

Motivating Factors for Employee Retention among the Public Healthcare Workforce in Mbeya, Tanzania

Hassanal Issaya, Tanzania Institute of Accountancy, Dar es Salaam 9522, Tanzania.
Email: issaya.hassanal@tia.ac.tz

Corresponding Author: Hassanal Issaya, Email: issaya.hassanal@tia.ac.tz

ABSTRACT

The public healthcare sector in Tanzania, particularly in Mbeya, faces significant challenges in retaining its workforce, which exacerbates inefficiencies and diminishes the effectiveness of healthcare service delivery. High turnover among healthcare personnel is influenced by factors that drive employee retention. This study investigates the associations between personal growth, job security, and employee retention, considering job satisfaction as a key mediating variable. A cross-sectional research design was employed, involving 278 healthcare workers from public hospitals in Mbeya, Tanzania. Data were gathered using validated questionnaires assessing four constructs: personal growth, job security, job satisfaction, and employee retention. The results revealed that both personal growth and job satisfaction exerted a positive and significant impact on employee retention, whereas job security did not show a direct significant effect. Furthermore, job satisfaction demonstrated a positive and significant mediating role in the relationships between personal growth, job security, and employee retention. These findings suggest that administrators of public hospitals and policymakers should emphasise initiatives that promote personal growth and foster a work environment conducive to job satisfaction as fundamental components of strategies to retain healthcare staff, thereby ensuring a stable and sustainable workforce.

Keywords: Employee Retention, Job Satisfaction, Personal Growth, Job Security, Healthcare Workforce, Motivating Factors, Public Hospitals

INTRODUCTION

The healthcare sector in Tanzania is currently experiencing a substantial shortage of skilled personnel, which affects many public institutions. Reports indicate that approximately 14.1% of healthcare positions in the Tanzanian public health sector remain vacant (Bernard et al., 2021). This local trend reflects a global challenge, as the World Health Organization (WHO) projects a shortfall of 12.9 million healthcare workers by 2035, particularly in lower-middle-income countries where the density of healthcare professionals remains below the recommended threshold of 44.5 per 10,000 population (WHO, 2023). Aman-Ullah et al. (2022) also identified the scarcity of qualified healthcare staff, such as nurses, as a critical issue, with only one doctor and two nurses per 1,000 population, falling short of the WHO standard of five nurses per 1,000 population.

A significant contributor to this deficit is the high turnover rate among healthcare workers, particularly medical doctors, with attrition ranging between 3% and 34% (Msafiri & Katera, 2020). Such turnover imposes considerable strain on public healthcare institutions, reducing operational efficiency, weakening organisational reputation, and disrupting service delivery. Financial constraints, insufficient incentives, and low remuneration further exacerbate attrition,

with some developed countries experiencing turnover rates up to 40% higher (Yogolingam et al., 2025). Retaining skilled healthcare professionals is therefore critical, as workforce instability leads to the loss of institutional knowledge, diminished employee morale, and reduced productivity (Phaladi & Ngulube, 2024; Taye & Getnet, 2020).

Multiple factors influence employee turnover, including limited opportunities for career development, lack of recognition, job misfit, inadequate organisational support, and work-life imbalance. In addition, public healthcare institutions face heightened workforce challenges, as professionals contend with excessive mental stress, insufficient support, fear of infection, and uncertain long-term retention prospects (Vindrola-Padros et al., 2020). Work-life balance and a supportive work environment are therefore essential. Azizah et al. (2023) emphasised that managerial coaching, emotional intelligence, and social support can enhance resilience among healthcare personnel, thereby improving retention. These observations align with the current study's focus on job satisfaction as a mediating factor between motivational drivers and employee retention.

Previous research has examined determinants of employee retention across organisations. Selemani (2023) identified rewards and compensation as key drivers of retention in Tanzanian service organisations. Addressing workforce challenges requires a strategic approach centred on motivation, skill development, and workplace support. Motivation theories highlight the necessity of fostering morale and aligning incentives to maintain long-term commitment, even in high-pressure settings (Maqbul, 2024). Without active intervention, persistent turnover will continue to destabilise Tanzania's healthcare workforce, adding strain to an already overburdened system. To ensure sustainable healthcare services, institutions must implement targeted strategies that address employee wellbeing, professional development, and organisational support. Retaining highly talented staff is particularly crucial in healthcare, where workforce shortages adversely affect patient care. Inadequate numbers of trained healthcare professionals lead to longer wait times, treatment delays, increased staff stress, and elevated risk of diagnostic errors (Yusliza et al., 2021). This challenge is especially pronounced in less-developed countries such as Tanzania, where labour shortages exacerbate health inequities and socio-economic disparities (Lee et al., 2021).

