search of major healthcare databases Cinahlplus, Medline, and ProQuest was conducted. In the first case, the terms "nurse AND practice AND environment" were utilized. Additional keywords such as "retention techniques" were also looked up. Abstracts were read, and papers that may have explained tactics were discovered. Other potential papers were found by scanning reference lists. Articles in languages other than English were excluded. Lake's Practice Environment The Nursing Work Index Scale provides a framework for evaluating the techniques. Thirty-nine publications discussed ways for fostering a pleasant practice environment. Only two papers reported on the suggested strategy's pre-test and post-test assessment. Empowering work environment, shared governance structure, autonomy, professional growth, leadership support, proper numbers and skill mix, and collegial connections within the healthcare team were among the strategies employed. Creating good practice settings increases nurse retention and improves patient care. Managers and administrators should use a proven instrument to guide and evaluate initiatives while assessing and managing their practice environments.

22. **Wen-Chuan Wu, Ching-Sheng Chang (2013):** Implementing work rotation and internal marketing practices to create or improve nurses' job satisfaction and organizational commitment. There have been no studies in the nursing management literature that look at the interconnected linkages between job rotation, internal marketing, work satisfaction, and organizational commitment. This cross-sectional study comprised 266 registered nurses (response rate 81.8%) from two hospitals in southern Taiwan. SPSS 14.0 and AMOS 14.0 (structural equation modelling) were used to analyze the data. Job rotation and internal marketing have a favorable impact on nurses' job happiness and organizational commitment, and their job satisfaction has a positive impact on their organizational commitment. Job rotation and internal marketing are successful tactics for enhancing nursing workforce utilization in health-care organizations because they contribute to the ultimate objective of raising nurses' job satisfaction and motivating them to stay in the profession. This, in turn, prevents organizations from falling into a vicious cycle of high turnover and poor morale, which wastes important human resources. Job rotation and internal marketing assist nursing professionals in gaining knowledge, skills, and insights while also increasing job satisfaction and organizational commitment.
23. **Selina R. Hunt, Janice C. Probst (2012):** As the American population ages and the number of people over the age of 65 grows, so will the need for high-quality nursing home care. However, nurse workforce insecurity jeopardizes care quality and sustainability in this industry. Despite increased attention to nursing home staff turnover, there is significantly less information available concerning registered nurse (RN) retention. The links between retention tactics, staff benefits, practice environment aspects, and RN retention were investigated in this study. In addition, the usefulness of Herzberg's two-factor theory of motivation as a framework for nursing home retention research was assessed. This study was a secondary analysis of the 2004 nationwide Nursing Home Survey, which was conducted on a nationwide scale. The final sample of 1,174 nursing facilities was either Medicare or Medicaid certified or licensed by state bodies. To model the associations, we employed a weighted multinomial logistic regression with an incremental method. Although the majority of nursing homes provided some mix of retention programs, the bulk of techniques had no meaningful relationship with the amount of RN retention reported by institutions.
24. **Carol Hall Ellenbecker, Margaret Cushman (2011):** Additions to an experimentally validated model of home healthcare nurse retention are discussed in this research. Based on the authors' past research and fresh information from the literature, an argument is presented that the variables of shared decision-making and organizational commitment be added to the model. Previous study examining the home healthcare nurse retention model found empirical links between nurse, agency, and area variables and nurse work satisfaction, intent to stay, and retention. A fresh literature search was triggered by unexplained model variation to improve knowledge of nurse retention and patient and agency outcomes. The authors' prior study and a literature search from 1990 to 2011 on organizational commitment, collaborative decision-making, nurse retention, patient outcomes, and agency performance provided the data. The literature supports the additional factors of shared decision-making and emotional and continuous organizational commitment, which are linked to nurse work satisfaction, nurse intent to remain, nurse retention, patient outcomes, and agency performance. The model's additional variables imply that all agencies, including those that are not struggling to retain nurses, should design interventions to improve nurse work satisfaction in order to ensure quality patient outcomes. The new nurse retention and patient outcome model expands our knowledge of nurse retention. Understanding the link between these characteristics helps drive future research and intervention creation to build and sustain nursing work settings that contribute to nurse emotional agency commitment, nurse retention, and patient outcome quality.
25. **Catherine Broom (2010):** Across the globe, a persistent and growing nursing shortage threatens to have disastrous effects unless health-care officials devise effective measures to attract and retain a new generation of nurses. Over the last three decades, research on workforce characteristics as well as the influence of organizational structures and procedures has helped define professional nursing settings that successfully attract, satisfy, and hence retain professional nurses. A growing amount of literature sheds light on millennial generation nurses. This paper connects the characteristics of these young nurses to evidence-based techniques for increasing satisfaction and retention.
26. **Carol Hall Ellenbecker, Linda Samia, Margaret J. Cushman (2007):** In the face of a nurse shortage and an expected rise in demand, home care organizations are employing retention measures with little information of their success. The goal of this research is to describe the tactics used and their impact on nurse work satisfaction and intent to leave. During in-person interviews, data were obtained from a random sample of 123 New England agencies. The majority of agencies reported using various recruiting and retention techniques. According to the regression results, the impacts of the employer retention strategy on nurses' intent to stay are an indirect byproduct of its effects on work satisfaction. Shared governance was the only retention intervention that produced a statistically significant improvement in work satisfaction, and no retention approach directly affected nurses' desire to stay in their positions.
27. **Pillay (2000):** International migration of professional nurses, as well as migration from rural to urban regions and gravitation to the private sector from the public sector, is one of the primary difficulties confronting developing-country health systems. The purpose of this study is to assess professional nurses' future employment goals in South Africa, as well as effective, contextually relevant ways to retain nurses where they are most needed. A pre-tested and self-administered questionnaire was used to perform a cross-sectional study of professional nurses in South Africa. The study included 569 professional nurses in total. Only 30.2 percent of respondents said they would most likely be in their current professions as professional nurses in five years, while 34.8 percent said they planned to change careers within the next five years. Younger nurses, public-sector nurses, and nurses from more remote regions were also much less likely to be in their present roles in the following five years. The most essential elements for public sector nurses were job security, workplace organisation, and the working environment. Private-sector nurses, on the other hand, prioritized workplace structure, job stability, and professional practice. The report shows evidence that South African health care is on the verge of collapse, with the vast majority of nurses wanting to quit their existing posts. According to the findings, most nurses, regardless of whether they want to stay or go, believe that the same concerns must be addressed if

