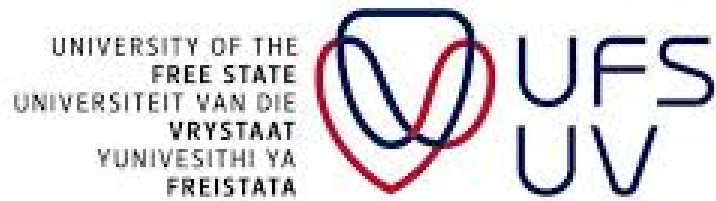


Effectiveness of Nursing Employee Retention Strategies and Performance of Organisations in the Private Healthcare Sector



Submitted in fulfilment of the requirement for the degree of

Masters

(Business Management)

in the

Department of Business Management at the

University of the Free State

by

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DECLARATION

I, Sandile Brian Mpanza, declare that the dissertation titled, "Effectiveness of Nursing Employee Retention Strategies and Performance of Organisations in the Private Healthcare Sector" is my own work and that all the sources quoted or used have been identified and acknowledged by means of complete references and that this dissertation has not been submitted by me for a degree at any other university.

.....

Sandile Brian Mpanza

.....

Date

GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

23-May-2022

Dear Mr Sandile

Mpanza **Application**

Approved Research

Project Title:

Effectiveness of Nursing Employee Retention Strategies and Performance of Organisations in the Private Healthcare Sector.

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We are pleased to inform you that your application for ethical clearance has been approved. Your ethical clearance is valid for twelve (12) months from the date of issue. We request that any changes that may take place during the course of your study/research project be submitted to the ethics office to ensure ethical transparency. furthermore, you are requested to submit the final report of your study/research project to the ethics office. Should you require more time to complete this research, please apply for an extension. Thank you for submitting your proposal for ethical clearance; we wish you the best of luck and success with your research.

Yours sincerely

Dr Adri Du Plessis

Chairperson: General/Human Research Ethics Committee

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Digitally signed by Dr Adri du Plessis
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To whom it may concern

This is to confirm that I, the undersigned, have language edited the **dissertation** of

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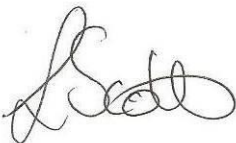
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The responsibility of implementing the recommended language changes rests with the author of the document.

Yours truly,



Linda Scott

DEDICATION

First and foremost, I dedicate this project to the Almighty God for the gift of life, the grace and strength to embark on this journey. This milestone would not have been realised if it were not for Him. Secondly, I dedicate this dissertation to my late mother (Rosemary Mpanza), my late grandmother (Clementia Ndlovu) and my late grandmother, Lindiwe Mpanza, who passed away few days before submission. You are loved beyond words and missed beyond measure – rest in power. Last, but not least, I dedicate this study to my family for the love, patience and support they gave me throughout this project.

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- ❖ I would also like to thank my family for their encouragement throughout this research.
- ❖ I extend my appreciation to those nursing employees who agreed to participate in the study. Without their time and assistance, this research project would not have been possible.
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ABSTRACT

Key words: retention strategies, nursing employees, private health, organisational performance

The healthcare sector is nurse-based, as nursing employees are entrusted with a core function in healthcare organisations. However, there is a prevailing phenomenon of high turnover for nursing employees in the healthcare sector. The lack of effective retention of nursing employees poses profound complications for organisations in the healthcare sector. The phenomenon of high turnover for nursing employees does not only tarnish service delivery, but it also dwindles the finances of healthcare organisations. Accordingly, private healthcare organisations ought to maintain adequate levels of nursing employees' retention in order to enhance organisational performance. Thus, the objective of this study was to investigate the effectiveness of nursing employee retention strategies and how employee retention affects organisational performance in the private healthcare sector in South Africa.

The study was conducted through the quantitative research method. The target population was nursing employees who work in the private healthcare organisations in South Africa. Questionnaires were used for data collection. Through a non-probability sampling method, 226 nursing employees were contacted to participate in the study. The participants were employed by private healthcare organisations located in the Free State province and KwaZulu Natal province.

The findings of the study revealed that the retention strategies in the form of compensation, training and development, leadership and supervision, working conditions and work-life balance, have positive correlations with employee retention. The results further revealed that employee retention enhances the performance of organisations. The study concluded that nursing employees in the private healthcare sector do not intend to stay longer in their current jobs. Consequently, the study deduced that the performance of organisations in the private healthcare sector is not at an optimal level.

Private healthcare organisations should consider enhancing fringe benefits for nursing employees as a remedial action to increase retention. Leadership and supervision styles within the private healthcare sector should be improved to increase nurses' intention to stay longer in their jobs. Furthermore, the private healthcare sector should sustain existing working condition elements as well as training and development initiatives, as the study's findings revealed that nursing employees are satisfied with these measures.

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LIST OF ABBREVIATIONS

ANOVA – One-Way Analysis of Variance
StatsSA – Statistics South Africa
KMO – Kaiser-Meyer-Olkin
IBM – International Business Machines
GHREC – General and Human Research Ethics Committee
SANC – South African Nursing Council
NHI – National Health Insurance
HIV – Human Immunodeficiency
AIDS – Acquired Immunodeficiency Syndrome
COVID-19 – Corona Virus Disease of 2019
DoH – Department of Health
KZN – KwaZulu Natal
HR – Human Resources
HRM – Human Resource Management
EBITDA – Earning Before Interest Depreciation and Amortisation
GDP – Gross Domestic Product
WHO – World Health Organisation
DENOSA – Democratic Nursing Organisation of South Africa
VIF – Variance inflation Factor
HASA – Hospital Association of South Africa
NIST – National Institute of Standards and Technology
SPSS – Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION, PROBLEM STATEMENT AND OBJECTIVES

1.1. INTRODUCTION

Employee retention is a critical element regarding the success of any organisation. It is defined as a “process that refers to policies and practices companies use to prevent valuable employees from leaving their jobs” (Ansari & Bijalwan, 2017:116). Therefore, it is the organisation's measure to encourage employees to remain in the organisation for the maximum period. Thus, adopting effective employee retention strategies remains vitally important for organisations seeking to attain strategic organisational objectives. In other words, the long-term success of any organisation significantly depends on whether employees are retained appropriately, especially key employees. Key employees are those who perform the organisation's core function and/or those who possess scarce skills (Alsabri & Ramesh, 2012).

In terms of the healthcare sector, nursing employees are a critical resource for the organisation. Some researchers view the sector as nurse-based, which means that its success is fundamentally reliant on the nursing workforce. Accordingly, healthcare establishments' leaders ought to ensure they effectively retain nurses. Effective retention of nurses in the healthcare sector does not only result in good quality service to patients, but it ultimately correlates positively with the organisation's financial performance and growth (Jones & Gates, 2007).

Thus, discovering and implementing effective employee retention strategies remains a sacrosanct aspect in terms of curbing the phenomenon of a high employee turnover rate. Employee turnover rate is defined as the ratio of employees who quit their employment to the employees who are still working at a specific period in the organisation. Essentially, 22 percent is a minimum quantity, for the turnover rate to be regarded as high for nursing employees (Aysegul, Dilek, Hava, Melahat, Salih, Murat & Kamile, 2018). The phenomenon of high turnover for nurses is a global scourge, as Aysegul et al. (2018) further indicate that Turkey, Norway and other countries in Europe are confronted with an alarming nursing employee turnover rate ranging from 64.6 percent and more for nurses who specialise in high care units, South Africa is no exception. Due to the high nursing turnover rate, the South African healthcare system is characterised by staffing issues. For instance, according to Oxfam Care4Careers report (2020), the rate of nursing vacant positions is recorded to be as high as 35 percent and 17 percent in Limpopo and North-West provinces, respectively. Failure to effect proper retention strategies to keep nursing employees may result in an increased

turnover rate. Essentially, increased turnover among nurses is detrimental to the health sector. This can be interpreted as taking away qualified nurses leading to an increased nurse-per-patient ratio, which reduces the quality of health care resulting in fatalities that might have been avoided. Conversely, as stated by Jones and Gates (2007), effective retention of nursing employees in the healthcare sector produces higher organisational performance in the form of reduced medication errors, increased quality of patient care, and increased/maintained productivity.