According to the WHO (2023), approximately fifty-seven countries, including Tanzania, face severe healthcare workforce shortages. Globally, an estimated 27 million healthcare workers will be required by 2030 to meet rising healthcare demands. Without urgent action, these shortages are expected to intensify. Rural areas are particularly affected, and countries in sub-Saharan Africa confront extreme challenges in retaining sufficient numbers of healthcare workers. Despite representing 11% of the global population and accounting for 24% of the global disease burden, the region only possesses 3% of the world's healthcare professionals. The present study aims to identify motivational determinants that facilitate workforce retention through job satisfaction in public hospitals in Mbeya. Addressing healthcare workforce challenges through investments in personal growth, working conditions, organisational policies, and job security is vital to sustaining employee retention. The specific objectives of this study are:

1. To examine the relationships among personal growth, job security, job satisfaction, and employee retention;

2. To investigate the mediating role of job satisfaction in the relationships between personal growth, job security, and employee retention.

LITERATURE REVIEW

Workforce retention has been a critical focus of research within human resource management, particularly in the healthcare sector, where workforce stability significantly affects service delivery and patient outcomes. Previous studies have examined factors influencing employee retention, identifying personal growth, job security, and job satisfaction as key determinants. While these factors often operate through job satisfaction as a mediating variable, their effects vary across organisational and cultural contexts.

Factors Influencing Workforce Retention

Personal growth plays a central role in retaining employees. [Sija \(2022\)](#) identified personal growth as the most influential determinant of employee retention in Tanzania's public healthcare sector, even surpassing job satisfaction. The study further indicated a significant association with job satisfaction, which subsequently contributes to retention. Job security has been consistently associated with employee retention. [Bwana et al. \(2022\)](#) emphasised the importance of job security in fostering resilience among healthcare personnel, thereby supporting retention. Similarly, [Rita \(2024\)](#) reported a significant relationship between job security and employee retention. The study by [Almaaitah et al. \(2017\)](#), integrating Herzberg's Two-Factor Theory with Social Exchange Theory, argued that human resource practices, including job security, must be aligned to create a balanced work environment conducive to employee retention.

Underpinning Theories

This study is anchored in Herzberg's motivation-hygiene theory, which distinguishes between motivators and hygiene factors. The findings support Herzberg's assertion that personal growth, working conditions, company policies, and job security act as strong motivators, enhancing both job satisfaction and employee retention. Accordingly, organisations that promote personal growth, improve working conditions, implement favourable policies, and ensure job security are likely to increase employee satisfaction and commitment to remain. Social Exchange Theory (SET) posits that employees are more likely to stay in organisations when they perceive fair and positive exchanges for their contributions. The observed effects of personal growth, working conditions, company policies, and job security on retention through job satisfaction align with this perspective. Employees are more inclined to remain with organisations that reciprocate their contributions with opportunities for growth, supportive conditions, favourable policies, and job security. Thus, organisations should prioritise these factors as motivational strategies to enhance job satisfaction, ultimately improving retention.

Contextual Considerations in Tanzania's Public Healthcare Sector

Although global studies have highlighted the general importance of personal growth, working conditions, company policies, and job security for employee retention, the current study emphasises personal growth, job satisfaction, and job security within Tanzania's public healthcare context. This suggests that, while some factors are universally relevant, cultural and institutional contexts influence which elements exert the greatest impact. Research by [Saimon](#)

(2018) on district employees in Tanzania found that, despite legal provisions allowing staff to move to private institutions, most preferred to remain in the public sector due to higher levels of job satisfaction and motivation. Retention is maintained unless alternative sectors offer comparable personal growth and job security.

THEORETICAL FRAMEWORK

The theoretical framework for the current study (see Figure 1) is based on prior research. Four major motivational factors have been identified as determinants of workforce retention. This framework examines the relationships among these key motivators and employee retention, with job satisfaction serving as a mediating variable.