they are to be convinced to continue in their current roles. This means that a consistent strategy across sectors and geographic locations might be used to market health organizations in a more appealing way to nurses.

28. **Mary Lucas Leveck and Cheryl Bland Jones (1996):** The impact of important nursing practice environment characteristics such as management style, group cohesiveness, job stress, organizational job satisfaction, and professional job satisfaction on staff nurse retention and process elements of quality of care were investigated. The predicted turnover model developed by Hinshaw and Atwood (1985) was improved and enlarged to incorporate key antecedent and outcome factors. Data from 50 nurse units at four acute care hospitals in the southeast were used to test the four-stage theoretical model. The model accounted for 49% of the variation in staff nurse retention and 39% of the variation in procedural components of nursing care quality. In view of recent practise environment changes, the study findings require careful consideration: experience on the unit and professional work satisfaction were predictors of staff nurse retention; job stress and clinical service were predictors of quality of care. Management style was the variable that contributed the most to indirect, and hence overall model impacts. These findings support the theory that characteristics of the practice environment influence staff nurse retention and, more significantly, the quality of care provided on hospital nursing units.

RESEARCH METHODOLOGY:

A research technique describes how a researcher intends to conduct their research. It's a methodical, logical approach to solving a research challenge. A methodology describes a researcher's approach to the research in order to provide trustworthy, credible results that fulfil the researcher's goals and objectives. It includes what data will be gathered and where it will be collected, as well as how it will be collected and analysed.

OBJECTIVES:

1. To study possible strategies to improve working environments and improve retention.
2. To investigate the various Rewards and Compensation system.
3. To find personal factors and organizational factors that influence the nursing staff retention.
4. To explore the bottom-up health workers' retention strategies.
5. To identify factors that may influence strategies for increasing nurse retention.

RESEARCH DESIGN:

This is a descriptive study. The goal of descriptive research is to collect specific and reliable data regarding current events. A structured questionnaire survey was sent to 151 nurses from five private hospitals in Chengalpattu.

SELECTION OF SAMPLES:

a. PRIMARY DATA:

151 data were collected from nurses in five Private Hospital at Chengalpattu district.

b. SECONDARY DATA:

The collection included books, periodicals, journals, newspapers, websites, and other secondary data sources. These types of sources were used in developing scientific instruments (questionnaires) for primary data collection.

3.4. SAMPLING TECHNIQUE:

Using the statistical approach known as deliberate sampling, 151 respondents were chosen from five private hospitals in the Chengalpattu area. In addition, the researcher collected questionnaire data from five private hospitals in the Chengalpattu area. The study gathered both primary and secondary data. This was accomplished through the use of a standardized questionnaire. Secondary data from readily available sources, such as yearly reports and hospitals in the Chengalpattu area, was utilized to get general information about the chosen nurses at five private hospitals in the Chengalpattu district. Eleven components comprise the final survey.