1.2. BACKGROUND TO THE STUDY

The review of literature reveals that effective employee retention strategies play a vital role in the performance and success of any organisation; healthcare organisations are no exception. Premnath (2020:1112) states that “successful employee retention is essential to an organisation’s strength, growth and revenue”. In other words, ensuring that key employees do not leave the organisation remains imperative in establishing business competitiveness. When employees are effectively retained, the recruitment process, which can be onerous and costly, is avoided. Also, companies invest significantly in their workforces. Amongst others, they invest money and time in training employees to ready them for work and understand the culture of the organisation. Furthermore, when an employee leaves the organisation, it is more likely that they will join the rivals (Park, McQuid, Lee & Kim, 2019). Essentially, employees who work for a more extended period become more familiar with the organisation’s policies, and guidelines, and thus, they adjust better. Furthermore, individuals who stick to an organisation for a longer span are more loyal towards management and the organisation. Specifically, regarding the healthcare sector, effective strategies to retain nurses produce, amongst others, improved patient care, improved quality healthcare system, increased patient satisfaction, increased efficiencies, profitability and growth (Raj & Brindha, 2015).

Notably, numerous employee retention strategies for healthcare workers have been researched worldwide and will be discussed next.

1.2.1. Compensation

Compensation is cash and non-cash benefits that employees receive for their services in the organisation (Biaison, 2017). Compensation plays a significant role in attracting, motivating and retaining desired employees in the organisation. It is the basic element that keeps the employees motivated and keen to stay in the organisation. Essentially, employees seek to work for organisations that will provide them with greater salaries to better their standard of living. Accordingly, compensation packages should be competitive in relation to the market

rate. Therefore, it is crucially important for organisations to conduct benchmarking surveys to evaluate their status on the issue of compensation in relation to competitors (Premnath, 2020). Forms of compensation can be categorised into four types, namely salary, incentive plans, employee benefit programmes and additional privileges. Salary is the fixed amount of money, which is regularly paid to employees. Incentive plans can be financial and/or non-financial rewards granted to employees as recognition of good work performance. Employee benefit programmes entail compensation whereby an organisation contributes to the employee's retirement savings. They also include benefits such as health and life insurance and so on. Lastly, additional employee privileges are perks such as free meals, car allowance, childcare and so forth (Senevirathna, 2017).

It is worth noting that these forms of compensation impact differently on employees regarding retention. It is reported that a competitive salary is the most effective measure in terms of not only ensuring retention but also employee effectiveness (Alsabri & Ramesh, 2012). Furthermore, Snelgar, Renard and Venter (2013), in their study regarding the rewards preferences, learnt that money is the most preferred reward component. Specifically, in the healthcare service, competitive salaries and financial rewards for nursing workers are significant drivers of quality patient care (Sewe, Bula & Oringo, 2018). On the other hand, unsatisfactory compensation is the primary cause that triggers employees' intention to leave the organisation (Njanjobea, 2016).

Nurses in South Africa migrate to developed countries in search of better salaries. This can be attributed to the huge wage gap in earnings for nurses between developed and developing countries. This phenomenon negatively impacts the retention of healthcare workers in developing countries, including South Africa (George, Atujuna & Gow, 2013). Furthermore, a study conducted by Pillay (2009) shows that nurses working in private healthcare institutions in South Africa were not satisfied with the pay. Another study, which was conducted to explore job satisfaction among nurses in the North-West province of South Africa, revealed that 86.7 percent were dissatisfied with their salaries (Khunou & Davhana-Maselesele, 2016). Moreover, the issue of unsatisfactory salaries in the healthcare sector is causing nursing workers to change the profession for non-nursing jobs, which pay higher salaries (Mokoka, Oosthuizen & Ehlers 2010).

1.2.2. Training and Development

Essentially, training and development entail providing opportunities for employees to develop in their careers (Van Dyk & Coetzee, 2012). Training and development present a chance to advance the knowledge base of the workforce. Accordingly, it is a crucial variable in

accomplishing employee retention and attracting potential new recruits. Employees are more motivated to stay in an organisation that fosters training and development because they become equipped to perform their work effectively (Chauhan & Patel, 2013). Ultimately, training and development lead to a greater performing organisation, which translates to increased profit. Thus, it is worth investigating. Moreover, training and development positively impact employees' psychology as these interventions reflect that the employer values and appreciates the personnel. Subsequently, they stay committed to the organisation (Dhanpat, Modau, Lugisani, MaboJane & Phiri, 2019).

In 2011, the National Department of Health convened a National Nursing Summit with the aim of resolving nursing challenges in South Africa (National Department of Health, 2017). Part of the major challenges that were identified at the summit was the issue of education and training of nurses in the country. The summit recommended that nursing colleges should comply with the provision of the Higher Learning Act and be declared institutions of higher learning. This recommendation culminated in a new framework for nursing qualifications in 2013. This was a critical strategy for enhancing and advancing the performance of nursing employees, as it entailed, amongst others, modernising the practice of nursing in the country. The summit further recommended that there should be funding to support nursing students with tuition, study material, books and so forth.

Prior to the above-mentioned reform, nursing education and training were conducted through practical training hospitals. This type of training course produced nurses who were confident, caring and highly competent. However, since nursing education and training had been transformed into attending classes at a university, as per 2011 summit recommendations, the notable drawbacks are the high costs associated with theoretical curriculum, nurses who lack confidence and possess bad attitudes (Mafolo, Heunis & Kigozi, 2019).

1.2.3. Leadership and Supervision

Generally, the leadership style that is highly effective regarding employee retention is transformational which is characterised by inspiring, empowering and giving individualised attention to employees (Walker, 2017). Furthermore, according to Brunetto and Farr-Wharton (2002), immediate manager supervision is key in terms of enhancing the level of employee job satisfaction, which in turn increases employee retention. Umamaheswari and Krishnan (2016) state that adequate support from management enables employee commitment to the job and the organisation. Therefore, immediate managers ought to ensure a conducive environment for employees and properly provide frequent feedback to staff to enhance long-term commitment (Dhanpat et al., 2019).

Effective leadership in the healthcare sector is of paramount importance as the sector is characterised by rapid changes and developments, which demand that managers have proper leadership and managerial skills. Accordingly, to deal with various problems embedded in the healthcare sector, it is essential for healthcare leadership to be creative, visionary, motivated and knowledgeable. Effective leadership in hospitals is highly credited for improving the working environment, enhancing employee satisfaction and lowering nursing turnover, thereby significantly impacting the quality of patient care (Naidoo, 2017).

1.2.4. Working Conditions

Working conditions are defined as the working environment, as well as all the elements contained in the employee's contract of employment (Khunou & Davhana-Maselesele, 2016). They include, but are not limited to, aspects such as safety and comfort of machinery, lighting, ventilation, disciplinary procedures, communication, job autonomy, positive feedback and innovativeness, as well as supportive organisation culture. Working conditions play a telling role in terms of attracting prospective employees who possess essential credentials for the organisation to prosper. Good working conditions trigger motivation in the workforce, leading to better performance and a desire to stay in the organisation (Muleya, Hlanganipai & Rachidi, 2016).

Owing to high nursing employee turnover, the workload for nursing workers is high in hospitals. Consequently, the conditions require them to work excessive mandatory overtime. This ultimately causes fatigue, which in turn, diminishes the quality of care rendered to patients. Also, the high levels of emotional and physical demands associated with the nursing profession and the demands from stakeholders such as management, patients and visitors affect their ability to perform effectively (Du Preez, 2017). Furthermore, Mokoka et al. (2010) reveal that the physical state of public hospitals is unpleasant and characterised by the lack of sufficient basic supporting services and equipment. The opposite is true regarding private facilities. This is still the case today as Sikwela (2016) indicates that in private hospitals, better working conditions prevail. The author presents a preference among nurses to work in private hospitals due to better infrastructure, neatness and pleasant conditions.