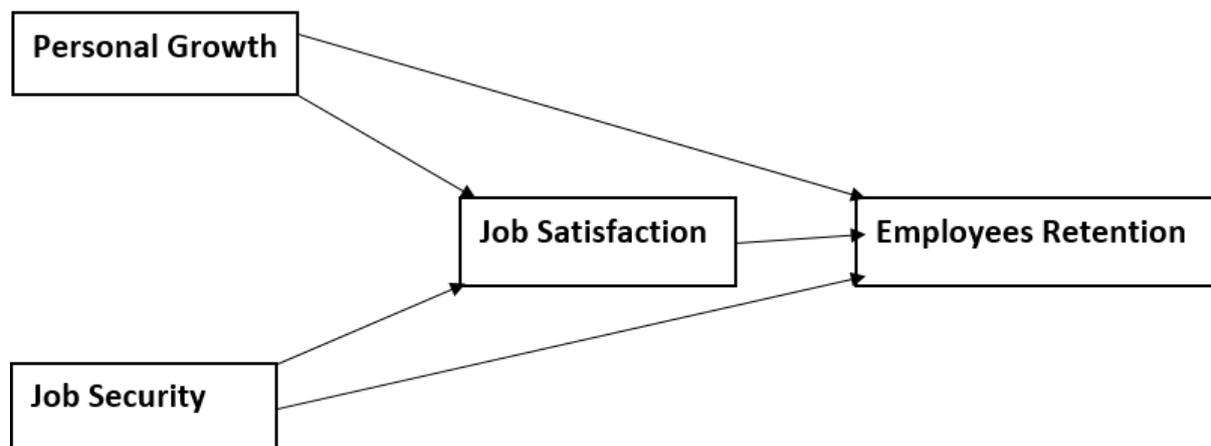


Figure 1: Research Framework

Personal growth, working conditions, company policies, and job security significantly influence employee retention, with 73.3% of employees considering these factors when selecting an organisation (Bwana et al., 2022; Saimon, 2018). Opportunities for personal growth enhance job satisfaction, as 76% of employees prefer to remain with organisations that invest in their development (LinkedIn Learning, 2023). Company policies play a pivotal role in motivating employees. A study by Setiawan et al. (2025) among organisations in southern Jakarta reported that company policies have a significant effect on employee retention. Job security further strengthens employees' commitment, as indicated by Faremi (2017) in a study among secondary school teachers, which found that favourable job security motivates teachers to remain in private secondary schools. Job satisfaction acts as a mediating factor, reducing turnover and promoting engagement and productivity. According to Gallup et al. (2019), employees with higher engagement levels are 21% more productive. Satisfied employees demonstrate lower absenteeism and greater organisational loyalty, which in turn enhances workforce stability and operational efficiency.

RESEARCH HYPOTHESIS

This study investigated the following hypotheses.

H1: Personal growth positively affects employee retention among the health workforce in Mbeya, Tanzania.

H2: Job security positively affects employee retention among the health workforce in Mbeya, Tanzania.

H3: Job satisfaction positively affects employee retention among the healthcare workforce in Mbeya, Tanzania.

H4: Job satisfaction significantly mediates the relationship between personal values and employee retention among the health workforce in Mbeya, Tanzania.

H5: Job satisfaction positively mediates relationship between job security and employee retention among the health workforce in Mbeya, Tanzania.

RESEARCH METHODOLOGY

Sample Size

The study employed a sample of 278 respondents. The adequacy of this sample size is statistically justified using the analytical power approach proposed by Cohen (1989), where effect size guidelines indicate the required number of participants. Considering the use of multiple regression analysis, a power analysis ($\alpha = 0.05$, power = 0.80, medium effect size $f^2 = 0.15$) suggested that at least 107 participants would be sufficient for four predictors. The present study exceeded this minimum threshold ($N = 278$), ensuring the sample is adequate to detect significant effects of the motivational factors on employee retention. The participants targeted in this study comprised specialist doctors, medical doctors, assistant medical doctors, clinical assistants, pharmacists, and technologists. Additional respondents included health administrative officers, members of the Medical Council of Tanzania, representatives from medical workers' associations and medical registration bodies, as well as former Human Resource for Health personnel. To maintain confidentiality, all participant identities and hospital information were anonymised.