3.5. TOOLS USED FOR ANALYSIS:

3.5.1. STATISTICAL ANALYSIS:

To study the relationships between professional growth, personal factors, and Employee Retention, correlation coefficients were generated. A number of regression analyses were used to assess the study's assumptions.

TABLE-1

VARIABLES	FREQUENCY	PERCENTAGE
Age		
Below 25	75	49.7
(26-35)	51	33.8
(36-45)	13	8.6
Above 45.	12	7.9
Gender		
Male	11	7.3
Female	140	92.7
Marital Status		
Single	73	48.3
Married	78	51.7
Educational Qualification		
Certificate	9	6
Diploma	72	47.7
UG	62	41.1
PG	8	5.3
Experience		
Below 2yrs.	49	32.5
2.1-5yrs	43	28.5
5.1-10yrs	30	19.9
Above 10yrs	29	19.2
Income (Salary) / PA		
Bel 4L	116	76.8
4.1L-8L	17	11.3
8.1L-12L	11	7.3
12.1L-16L	3	2
Above 16L.	4	2.6

FACTOR ANALYSIS:

Factor Analysis is a private set of actions within the General Linear Model (GLM) that share the same underlying expectations as multiple regressions, such as linear relationships, interim or near-interval data, latent variables, proper specification including pertinent variables and excluding extraneous ones, absence of high multi-collinearity, and multivariate normality. It assists in judging the significance of study findings. Furthermore, factor analysis (FA) is a prevalent approach for limiting and focusing on the most significant data in social science research. According to Factor Analysis, the underlying dimensions of components may describe intricate occurrences.

The fundamental idea of FA is that there are multiple independent factors (sometimes known as "latent variables") that cause all correlations between dependent variables to vanish. In other words, according to The University of Texas at Austin (1995), the latent variables determine the values of the dependent variables. Each dependent variable (Y) is a weighted composite of many latent variables (F), such as:

$$Y = \alpha_1 F_1 + \alpha_2 F_2 + \dots + \alpha_n F_n$$

Where:

Y = Dependent variable

α = A constant

F = Independent variable

n = Number of independent variable

In contrast to the common characteristics, the unique factors have no correlation with either group. As linear combinations of the observed variables, the common factors themselves can be represented.

$$F_i = W_{i1} X_1 + W_{i2} X_2 + W_{i3} X_3 + \dots + W_{ik} X_k$$

where

F_i estimate of i -th factor.

W_i weight or factor score coefficient.

K number of variables.

HYPOTHESIS:

H0- Employee Retention increased Competitive Compensation and Benefits among Nurses.

H1- Employee Retention increased Career Development and Advancement among Nurses.

H2- Employee Retention increased Work-Life Balance Initiatives among Nurses.

H3- Employee Retention increased Recognition and Rewards among Nurses.

H4- Employee Retention increased Positive Organizational Culture among Nurses

H5- Employee Retention increased Employee Engagement and Feedback among Nurses.

H6- Employee Retention increased Transparent Communication among Nurses

H7- Employee Retention increased Recognition of Work-Life Balance among Nurses

H8- Employee Retention increased Employee Wellness Programs among Nurses.

H9- Employee Retention increased Retention Interviews and Stay Interviews among Nurses

TABLE-3

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.838
Bartlett's Test of Sphericity	Approx. Chi-Square	5029.116
	Df	1225
	Sig.	.000

KMO (Kaiser, Meyer, and Olkin) sample Adequacy is a metric used to assess how suitable the value distribution is for FA. A score of >0.9 is considered excellent, >0.8 is commendable, >0.7 is deemed adequate, >0.6 is average, >0.5 is bad, and 0.5 is terrible. In the absence of an identity matrix, FA would be worthless. Because the data do not form an identity matrix, they are multivariate normal and appropriate for FA with a significance level of 0.05.

Table 2- The data produced a sample adequacy value of 0.838, suggesting an average. The multivariate normality of a group of distributions is measured using the Bartlett's test of sphericity. It also checks to see if the FA's correlation matrix is an identity matrix. In the absence of an identity matrix, FA would be worthless. According to George and Mallery (2003), data with a significance level of 0.05 do not produce an identity matrix, making them multivariate regularly distributed and appropriate for FA. A significance value of 0.000 was assigned to the study's data, indicating that FA may use the information.