1.2.5. Work-Life Balance

Work-life balance is a good balance between the employees' personal and professional lives. It is an equilibrium that is attained through the human resource management (HRM) practices, whereby work and free time elements are considered and balanced by creating a supportive workplace environment for employees. Therefore, work-life balance initiatives at a workplace

have a positive effect on employee retention, for they aim at specifically maintaining a proper balance between the work and private life of employees (McDonald & Bradley, 2005).

Jobs that are characterised by work-life balance allow employees to fulfil their family and other responsibilities, thus contributing immensely to employees' stay in the organisation (Senevirathna, 2017). PricewaterhouseCoopers (2011) probed the value and importance of work-life balance to employees. An overwhelming majority of the sample for the study confirmed that work-life balance is instrumental and greatly important in terms of staying or leaving the organisation. Furthermore, Koekemoer (2020) states that the COVID-19 pandemic has necessitated prudent and effective management of work-life balance. The traditional working-from-home arrangements are no longer the same; the resultant lockdowns meant, amongst others, that the children were also at home and there was no assistance from domestic workers.

Alas, nursing employees are dissatisfied with the sense of balance between work and life outside work. This is mainly attributed to the insufficiency of nurses in the sector due to, amongst others, the high turnover rate of nurses. Notably, the benefits associated with work-life balance mean that if healthcare establishments can strike a balance between the two elements, nurses would be happier and healthier and subsequently, there would be fewer reports of stress. Work-life conflict or lack of proper balance between work and family roles contributes to undesirable conditions for employees such as anxiety disorders, stress and exhaustion (Du Preez, 2017).

The healthcare sector has added pressure and responsibility to ensure that the sector performs optimally, as medical care in the country forms part of the human rights enshrined in the Bill of Rights (Constitution of South Africa, 1996). Consequently, plans by the government are afoot to ensure equal access to quality healthcare for all citizens through the introduction of National Health Insurance. This initiative by the government will primarily seek to provide improved access to healthcare services for all citizens of South Africa, irrespective of their social and/or economic standing. One can conclude that good quality healthcare in the country cannot be achieved if the nursing workforce turnover rate continues to be high. The acceptable standard regarding the quality of healthcare in South Africa and desirable performance in the sector will remain elusive if the country fails to develop and implement effective retention strategies in the healthcare sector.

A study conducted by Msomi (2017) classifies the factors that are associated with high turnover of nursing personnel in hospitals into four groups, as outlined below:

- ❖ Personal factors – for instance, whereby younger employees are more likely to resign compared to their older counterparts.
- ❖ Organisations' wide factors – compensation, working conditions and job security.
- ❖ Work environment – elements such as staff relations and management style.
- ❖ Job-related factors – namely job requirements, autonomy, challenging work, sense of achievement and so on.

Additionally, the scourge of pandemics such as HIV-AIDS and the one that the world is currently confronted with, namely COVID-19, significantly contribute to the reduction of nursing workers through deaths and resignations. Moreover, internal migration of nurses within the country further aggravates the issue of turnover of nurses in South Africa. Internal migration of nurses takes place, for instance, in movements from rural hospitals to urban hospitals and movements from public to private institutions and vice versa (George et al, 2013).

The phenomenon of high turnover for nursing employees inevitably causes the patient-nurse ratio to be inappropriate and in terms of the supply of nursing employees, the future is not looking good as the National Department of Health (2017) projected a decline from 50 percent in 2009 to 37 percent in 2020 for registering nurses. According to SANC Statistics (2020), in 2018, the population-nurse ratio was 202:1, followed by 206:1 in 2019 and 213:1 in 2020. These poor ratios precisely lead to low productivity and poor patient care in the hospitals. Ultimately, if there is poor service delivery in terms of patient care, amongst others, the organisational image and reputation of the hospital become extremely eroded. In addition, the failure to retain nursing personnel negatively impacts the finances of the organisation because it perpetuates the need for recruitment in hospitals and additional remunerations for employees who work overtime due to staff shortages. Meaning that it is crystal clear that the issue of high turnover for nurses and resultant consequences poses a huge threat to the business sustainability of healthcare establishments in the country.

1.2.6. Employee Retention and Organisational Performance

Maliku (2014) describes organisational performance as a reflection of employees' productivity in the organisation, which can be measured with revenue, profit, growth and so on. Organisational performance can further be utilised to assess the organisation's status in terms of market share, level of profit and product/service quality in relation to competitors. According to Sandhya and Kumar (2014), for organisations to accomplish greater organisational performance and efficiencies, which lead to prosperity and achievement of strategic objectives, they must treasure employees by implementing appropriate employee retention

strategies. Essentially, sound retention strategies result in a workforce that works better for the welfare of the organisation. In addition, Sawaneh and Kamara (2019) further support this viewpoint by asserting that effective employee retention is a vital element regarding the development and success of organisational goals and objectives in the 21st-century business competitive world. They also submit that employee retention is a cornerstone for any organisation regarding achieving overall enhanced employee performance, excellent services and quality products. Furthermore, Aldamoe, Yazam and Ahmid (2011) reveal a significant positive correlation between employee retention and organisational performance. They also indicate that this relationship can further be improved by developing and adopting enhanced employee retention strategies. Moreover, in a similar study, which was conducted by Kurdi, Alshurideh and Al afaishat (2020), namely 'employee retention and organisational performance', it was also established that employee retention plays a crucially important and positive mediating role in overall organisational performance.

Essentially, Zulkiffli and Perera (2011) classify organisational performance measures into two categories, namely objective measures and subjective measures. They state that objective measures concern the financial aspects of organisational performance, such as profit and return on investment. Meanwhile, subjective measures are factors that relate to non-financial aspects of organisational performance, which amongst others, are market performance, quality performance and HR performance. Notably, objective, or financial performance measures, are not readily available to researchers as they are regarded as confidential information by organisations. Consequently, researchers are encouraged to utilise subjective measures when probing the performance of organisations. It is not difficult to obtain subjective or non-financial data and it is an effective way to analyse the performance of the organisation because it allows for comprehensive comparison within the sector. In addition, subjective measures are a valid method of evaluating the overall organisational performance as they ultimately correlate positively with the objective measures.

1.2.7. The Influence of Age on Employee Retention

Demographical elements such as the age of employees, marital status, distance from home to work and so forth, are found to play a role in the intent to stay in the organisation (Ambrosius, 2019). Particularly, the age of employees within the organisation is said to have a stable relationship with the employee's turnover intention. Msomi (2017) states that the intent to stay in the organisation is higher for older employees compared to the younger ones. There are various factors that can be attributed to the positive relationship between older employees and retention. Chief amongst these factors relates to family matters and responsibilities, such as issues of children's schooling, marriage commitment and so on. Essentially, McDonald and

Bradley (2005) advise that the impact of different age groups on employee retention should not be undermined and thus propose that the retention strategies should vary according to different age groups.

1.3. PROBLEM STATEMENT

Notwithstanding the various retention strategies for nursing employees, the phenomenon of high turnover remains prevalent. It continues to be an Achilles heel for the healthcare sector, as revealed in the preceding sections. High turnover of nursing employees negatively impacts the finances of the business by, amongst others, recruitment and training costs. Also, recruitment and training entail processes that are time-consuming for companies. In addition, the lack of effective retention of nurses adversely affects the nurse-patient ratios, which ultimately results in poor patient service and complaints in hospitals. Furthermore, failure to retain nurses necessitates prolonged overtime work, which leads to fatigue, work-life conflict and so on (Msomi, 2017). Moreover, the phenomenon of high turnover is directly linked to poor productivity due to the resulting new nurses (who must adapt), inexperienced nurses, and so forth. Ultimately, low productivity translates into poor profitability, which inevitably impacts negatively on the growth of the organisation.

The projected decline of registering nurses by the Department of Health further alerts the hospitals to ensure an effective retention of nursing employees. Thus, there is an urgent need for effective retention of nursing workers to ensure that the private healthcare facilities possess a workforce that will contribute effectively to the organisation's strategic objectives, primarily and to the country's general state of the healthcare system at large. Therefore, the study sought to answer the question: Are the strategies used by the private healthcare institutions to retain nursing employees effective?