Research Instruments

To ensure the reliability of the constructs employed in this study, Cronbach's alpha was calculated for each variable. A Cronbach's alpha of 0.70 or higher indicates acceptable internal consistency, whereas values exceeding 0.80 reflect strong reliability (Peterson, 1994).

RESULTS AND FINDINGS

The demographic characteristics of the respondents in this study are presented according to gender, age, marital status, and educational level. The respondents in this study were predominantly male (57.6%) compared to female (42.4%). In terms of age distribution, the largest group fell within the 36–45 years category (29.5%), followed closely by 46–55 years (29.1%), 26–35 years (28.8%), 18–25 years (6.5%), and above 56 years (6.1%). Regarding marital status, the majority were married, comprising 198 respondents (71.2%), followed by single participants at 61 (21.9%), and widowed or divorced individuals at 19 (6.8%), reflecting a mature sample. The educational background of participants was varied, with most holding a diploma (45.4%), followed by 23.4% with a bachelor's degree and 7.9% with a master's degree. Concerning professional experience, the largest group had more than seven years of experience (37%), while 16.9% had less than one year. Other groups included those with 4–7 years (23.4%) and 3–4 years (23%) of experience. This indicates a considerable range of expertise among the respondents. As shown in Table 1, the majority of participants were nurses (45%), followed by pharmacists (30%) and medical doctors (25%). Table 1, below indicates demographic characteristics of the respondents.

Table 2 indicates mean score and standard deviations of factors motivating HRH retention, the descriptive statistics provide insights into job satisfaction and its associated factors. Job satisfaction, the mediating variable, had a mean of 3.018 (SD = 1.65), indicating a moderate level of satisfaction among participants. Among the independent variables, job security recorded the highest satisfaction (M = 3.777, SD = 1.061), whereas personal growth (M = 3.723, SD = 1.158) and working conditions (SD = 1.285) reflected moderate satisfaction. Employee retention (M = 2.92) suggests that respondents generally agreed on remaining with their institution. These results establish a foundation for further inferential analysis by highlighting the distribution and central tendencies of the primary variables.

Table 1: Demographic Characteristics of the Respondents

Characteristics	Number	Percentage
Sex		
Male	160	57.6
Female	118	42.4
Age		
18 - 25	18	6.5
26 - 35	80	28.8
36 - 45	82	29.5
46 - 55	81	29.1
56 Above	17	6.1
Marital Status		
Married	198	71.2
Single	61	21.9
Widow/Divorced	19	6.8
Educational Level		
Diploma	126	45.4
Degree	65	23.4
Master	22	7.9
Working Experience		
Less than One Year	47	16.9
1-3 Years	64	23.0
4-7 Years	65	23.4
More than 7 Years	103	37
Positions		
Medical Doctor	70	25
Nurses	125	45
Pharmacists	83	30

Source: Field data through questionnaire (2025).

Table 2: Mean Score and Standard Deviations of Factors Motivating HRH Retention

Factor	Mean	Std Deviation
Job Satisfaction	3.018	1.265
Personal Growth	3.723	1.158
Job Security	3.777	1.061
Employee Retention	4.101	1.062

Source: Field data through questionnaire (2025).

The overall Cronbach's alpha for all items in this study was 0.864. Cronbach's alpha assesses internal consistency reliability, indicating how closely related a set of items are as a group. In this case, the value of 0.864 demonstrates a high level of internal consistency, suggesting that the items reliably measure the intended construct. Table 3 below shows Cronbach's Alpha for variables.

Table 3: Cronbach's Alpha for Variables

Variable	Cronbach's Alpha
Overall	.864
Job Satisfaction	0.859
Personal Growth	0.858
Job Security	0.860
Employee Retention	0.686

Source: Field data through questionnaire (2025).

Table 4 indicates correlation analysis, the correlation analysis revealed significant positive relationships between job satisfaction and key organisational factors, including personal growth ($r = 0.349$) and job security ($r = 0.206$). Additionally, job satisfaction exhibited a positive correlation with employee retention ($r = 0.334$, $p < 0.01$), indicating that employees who are more satisfied are more likely to remain with the organisation. The significance level of $p < 0.01$ across all factors suggests that employees experiencing favourable personal growth and job security are associated with higher job satisfaction.