TABLE-3

Total Variance Explained									
Comp	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.956	31.912	31.912	15.956	31.912	31.912	7.447	14.894	14.894
2	4.444	8.888	40.800	4.444	8.888	40.800	6.112	12.223	27.117
3	3.515	7.031	47.831	3.515	7.031	47.831	3.890	7.779	34.897
4	2.003	4.006	51.837	2.003	4.006	51.837	3.678	7.357	42.253
5	1.666	3.332	55.169	1.666	3.332	55.169	3.385	6.771	49.024
6	1.558	3.115	58.284	1.558	3.115	58.284	2.742	5.484	54.508
7	1.414	2.828	61.112	1.414	2.828	61.112	1.981	3.962	58.471
8	1.316	2.632	63.744	1.316	2.632	63.744	1.910	3.821	62.291
9	1.136	2.271	66.016	1.136	2.271	66.016	1.750	3.500	65.791
10	1.039	2.078	68.094	1.039	2.078	68.094	1.151	2.302	68.094
11	.993	1.986	70.079						

21. I would suggest for the recognition and rewards programs to better support employee retention among nurses.	.709								
16. I able to take advantage of paid time off (PTO) or vacation leave when needed.	.706								
27. In my working place I have witnessed any instances where the hospital has taken steps to address work-related stress and burnout among nurses.	.705								
28. I provided with regular opportunities to provide feedback on your work environment, policies, and procedures.	.698								
19. I feel that the current recognition and rewards programs are fair and equitable.	.688								
20. I believe that the current recognition and rewards programs effectively motivate and retain nurses.	.687								
26. In my working place have effective are the communication channels and mechanisms used within the hospital to disseminate information and keep employees informed.	.676								
25. In my working place provide opportunities for employees to provide feedback and suggestions for improvement.	.655								
17. In my working place consider recognition and rewards in your overall job satisfaction and motivation.	.611								
13. I feel that my workload is manageable and allows for a healthy work-life balance.	.504								
3. I content with the benefits offered by the working place.	.743								
10. I satisfied with the promotion process and transparency within the working place.	.691								
4. I believe salary reviews should occur to ensure competitive compensation.	.654								
14. My experience excessive overtime or work beyond my scheduled hours.	.646								
15. In my working place provide flexible scheduling options that accommodate personal needs.	.645								
5. I have opportunities for salary advancement or raises based on performance and experience.	.637								
8. I received all guidance or support from the working place regarding career advancement by regularly.	.597								
6. I satisfied the career development opportunities provided by the working place.	.594								
12. I agree with the current work-life balance initiatives offered by the working place.	.567								
2. I happy in my overall compensation package.	.554						.551		
7. I have clarity of career advancement opportunities within the working place.	.549								
37. In my working place provided with regular updates on your performance and feedback on areas of improvement.			.775						
39. I feel that the hospital recognizes the importance of work-life balance for nurses.			.699						

41. I feel that your supervisors and colleagues are supportive of your work-life balance efforts.										
Extraction Method: Principal Component Analysis.										
Rotation Method: Varimax with Kaiser Normalization.										
a. Rotation converged in 12 iterations.										

FINDINGS.

1. Many employees quit because they believe they are underappreciated and underpaid. They want to be recognized for their efforts and accomplishments.
2. The impression of restricted prospects for professional growth inside the organisation is a typical factor for employee turnover.
3. Employees enjoy work-life balance, and they are more likely to leave if they feel overworked or unable to maintain it.
4. Poor communication, a lack of openness, and insufficient feedback mechanisms can all lead to employee unhappiness and, eventually, employee turnover.
5. Employees who do not connect with the culture or values of the organisation may not experience a feeling of belonging and are more inclined to depart.

SUGGESTION.

Implement frequent recognition and incentive programs to recognize individual and team efforts. Recognise exceptional performance, milestones, and accomplishments. Create clear career routes, create chances for professional growth, and provide coaching and mentoring to enable people advance within the organisation. Check to see if your remuneration and benefits packages are competitive in your sector and market. Review them on a regular basis and make any required adjustments. Invest in staff training and development programs to help them improve their skills and capabilities, indicating your dedication to their development. To develop a supportive work environment, managers and leaders should be trained in effective communication, dispute resolution, and people management.

CONCLUSION.

Improving staff retention among hospital nurses is an important endeavour, considering the importance of healthcare workers in providing great patient care. The issues associated with nurse turnover, such as high recruiting and training costs, lower morale, and possible negative effects on patient outcomes, necessitate the use of effective methods by healthcare organisations. Ensure that the recruiting process focuses on choosing nurses who are culturally compatible and dedicated to long-term service. To boost retention rates and offer high-quality patient care, the healthcare sector must prioritise nurses' well-being and job happiness. Implementing these measures, together with a dedication to providing a good and supportive work environment, can assist hospitals in reducing nurse turnover and developing a devoted and motivated nursing workforce. As a result, improved patient outcomes and the overall performance of the healthcare organisation are enhanced.

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