1.4. PRIMARY RESEARCH OBJECTIVE

To investigate the effectiveness of nursing employee retention strategies and how employee retention affects organisational performance in the private healthcare sector in South Africa.

1.5. SECONDARY RESEARCH OBJECTIVES

1.5.1. Theoretical Objectives

The theoretical objectives of the study are as follows:

- ❖ To review the literature on the effectiveness of retention strategies for employees.

- ❖ To review the literature regarding the benefits associated with the effective retention of nursing employees.
- ❖ To review the literature on nursing employee turnover.
- ❖ To review the literature on the impact of nursing employee turnover in hospitals.
- ❖ To review the literature on the relationship between employee retention and organisational performance.
- ❖ To review the literature on the role played by the age of employees between retention strategies and employee retention.

1.5.2. Empirical Objectives

The empirical Objectives are as follows:

- ❖ To identify strategies for employee retention in the private healthcare sector organisations in South Africa
- ❖ To investigate the effect of compensation on nursing employee retention in the private healthcare sector organisations in South Africa.
- ❖ To investigate the effect of training and development on nursing employee retention in the private healthcare sector organisations in South Africa.
- ❖ To investigate the effect of leadership and supervision on nursing employee retention in the private healthcare sector organisations in South Africa.
- ❖ To investigate the effect of working conditions on nursing employee retention in the private healthcare sector organisations in South Africa.
- ❖ To investigate the effect of work-life balance on nursing employee retention in the private healthcare sector organisations in South Africa.
- ❖ To investigate the influence of retention strategies on the performance of organisations in the private healthcare sector organisations.
- ❖ To investigate the influence of nursing employee retention on the performance of organisations in the private healthcare sector organisations.
- ❖ To investigate the role of age on nursing employee retention in the private healthcare sector in South Africa.

1.6. THEORETICAL FRAMEWORK

The study puts forward two theories to serve as a foundation and framework for the retention of nursing employees to be a success. These theories entail factors that result in effective employee retention. These are Maslow's Hierarchy of Needs and Herzberg's Two-Factor theory, detailed next.

1.6.1. Maslow's Hierarchy of Needs Theory

According to Robbins, Judge, Odendaal and Roodt (2009), Maslow's hierarchy of needs theory presents different levels of needs for a person's motivation. These levels of needs are presented and divided into a hierarchy of five categories and are in the order of priority. First, are the physiological needs, which entail basic human needs such as shelter, food, water and air. Secondly, are the safety needs, which are needs for a secure, habitable and predictable environment. Thirdly, are the affiliation needs. These are needs for friendship and a sense of being accepted. The fourth level is the esteem needs, which is about the desire to develop self-respect and to have approval from others. Finally, is the highest level in the hierarchy, namely self-actualisation needs. This need is about the desire to reach one's fullest potential. Ultimately, Mokoka (2007) states that hospitals that ensure self-actualisation for nursing personnel benefit immensely regarding profitability and growth. Maslow ultimately states that for the next needs to be activated, the below level of needs in the hierarchy must have been satisfied. Therefore, in a nutshell, Maslow's hierarchy of needs theory states that people become satisfied and motivated when they get what they need, which positively impacts retention and they become dissatisfied when they do not get what they need, which results in turnover (Luthans, 2011).

1.6.2. Herzberg Two-Factor Theory

Robbins et al. (2009) state that Herzberg's two-factor theory entails certain factors in the workplace that serve as job satisfiers and that serve as job dissatisfiers. Herzberg's theory presents that job satisfiers increase employee retention and that job dissatisfiers suppress employee turnover. In other words, higher job satisfiers lead to greater employee retention rates and higher job dissatisfiers result in low employee turnover. The theory states that job satisfiers are elements related to the content of the job, while job dissatisfiers are linked to the job context. In terms of the theory, job satisfiers motivate employees and are referred to as motivators. These motivating factors, amongst others, are recognition, achievement, work itself, responsibility, training and development. The theory refers to dissatisfiers as hygiene factors, meaning that these factors prevent dissatisfaction in the workplace. In terms of the theory, hygiene factors are working conditions, salary, supervision, organisation's policy, work-life balance and so on.

Clayton (2018) conducted a study on effective employee strategies to reduce turnover and the Herzberg two-factor theory was used as the conceptual framework. It was found that training and development initiatives were the key job satisfiers/motivators for employees. The study further found that competitive salaries and benefits were the fundamental hygiene elements

in preventing dissatisfaction in the personnel. Essentially, the study concluded that there is a significant positive correlation between training and development measures and workplace employee retention. The study also resolved that competitive salaries and benefits play a telling role in suppressing the intention to leave.

1.7. CONCEPTUAL MODEL

In accordance with the theoretical framework, the study draws its conceptual model from Maslow's hierarchy of needs and Herzberg's two-factor theory. Essentially, the proposed model submits that the organisations' practices that satisfy human needs as per Maslow's assertions, as well as enhanced motivating and hygiene factors, as presented by Herzberg, constitute effective employee retention strategies. Thus, in terms of the model, the retention strategies are compensation, training and development, leadership and supervision, working conditions and work-life balance. Furthermore, the model presents that the age of nursing employees plays a role in employee retention. The model, ultimately, tables that employee retention plays a moderating role in organisational performance.

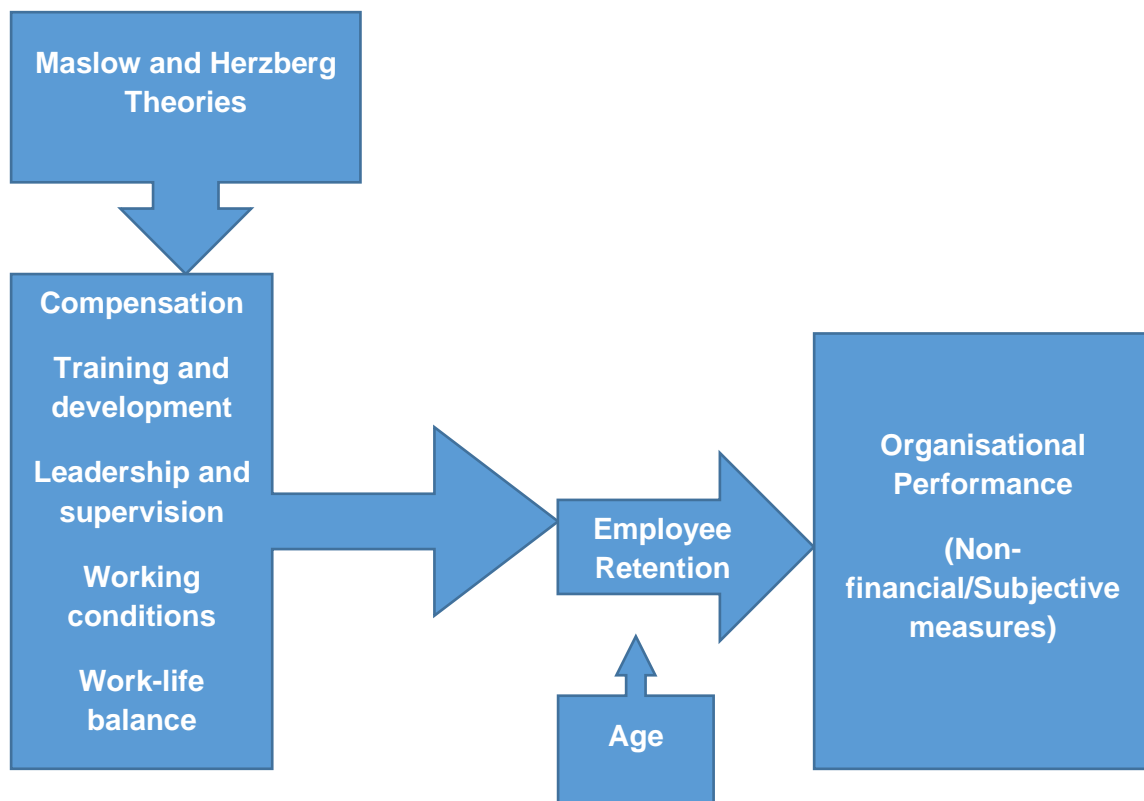


Figure 1. 1: Proposed Conceptual Framework

1.8. RESEARCH METHODOLOGY

Research methodology is a systematic way to solve the problem in question. Generally, the procedures that are executed by the researcher in describing and explaining the phenomena are collectively referred to as research methodology. In other words, it is a work plan for the research study. It is further defined as the methods by which knowledge is gained. It essentially unpacks the various steps and logic adopted by the researcher in studying the research problem (Van Zyl, 2014).