Table 4: Correlation Analysis

		Employee Retention	Job Satisfaction	Personal Growth	Working Condition	Company Policy	Job Security
Employee Retention	Pearson Correlation	1	.334**	.248**	.119*	.287**	.164**
	Sig. (2-Tailed)		.000	.000	.047	.000	.006
	N	278	278	278	278	278	278
Job Satisfaction	Pearson Correlation	.334**	1	.349**	.151*	.221**	.206**
	Sig. (2-Tailed)	.000		.000	.012	.000	.001
	N	278	278	278	278	278	278
Personal Growth	Pearson Correlation	.248**	.349**	1	.110	.241**	.181**
	Sig. (2-Tailed)	.000	.000		.068	.000	.002
	N	278	278	278	278	278	278
Job Security	Pearson Correlation	.164**	.206**	.181**	.144*	.266**	1
	Sig. (2-Tailed)	.006	.001	.002	.017	.000	
	N	278	278	278	278	278	278

** . Correlation is significant at the 0.01 level (2-tailed).

DISCUSSION

Table 5 shows hypothesis testing presents the results of hypothesis testing based on the regression analysis. For H1, H2, H3, and H5, the study examined the effects of personal growth

on employee retention, job security on employee retention, and job satisfaction on employee retention. The results reveal that both personal growth and job satisfaction exhibit a positive and significant relationship with employee retention, whereas job security does not demonstrate a significant direct effect. Consequently, all direct-effect hypotheses are supported except for the relationship between job security and employee retention. Hypotheses H4 and H5 are significant for employee retention due to the mediating role of job satisfaction.

Table 5: Hypothesis Testing

Hypotheses	Beta	SE	T Statistics	P-Value	Decision
PG -> EMR	.112	0.065	1.722	.086	Supported
JSE -> EMR	.49	0.068	.725	.469	Not Supported
JOSA -> EMR	.252	0.062	4.085	.000	Supported
PG-> JOSA->EMR	.323	0.025	3.189	0.001	Supported
JSE-> JOSA->EMR	.148	0.018	1.816	0.069	Supported

Note: ***Significant at 0.01 **significant at 0.05, *significant at 0.1.

H1: Personal growth and employee retention.

The hypothesis proposed that personal growth has a positive effect on employee retention among healthcare workers in Mbeya, Tanzania. The findings confirm that personal growth significantly enhances employee retention ($p < 0.1$). This indicates that opportunities for personal growth can strengthen retention among healthcare personnel, a result consistent with previous research (Azeez, 2017; Setiawan et al., 2025).

H2: Job security and employee retention.

This hypothesis aimed to assess the effect of job security on employee retention. The results indicate that job security does not have a significant positive relationship with employee retention ($p > 0.05$). This suggests that, within the healthcare context in Mbeya, Tanzania, job security does not directly influence employees' decisions to remain. These findings contrast with previous studies (Faremi, 2017; Rita 2024).

H3: Job satisfaction and employee retention.

The hypothesis proposed that job satisfaction positively influences employee retention among healthcare workers in Mbeya. The findings confirm this relationship, showing that job satisfaction has a significant effect on employee retention ($p = 0.000$). Employees who report higher job satisfaction are more likely to remain in their positions. These results are consistent with previous studies (Desai, 2018; Salim & Mushood, 2022).

H4: Job satisfaction as mediating variable between personal growth and employee retention.

This hypothesis examined whether job satisfaction serves as a significant mediator in the relationship between personal growth and employee retention. The results strongly support the hypothesis ($p < 0.001$), indicating that job satisfaction acts as an intervening variable between personal growth and employee retention among healthcare personnel. The role of job satisfaction as a strong mediator aligns with the findings of Yogolingam et al. (2025).

H5: Mediating effect of job satisfaction on the relationship between job security and employee retention.

This hypothesis examined whether job satisfaction functions as a significant positive mediator in the relationship between job security and employee retention. The findings indicate partial support for the hypothesis. Although job satisfaction mediates certain factors, its effect is not consistent across all motivational influences. Specifically, job satisfaction did not significantly mediate the relationship between job security and employee retention ($p > 0.05$). This suggests that, under specific conditions or work environments, job satisfaction may not act as a strong mediator in promoting employee retention.

CONCLUSION

This study identifies personal growth and job satisfaction as the most significant contributors to employee retention in Tanzania's public hospitals. While previous research has emphasised leadership and work-life balance, these findings underscore that opportunities for personal growth and job satisfaction are key determinants within the healthcare sector. Moreover, job satisfaction mediates the relationship between motivational factors and employee retention, enhancing the effects of personal growth and job security. The study also highlights the importance of context-specific strategies for employee retention, as the mechanisms influencing retention vary across settings and geographical locations. Unlike global trends that prioritise job embeddedness and personal development, the present study demonstrates that personal growth and job satisfaction carry greater weight in Tanzania's public healthcare system. These insights suggest that healthcare institutions should focus on providing opportunities for personal growth and fostering a supportive work environment to promote workforce stability. Future research should expand on these findings by examining employee retention in Tanzania's private healthcare sector and other contexts, in order to generalise results and identify additional factors influencing retention.

REFERENCE

- Almaaitah, M. F., Harada, Y., Sakdan, M. F., & Almaaitah, A. M. (2017). Integrating Herzberg and Social Exchange Theories to Underpinned Human Resource Practices, Leadership Style and Employee Retention in Health Sector. *World Journal of Business and Management*, 3(1), 16. <https://doi.org/10.5296/wjbm.v3i1.10880>
- Aman-Ullah, A., Ali, A., Mehmood, W., Fareed, M., & Aman-Ullah, A. (2022). Corporate Social Responsibility and Patient's Intention to Revisit: A Serial Mediation Study Witnessing the Healthcare Sector. *Environmental Science and Pollution Research*, 30(8), 22078-22088. <https://doi.org/10.1007/s11356-022-23760-9>
- Azeez, S. (2017). Human Resource Management Practices and Employee Retention: A Review of Literature. *Journal of Economics, Management and Trade*, 18(2), 1-10. <https://doi.org/10.9734/jemt/2017/32997>
- Azizah, N. H. N., Pramono, B. A., Muhammad, M., Fajar, M. K., & Azridin, A. D. B. (2023). Effects of Tabata Training on Fitness and Health of Sports Coaching Education Students. *JOSSAE (Journal of Sport Science and Education)*, 8(2), 121-128. <https://doi.org/10.26740/jossae.v8n2.p121-128>

- Bernard, N., Charles, M., & Angelbert Mbengwa, M. (2021). Human Resources for Health Talent Management Contribution: A Case for Health Systems Strengthening in the Public Health Sector. *World Journal of Advanced Research and Reviews*, 9(2), 192-201. <https://doi.org/10.30574/wjarr.2021.9.2.0062>
- Bwana, Y., Kisawike, B., & Golyama, B. (2022). Factors Contributing to Employee Retention in Banks: A Case of Iringa Municipality Tanzania. *Asian Research Journal of Arts & Social Sciences*, 102-112. <https://doi.org/10.9734/arjass/2022/v18i330346>
- Cohen, J. (1989). Statistical Power Analysis for the Behavioral Sciences (2nd Ed.). *Journal of the American Statistical Association*, 84(408), 1096. <https://doi.org/10.2307/2290095>
- Desai, P. D. (2018). A Study on Linkage between Job Satisfaction and Employee Retention. *International Journal for Research in Applied Science and Engineering Technology*, 6(6), 588-593. <https://doi.org/10.22214/ijraset.2018.6092>
- Faremi, M. F. (2017). An Assesment of Teacher Retention and Job Security in Private Secondary Schools in Ogun State, Nigeria. *Bulgarian Journal of Science and Education Policy*, 11(2), 279-293. https://web.archive.org/web/20180409204326id_/http://bjsep.org/getfile.php?id=246
- Gallup, A. C., Vasilyev, D., Anderson, N., & Kingstone, A. (2019). Contagious yawning in virtual reality is affected by actual, but not simulated, social presence. *Scientific Reports*, 9(1), 1–10. <https://doi.org/10.1038/s41598-018-36570-2>
- Lee, J., Abdullah, R., & Ismail, M. (2021). Healthcare workforce retention: Key challenges and strategic approaches in Malaysia. *Asian Business Review*, 13(2), 145-162.
- LinkedIn Learning. (2023). *2023 workplace learning report*. Retrieved from LinkedIn Learning.
- Malaysia Hospital Market Report. (2023). *Malaysia's healthcare industry outlook: 2023-2027*. Market Research Insights.
- Maqbul, M. Y. (2024). Factors Affecting Employees Motivation: An Exploratory Study of Employees at the General Administration of Education in Jeddah. *Arab Journal for Scientific Publishing*, 7(73), 71-96. <https://doi.org/10.36571/ajsp7310>
- Msafiri, D., & Katera, L. (2020). *Healthcare Delivery Environment and Performance in Tanzania*. <https://www.repoa.or.tz/wp-content/uploads/2021/02/SDI-Health-Designed-Sept-2020.pdf>
- Peterson, R. A. (1994). A Meta-Analysis of Cronbach's Coefficient Alpha. *Journal of Consumer Research*, 21(2), 381. <https://doi.org/10.1086/209405>
- Phaladi, M. P., & Ngulube, P. (2024). Understanding Tacit Knowledge Loss in Public Enterprises of South Africa. *SA Journal of Human Resource Management*, 22. <https://doi.org/10.4102/sajhrm.v22i0.2229>