1.8.1. Research design

Van Zyl (2014) states that research design is the framework of research methods and techniques chosen by the researcher in conducting a research study. The research design can be classified into qualitative research design and quantitative research design. There are various types of qualitative and quantitative research designs. Grounded theory, ethnographic, narrative research, historic, case studies and phenomenology are several types of qualitative research, while survey, descriptive, correlational, causal-comparative/quasi-experimental and experimental research are the main forms of quantitative research.

The study adopted a quantitative survey research design. According to Creswell (2011), survey research enables indirect observation using structured interviews and questionnaires, thereby obtaining a broad overview from a larger population sample. By studying a population sample, survey research design produces a numeric description of that population's opinions, trends, or attitudes. Therefore, the survey research aims to generalise the findings obtained from the sample to the population. In other words, through survey research, inferences about the opinions, views, or attitudes of the population of the study are made. Furthermore, a survey approach was preferred due to its strengths, such as the ability to cover a geographically spread sample, efficiency, ethical advantages, validity and so on.

1.8.2. Population

A population is a group of people to which the findings of the study are generalised (Van Zyl, 2014). The population is further defined as a group meeting the sampling criteria. It is ultimately a set of people who share common characteristics of interest to the researcher. Specifically, the study's population, also known as a subpopulation or target population, which is the actual sampling frame from which the study's sample is drawn, was nursing employees employed by private hospitals in the Free State and KwaZulu Natal (KZN) provinces, South Africa. In terms of SANC Statistics (2020), the total number of nurses who work in the Free State and KZN provinces is 13 124 and 69 274, respectively. Notably, Fowler (1984) states that the size of the population from which a sample of a particular size is drawn has virtually

no impact on how well that sample is likely to describe the population. In other words, a sample of 100 people will describe a population of 10 000 or 10 million with virtually the same degree of accuracy, assuming all other aspects of the sample design and sampling procedures were the same. Overall, the total number of nurses in South Africa is 280 231 (SANC Statistics, 2020).

1.8.3. Sampling and sampling techniques

Van Zyl (2014) states that sampling is a way of selecting individual members or a subset of a population from which data are gathered for a research study. This population's subset is then called a sample of the study. Sampling is done so that there is no need for a researcher to include the entire population when conducting a research study. Sampling can be categorised into two forms, namely probability sampling and non-probability sampling. Probability sampling is whereby the researcher sets a selection of a few criteria and chooses members of a population randomly. In other words, here, every member of the population is considered, and samples are based on a fixed process, meaning all members with this set selection limitation have an equal opportunity to be part of a sample. There are various probability sampling methods, namely simple random, cluster, systematic and stratified random sampling. Non-probability is whereby researchers simply select the sample from a target population based on their subjective judgements, and thus, there is an unequal chance to participate. Non-probability sampling also comprises various techniques: convenience, judgemental/purposive, snowballing and quota sampling.

Specifically, the study adopted the convenience sampling method. Essentially, convenience sampling entails the recruitment of the sample participants based on the accessibility to the researcher, availability and willingness to take part in the study. In addition, the convenience sampling technique includes using geographic location and resources that make participants' selection convenient to the researcher. Therefore, the researcher approached various private hospitals in the Free State and KZN to request and negotiate with the hospital managers to collect data for the study from nursing employees in their respective hospitals.

The study adopted the historical method to determine the study's sample size. In addition, the researcher was cognisant of the recommendation by Sekeran and Bougie (2013) that sample sizes larger than 30 and less than 500 are very appropriate for most research. Kurdi et al. (2020), in their study titled 'Employee Retention and Organisational performance: Evidence from Banking sector', used a sample size of $n=340$. Biason (2017) utilised a sample size of $N=100$ in the study, 'The Effect of Job Satisfaction to Employee Retention'. Furthermore, Salminen, von Bonsdorff, Vanhala, McPhee and Miettinen (2021) used $n=396$ in their study

titled 'Organisational and Individual Resources as Antecedents of Older Nursing Professionals' Organisational Commitment: Investigating the Mediating Effect of the Use of Selection, Optimisation and Compensation Strategies'. Accordingly, the study adopted a sample size of n=300.

1.8.4. Data Collection

Creswell (2011) states that data collection is a systematic and precise gathering of relevant information to the study's objectives. In other words, data collection is the process whereby the researcher collects necessary information from the study's participants/sources to obtain answers to the research problem. According to Van Zyl (2014), the data collection process entails four steps: construction of the data collection form, designation of the data coding strategy, actual data collection and data capturing. The study collected data by means of questionnaires. The researcher approached the hospital management and requested to collect data for the study from the nursing employees in the hospital. The questionnaires were physically delivered to the participants and information in relation to answering the questions was provided to the participants. Essentially, data collection for the study was cross-sectional, which is whereby the data in a survey study are collected at one point in time (Creswell, 2011). The researcher ensured adherence to COVID-19 regulations such as wearing masks, hand hygiene, social distancing and so on.

1.8.5. Research Instrument

According to Fink (2002), a research instrument is a tool the researcher uses to collect data or information related to the study. The author highlights four types of research instruments, namely self-administered questionnaires, interviews, structured record reviews and structured observations. The study used self-administered questionnaires to collect primary data. Specifically, the questionnaire/research instrument of the study was developed by adopting various previously used scales—the instrument comprised four sections. Section A required the participants to provide their demographic information (i.e., age, gender, marital status and the number of years working in the current hospital). Section B required the participants to indicate their views about the effectiveness of each employee retention strategy. Accordingly, compensation was measured using a scale adopted from Nyanjom (2013). The scale adopted from Akala (2012) was used to measure training and development. Leadership and supervision were assessed using a scale adopted from Sow, Ntamon and Osuoha (2016). The effectiveness of working conditions on retention was measured by adopting a scale from Razak, Ma'amor and Hassa (2015). To measure the work-life balance, the study adopted a scale used by Agha, Azmi and Khan (2017). Section C measured employee retention in the

private healthcare organisations. The scale used by Kyndt, Dochy, Michielsen and Moayaert (2009) was adopted in this regard. Lastly, Section D of the questionnaire comprised of statements measuring organisational performance. To determine this, the study adopted a scale used by Hernaes, Bach and Vuksic, (2012). Overall, the adopted scales in Section B, C and D used a five-point Likert scale to measure the responses of the participants for each construct.

1.8.6. Data analysis

Creswell (2011) states that data analysis is systematically applying statistical and logical techniques to describe, illustrate, condense, recap, and evaluate data. Simply put, data analysis is about converting raw data that were obtained from the study's participants into meaningful information to make conclusions and answer the research question. Essentially, the study converted data into numerical codes/scores to enable the analysis using SPSS Version 28. SPSS is a computer software program that is used to conduct statistical analysis. Specifically, descriptive and inferential statistical analyses were utilised. Descriptive statistical analysis entails summarising and describing the characteristics of the sample's responses. In other words, descriptive statistics help the researcher understand the sample's details and characteristics. Subsequently, inferential statistics were used to infer and generalise the characteristics (findings) to the population from which the sample was drawn, meaning that inferential statistics assisted the researcher in making predictions regarding what is happening in the real-world population, based on what was observed from the participants of the study. Correlation and regression analyses were used to establish variables' relationship and effect.

1.8.7. Reliability and Validity of the instrument

1.8.7.1. Reliability

Reliability entails consistency of the instrument used. It is a measure of consistency over time and on similar samples. In other words, reliability relates to the data collection methods and the concern that they should be consistent and not distort the findings. It also refers to the ability of the research process to provide results that do not vary from occasion to occasion or according to the persons undertaking the research (Denscombe, 2002). Accordingly, pre-testing the instrument before actual implementation was done to ensure that reliability issues were properly addressed. Ultimately, Cronbach's alpha was used to determine the reliability of the instrument.

1.8.7.2. Validity

The validity of the findings of a study is defined as “how accurately the account represents participants’ reality of the social phenomena and is credible to them” (Dagnino, 2012:119). Primarily, it speaks to the soundness and effectiveness of the whole research process in gathering data that can be regarded as valid. Two elements of validity were addressed: content and construct (Rashid, 2013). First, content validity deals with the extent to which the instrument is relevant to measure the targeted construct. The supervisor guided the researcher to ensure that the instrument meets the element of content validity. Secondly, Van Zyl (2014:125) defines construct validity as “the extent to which the results of a test are related to an underlying set of related variables”. Therefore, to achieve construct validity, the researcher ensured convergent validity. According to Trochim (2006), convergent validity entails taking two measures that are supposed to be measuring the same construct and illustrate that they are related. Factor analysis was used by applying component analysis to check the loadings of each item on the factor.

1.9. CONTRIBUTION OF THE STUDY

Essentially, Jones and Gates (2007) state that the importance of effective retention strategies to retain nurses in the healthcare sector cannot be overemphasised, primarily because the sector is nurse-based. Thus, effective employee retention for healthcare organisations is a key element in terms of attaining a competitive advantage (Knight, 2018). Mathimaran and Kumar (2017) further advise that, even though business is nowadays driven by technology, employee retention remains centrally important as people are still needed to run and control technology. Therefore, the study made a significant contribution by determining the effectiveness and/or lack thereof in how nursing employees are retained in the private healthcare sector. Also, the study underscored the importance of nursing employee retention by revealing its effect on organisational performance. The study further contributed by presenting a model that should be adopted by private hospitals to effectively retain nursing employees. In the process, the study enhanced and strengthened the existing theory in relation to employee retention strategies for nursing employees. Thus, the study paved the way for researchers robustly to probe and discover enhanced measures and strategies that ought to be implemented to ensure the effective retention of nursing staff in the country. In that way, the study ultimately benefitted the healthcare sector in terms of retaining the core skills for business, which is the fundamental prerequisite for accomplishing strategic goals in the sector.

1.10. ETHICAL CONSIDERATION

Permission to conduct the study was obtained from the General and Human Research Ethics Committee (GHREC) of the University of the Free State (Ethical Clearance No: UFS-HSD

2022/0418/22). In addition, consent by the nurses was acquired, as Khan (2014) advises that the participants' ethical considerations in the form of signed consent statements assist the researcher in gaining the trust and confidence of the participants in the research. Therefore, the consent form was compiled and signed by the participants, and it entailed the following:

- ❖ That they were engaging in the academic study, namely research.
- ❖ That they knew the aim of the research.
- ❖ That their participation was on a voluntary basis (i.e., participation was not mandatory).
- ❖ That they understood the way the study was to be conducted.
- ❖ That they could withdraw from the research at any time.
- ❖ That their information was kept confidential, but also that the results were interpreted in a collective manner other than individually.
- ❖ That the study was quantitative in nature, therefore, their participation and responses were converted into numbers. Meaning, data were de-identified before publishing.

1.11. CHAPTER OUTLINE

1.11.1. Chapter one – Introduction

Essentially, this chapter provided the background to the study. It specifically introduced the concept of employee retention strategies, as well as the importance thereof for organisations. Furthermore, shortcomings in relation to nursing employees' retention were also introduced. The objectives of the study are also outlined in this chapter.

1.11.2. Chapter two – Literature review

This chapter discusses the employee retention strategies that other researchers have previously uncovered. Here, the importance and influence of each strategy on the issue of employee retention are discussed. This chapter indicated that the existing strategies are either ineffective or not adequately used or that supplementary measures are needed to succeed on the issue of retaining nursing workers.

1.11.3. Chapter three– Research methodology

Principally, this chapter addressed how the study was conducted. It outlined the methods that the study implemented to achieve its objectives. Meaning, this chapter explained the research design, population, sample, data collection instrument and data analysis. Furthermore, the reliability and validity issues, as well as ethical considerations were covered in this chapter.

1.11.4. Chapter four– Analysis and interpretation of the findings

In this chapter, the researcher presented the findings of the study and provided a discussion of the results to clarify the meaning of the findings.

1.11.5. Chapter five – Conclusion, recommendations and future research

This chapter reported the answer to the research question and summarised and reflected on the study. Furthermore, the researcher provided recommendations for future studies on the topic. Ultimately, the new knowledge, which contributes to the topic's existing body of knowledge, was reflected in this chapter.

CHAPTER 2

LITERATURE REVIEW

2.1. INTRODUCTION

Chapter one introduced the problem statement and objectives of the study. Therefore, this chapter will begin with a discussion of the concept of employee retention. This will be followed by a discussion on organisational performance. Furthermore, the chapter will unpack the state of nursing globally and in South Africa. Moreover, the chapter outlines the benefits associated with the effective retention of nursing employees. In addition, employee turnover and its impact are highlighted in this chapter. Finally, the chapter examines the age of employees on retention.

2.2. EMPLOYEE RETENTION

Employee retention is a business management term, which entails the effort by employers to keep the current workforce in the organisation (Mohd, 2011). In other words, it is a process whereby organisations deliberately implement specific policies, which are intended to encourage employees to stay and provide their services to the organisation for a maximum period and/or until an objective and project are achieved and completed (Sikwela, 2016). According to Nyanjom (2013), deliberate actions towards employee retention by organisations are key in ensuring and sustaining competitiveness in relation to accomplishing strategic objectives. This is not surprising because employees remain a crucial resource for any organisation as they play a key role in positively contributing to carrying out the organisation's mission and attaining the organisational goals (Jonsson, Lindegard, Bjork & Nilsson, 2020).

The modern economic environment, which is characterised by, amongst other things, growing global competition and technological innovation, exerts pressure on organisations to retain highly skilled and knowledgeable employees in the quest for maintaining a competitive edge. Thus, as asserted by Al-esmael, Mohd and Faisal (2012), for an organisation to possess a proper and effective workforce, the focus ought to not only be about recruiting the best employees, but also on retaining them once they are recruited. Akala (2012) affirms that an effective workforce is employees who, in addition to a positive contribution to the execution of the organisation's mission and attainment of strategic goals, are those who possess the capacity to survive the organisation's management initiatives such as restructuring, downsizing, consolidation, re-organising and so on. Alas, there are various factors that may

negatively affect employee retention in organisations, which by extension, increases employee turnover.

2.2.1 Factors Affecting Employee Retention and Turnover

The review of literature reveals that a well-coordinated, coherent and concerted effort that seeks to achieve desirable levels of employee retention is of paramount importance. For example, Nyanjom (2013) states that an employee's intention to leave the organisation is generally not triggered by a single occurrence. The author highlights that, though such an occurrence may play a role in terms of activating the thought of exiting the organisation, it is ordinarily multiple and/or a combination of issues, which propel an employee towards the thought of leaving the organisation. Amongst other issues that drive employees' intention to leave the organisation are tense working environment, diminished job satisfaction, better advancement opportunities elsewhere and so forth. Further, unsatisfactory compensation has a significant influence in terms of triggering the intention to leave among employees.

To this end, Dhanpat (2018) explored employee retention and intention to leave, wherein 56 percent of the respondents cited unsatisfactory compensation as a leading factor that contributes to the intention to leave the organisation. The study of Oosthuizen, Coetzee and Munro (2016) probed the relationship between intention to leave and work-life imbalance. The results of the study elucidated a positive correlation between the intention to leave and a lack of work-life balance. Accordingly, this outcome implied that conflict between work and life roles influences employees' intention to leave organisations.