- Rita , O. O. (2024). Job Security and Teacher's Job Retention in Private and Public Secondary Schools in Delta State. *International Journal Of Social Sciences And Management Research*, 9(11), 189-195. <https://doi.org/10.56201/ijssmr.v9.no11.2023.pg189.195>
- Saimon, E. (2018). *Assessment of Motivational Factors for Workers Retention in Mbozi District Tanzania* The Open University of Tanzania]. <http://repository.out.ac.tz/id/eprint/2113>
- Salim, R., & Mushood, U. (2022). The Impact of Motivation, Job Satisfaction and Job Security on Employee Retention: A Quantitative Research. In. <https://www.diva-portal.org/smash/get/diva2:1674172/FULLTEXT02.pdf>
- Selemani, S. (2023). *Assessment of the Influence of Motivation System in Employee Retention in Tanzania* Institute of Accountancy Arusha (IAA)]. <http://dspace.iaa.ac.tz:8080/xmlui/handle/123456789/2381>
- Setiawan, R., Tirta, C. S., Zardiana, Z., Saryatmo, M. A., & Lim, S. A. H. (2025). The Influence of Flexible Policies, Company Reputation and Accommodation on Employee Retention in the Digital Era (Study of Network Companies in South Jakarta). Proceedings of the Thirteenth International Conference on Entrepreneurship and Business Management UNTAR 2024 (ICEBM 2024), https://doi.org/10.2991/978-94-6463-809-7_5
- Sija, A. (2022). Determinants of Employee Retention in Private Healthcare. *European Journal of Human Resource Management Studies*, 5(4). <https://doi.org/10.46827/ejhrms.v5i4.1220>
- Taye, D., & Getnet, B. (2020). The Impact of Employee Turnover on Organizational Performance: A Case Study of Mada Walabu University, Bale Robe, Ethiopia. *American Journal of Pure and Applied Biosciences*, 51-63. <https://doi.org/10.34104/ajpab.020.051063>
- Vindrola-Padros, C., Andrews, L., Dowrick, A., Djellouli, N., Fillmore, H., Bautista Gonzalez, E., Javadi, D., Lewis-Jackson, S., Manby, L., Mitchinson, L., Mulcahy Symmons, S., Martin, S., Regenold, N., Robinson, H., Sumray, K., Singleton, G., Syversen, A., Vanderslott, S., & Johnson, G. (2020). Perceptions and Experiences of Healthcare Workers during the Covid-19 Pandemic in the Uk. *BMJ Open*, 10(11), e040503. <https://doi.org/10.1136/bmjopen-2020-040503>
- Yogolingam, S. A. P., Samad, R. R., Atan, N. A., & Diah, H. M. (2025). Motivating Factors for Employee Retention among the Private Healthcare Workforce in Selangor, Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 15(12). <https://doi.org/10.6007/ijarbss/v15-i12/27203>
- Yusliza, M. Y., Faezah, J. N., Saputra, J., Muhammad, Z., Ramayah, T., Ali, N. a., & Mohamad Noor, N. M. (2021, 2021/03/07). *Analysing the Relationship between Supportive Work Environment and Employee Retention* Proceedings of the International Conference on Industrial Engineering and Operations Management, <http://dx.doi.org/10.46254/an11.20210554>

World Health Organization (WHO). (2023). *Global health workforce projections for 2035*. Geneva, Switzerland: WHO.