Some researchers are of the view that there are various organisational practices that have a positive correlation with employee retention. In a study conducted by Akala (2012) on the factors that influence employee retention, working conditions' basic components, such as comfortable furniture, adequate lighting and proper ventilation, were confirmed to be highly motivational aspects in terms of employees' decision to stick with the organisation for the longest period. This is corroborated by the study of Chatzoudes and Chatzoglou (2022), wherein it is ascertained that employee retention depends on supportive working relationships and a positive organisational climate. Furthermore, a study by Mohd (2011) concludes that compensation and training and development measures play a positive role in employee retention. Moreover, in the same study by Mohd (2011), work-life balance and managers supervision/leadership were empirically found to have a favourable influence towards employees' commitment to the organisations, which ultimately leads to high levels of employee retention. Frye, Kang, Huh and Lee (2020) echo the positive influence of effective pay and pleasant employee-manager relationships on employee retention. Krishna and Garg (2022) advise that flexible working hours, particularly for female employees, are key to the

decision of a prolonged tenure in the organisation. The aforementioned studies affirm that employee retention is important. Therefore, the next section discusses the importance of employee retention.

2.2.2. Importance of Employee Retention

Considering the modern economic environment, which is characterised by, amongst other factors, fierce competition, volatility and so on, maintaining effective employee retention is a favourable and beneficial element for organisations (Chatzoudes & Chatzoglou, 2022). Hence, organisations ought to establish desirable levels of employee retention to assure competitiveness and attainment of long-term success (Kim, Milliman & Lucas, 2020). Thus, it would not be correct to underestimate and disregard the essential role played by the effective retention of employees on the organisation's financial and non-financial measures.

Krishna and Garg (2022) assert that the primary benefit of a high employee retention rate is its positive and significant effect on the bottom line of the organisation. The scholars affirm that employee retention is of fundamental and positive influence on financial elements such as increased productivity and performance. Furthermore, effective retention of employees provides desirable outcomes on the non-financial aspects of the organisation, such as customer satisfaction, motivation, job satisfaction, teamwork, quality service, reputation and image of the organisation. For instance, Anis, Rehman, Khan and Humayoun (2011) found that there is a strong positive correlation between employee retention and job satisfaction and that this relationship translates to teamwork and loyalty from employees. Additionally, Saeed and Jun (2021) ascertain a significantly positive relationship between employee retention and motivation.

According to Chatzoudes and Chatzoglou (2022), employee retention insulates organisations from detrimental consequences of high employee turnover. Essentially, employee turnover is an undesirable occurrence, due to its adverse effect on the organisation's financials. Krishna and Garg (2022) submit that effective retention of employees directly minimises the cost associated with turnover. The scholars advise that turnover of employees comes with far-reaching repercussions on the bottom line of an organisation, as it does not only comprise of hiring cost and training costs, but it also includes the losses associated with decreased productivity within the workforce. In other words, employee retention is also paramount and central in circumventing loss emanating from low productivity. Doval (2020) states that it can take up to two years for a recruit or new employee to reach a desired level of productivity. In addition, the author states that effective retention of employees protects the organisation from

being understaffed. Notably, an understaffed workforce results in lessened rate of productivity, delays, poor output quality and so on.

Riang and Rahmat (2019) submit that employee retention is furthermore instrumental in creating organisational commitment amongst employees. Essentially, organisational commitment entails employees who identify with the organisation’s values and objectives. Organisational commitment is threefold, namely affective commitment, continuance commitment and normative commitment. First, affective commitment relates to employees who stay longer due to the emotional relationship they have created with the organisation. Secondly, continuance commitment is about the employees who stay longer because of the cost element associated with leaving the organisation. Thirdly, normative commitment is characterised by employees selecting to stay with the organisation based on the obligation to continue employment. In the quest to attain desired objectives, organisations ought to possess employees who are embedded and committed. Employees who are highly committed and engaged to the organisation, are prepared to work hard and to go the extra mile in terms of positive contribution to the organisation. In other words, high organisational commitment immensely influences employees toward the quest for organisational goals. Krishna and Garg (2022) state that due to employees’ centrality to the accomplishment of strategic objectives, organisations ought to exhibit a commitment to employee retention through articulation in the mission and vision statements, which is also known as strategic intent. Essentially, strategic intent entails the aspirational plan, purpose and intended direction to realise the vision and strategic goals of the organisation. In other words, organisations that enjoy success in terms of competitiveness and desirable outcomes link employee retention to their strategic intent. Table 2.2 below illustrates the expression of employee retention through the strategic intent of the organisation:

Table 2. 1: Reflection of Employee Retention on the Organisations’ Strategic Intent

ORGANISATION	STRATEGIC INTENT	EMPLOYEE RETENTION ELEMENT
Vodacom	We aim to build an organisation of the future underpinned by digital innovation and agility and develop a distinctively digital employee experience to motivate our customers to thrive.	To develop a distinctively digital employee experience.
Spur Corporation	Strategic intent is to be the best family sit-down restaurant, to ensure the continuous growth of brand equity and enhance profits and return on investment for all stakeholders. Customer experience is key to the strategy going forward.	Return on investment for all stakeholders.

ORGANISATION	STRATEGIC INTENT	EMPLOYEE RETENTION ELEMENT
Sanlam	We are a purpose-led organisation, with all our efforts centred on helping our clients live with confidence. We promote financial inclusion, transformation and empowerment through our broad product and financial advice offering, inclusive culture and partnership approach. We have a proven track record of delivering superior value to clients, employees, shareholders and broader society.	A proven track record of delivering superior value to employees.

Source: Vodacom (2022), Spur Corporation (2022), Sanlam (2022)

2.2.3 The Importance of Employee Retention Strategies for an Organisation

Essentially, planned and well-organised measures implemented by organisations in seeking to hold on to employees for a longer period and/or longer than the competitors are regarded as employee retention strategies (Sawaneh & Kamara, 2019). These are deliberate and procedural mechanisms that are put in place to help the organisation to achieve desirable levels of employee retention. According to Lewis and Sequeira (2012), the fundamental principle in relation to employee retention strategies is adequate recruitment, which is about hiring the right persons from the onset. Krishna and Garg (2022) advocate this view as they reiterated the importance of appointing suitable candidates during the hiring process. Also, employees ought to be empowered and be acknowledged as the most asset to the organisation. Furthermore, organisations, through employee retention strategies, should create an environment that is conducive to work and which maintains a high level of morale amongst employees. Moreover, to achieve employee retention, organisations must put in place strategies for recognising and appreciating the performance of employees. Krishna and Garg (2022) urge that employee retention strategies should be inherent to the core values and activities of organisations.

Premnath (2020) found competitive compensation as an effective mechanism for achieving desirable levels of employee retention. In the study of Krishna and Garg (2022), training and development initiatives were advocated as paramount in terms of the accomplishment of effective retention of employees. Furthermore, Saeed and Jun (2021) present that employee retention is a product of effective leadership and supervision style. Hsiao and Lin (2018) advise the existence of a positive correlation between working conditions and employee retention. Moreover, the study by Oosthuizen et al. (2016) urged organisations to institute positive work-life balance to ensure adequate rates of employee retention. Thus, effective and careful implementation of these retention strategies provides organisations both the ability to attract

desired people to work for the organisation and to heighten the retention of employees. The role of each employee retention strategy is unpacked, analysed and evaluated below.

2.2.3.1. The role of compensation as a retention strategy

Senevirathna (2017) states that compensation is the rewards the organisation grants to employees in exchange for their services, skills and contributions to the organisation. The author affirms that compensation is perceived as the most important and well-recognised form of an employee retention strategy. According to Fatima (2011), rewards are the major effective element in employee retention. They are a leading source of attraction for new or desired people to the organisation. Nasurdin, Ling and Khan (2019) assert that people join organisations particularly to be rewarded for their performances and contribution in carrying out the mission of the organisation. In addition, the scholars submit that a competitive rewards system creates commitment amongst existing employees and encouragement to seek to work for the organisation for the longest time. An effective and competitive rewards system produces high employee satisfaction. It causes a shared sentiment amongst employees that no other organisation can provide such rewards, which ultimately leads to employees sticking and staying in the organisation for the longest period (Sikwela, 2016).

Compensation is a form of monetary measure paid to employees; however, it can also be in non-monetary forms (Kgoedi & Pillay, 2018). A pension fund, health and life insurance, as well as various allowances that organisations provide to employees, such as free meals, company car, childcare and so on, constitute non-monetary compensation to employees. Notably, compensation is largely found to play a critical role in terms of attracting and retaining employees. Amongst others, Yamamoto (2011) investigated the relationship between employee compensation management and employee retention and the results showed compensation in the form of wages as a major factor in retaining employees. Similarly, Snelgar et al. (2013) found that competitive compensation primarily influences employees to stay longer with the organisation. Congruently, Kgoedi and Pillay (2018) found that compensation, particularly cash rewards, had a significantly positive correlation with employee retention.

2.2.3.2. The role of training and development as a retention strategy

Instituting training and developmental measures for employees is a vital component in terms of influencing employee retention positively. Training and development practices are defined as formal activities that organisations deliberately and systematically establish for employees

to obtain and/or to enhance skills, knowledge and attitude needed to carry out their job adequately and to bolster work performance (Dhanpat et al., 2019). Thus, training and development do not only entail the provision of learning programmes that are intended to develop competencies needed to fulfil current and/or future job demands but are furthermore about advancing the expertise of employees for the purposes of improved job execution. In other words, training and development activities provide twofold contributions to the organisation. First, they equip the workforce with the necessary competencies to perform their jobs effectively. Secondly, training and development activities further ensure that skills and abilities which may be needed in future from employees are in place or available.

Essentially, Van Dyk and Coetzee (2012) state that training and development assists employees by preventing obsolescence and instead enhancing career growth. Therefore, training and development initiatives are an imperative strategy in terms of employee buy-in and commitment to the mission of the organisation. Chatzoudes and Chatzoglou (2022) posit that, amid the contemporary economic environment, which is associated with, amongst other factors, technological innovation, high globalisation, growing global competition and so forth, organisations are under siege and severe pressure to keep skills and knowledge of employees on par to sustain competitive advantage. Accordingly, it is crucially important for organisations to provide learning, training and developmental opportunities to employees, as their competencies are a cornerstone of competitive edge. Senevirathna (2017) advises that training and development initiatives in organisations may be categorised into two methods, namely on-the-job methods and off-the-job methods. On-the-job training and development methods include coaching, position rotation, apprenticeship and so forth. Off-the-job initiatives may be implemented through conferences, and case studies, amongst others.

Training and development plans are cardinal pillars for employee retention. Through training and development activities, employees tend to feel preciously valuable and/or valued by the organisation as they not only maximise their employability, but also ensure their career satisfaction (Dhanpat et al., 2019). Therefore, they are an adequate and effective mechanism for providing employees with a sense of fulfilment and job satisfaction, consequently leading to a high retention rate (Fatima, 2011). Accordingly, numerous research studies which probe factors that positively influence employee retention, are in unison that training and development practices are a major contributor to employees' stay in organisations. Amongst others, in the study of Akala (2012), the majority of the respondents attributed their stay in the organisation to the provision of training and development opportunities that are relevant to their careers. The findings in the study of Nyanjom (2013) concurred, as most participants agreed that training and development benefits have a key influence on employee retention.

Similarly, Dhanpat et al. (2019) supported and confirmed this view as it was found that training and development opportunities had a positive impact on employees' attitudes regarding staying longer in the organisation.

2.2.3.3. The role of leadership and supervision as a retention strategy

Sow et al. (2016) define leadership as a manager's or individual's ability to effectively influence and supervise employees in a motivational approach to accomplish organisational goals successfully. According to these authors, various leadership styles exist and can be grouped into two categories: classical leadership and contemporary leadership. Classical leadership includes autocratic, bureaucratic, situational and laissez-faire styles. On the other hand, contemporary leadership includes charismatic, transformational, connective, shared and transactional. Traditionally, the transactional leadership style was regarded as the most effective. The transactional leadership style entails providing employees with rewards to encourage them to achieve desired goals. In addition, transactional leadership includes taking punitive measures when employees fail to achieve clear expectations and performance standards. However, in modern days, the most adopted and effective style is transformational leadership. Organisations that employ this leadership style, strive to enhance the employees' morale, motivation and commitment. Transformational leadership is centrally about intellectual stimulation, individual consideration, inspirational motivation and idealised influence on employees.

Dhanpat et al. (2019) indicate that nowadays, unlike in the past, employee retention is no longer solely determined by monetary factors. The type of approach in relation to leadership and supervision of employees by managers plays a huge role in terms of heightening employee retention in organisations. Managers' personal outreach and support are viewed to be key in terms of creating a sense of belonging, which serves as a significant basis for employees to stay in the organisation. In addition, a supervision style that is characterised by employee engagement, such as the provision of constant, proper and frequent feedback, reduces work-related stress and enhances employee commitment which culminates in positive employee retention. Similarly, Peggy and Bernard (2016) state that a proper manager-employee relationship, which is characterised by, amongst others, motivation, concern and interest for employee's well-being, such as transformational leadership style, is highly influential in effective retention of employees in the organisation (Peggy & Bernard, 2016). Congruently, the study of Sow et al. (2016) on the relationship between leadership and employee retention amongst nursing employees found a positive correlation between leadership, particularly transformational leadership style and employee retention. The authors

conclude that a transformational leadership style is key to mitigating the shortage of nursing employees. The study of Dhanpat et al. (2019) validates the positive correlation between leadership and employee retention. Specifically, most participants ($\bar{x}=3,69$) indicated that having a supportive supervisor is very important for their stay in the organisation. Moreover, Saeed and Yun (2021) agree with the aforementioned studies, as they also found leadership to be essential in ensuring employee retention.

2.2.3.4. The role of working conditions as a retention strategy

Nel, Engelbrecht, Nel and Tlale (2014) state that working conditions entail a workplace environment and the surroundings in which the employees perform their work. Essentially, the authors affirm that a workplace environment that is conducive for employees to perform their work adequately, plays a significant role in creating and enhancing the willingness to stay maximally in the organisation. Hsiao and Lin (2018) present that a conducive working environment refers to one with a pleasant working experience, adequate resources and a certain degree of flexibility and it contributes immensely positively to retaining employees. Furthermore, for working conditions to have a greater positive effect on employee retention, the way employee work is structured, which is known as work design, ought to be well planned.

Ngirabe and Musara (2014) found that work design, which is the content of work as well as how work is organised in terms of work tasks, activities, relationships and responsibilities, has a positive influence and correlation with employee retention. The authors further submit that work design is an important contributing factor to employee retention as it encompasses fundamental characteristics and features of work that affect how the employees feel about their job and that determine motivation and satisfaction. Specifically, work design includes vital characteristics and features such as job autonomy, task variety, skill utilisation, task significance, task identity and job feedback. Essentially, job autonomy is the ability to make decisions within the job (independency to a certain degree). Task variety is characterised by having a range of tasks in the job, while skill utilisation entails the opportunity to use one's skills in the job. Furthermore, task significance is about doing an important and highly valuable job in the organisation. Moreover, task identity is characterised by doing a whole job. Lastly, job feedback is precisely about receiving feedback while doing one's job in the workplace.

Frye et al. (2020) conclude that conducive, attractive and healthy working conditions are central to employee satisfaction, which by extension, culminates in positive and desirable levels of employee retention. According to the authors, conducive working conditions comprise a pleasant physical work environment, employee health and wellness practices, a stimulating social environment, and a flexible workplace. In essence, such working conditions are

characterised by good hygiene and safety, support of a healthy lifestyle and fitness diet, and encouraging organisational culture.

2.2.3.5. The role of work-life balance as a retention strategy

Razak et al. (2015) meticulously refer to work-life balance as employees' sense of balance between their jobs, family and their own life which results in effective work performance, healthy relationships and adequate satisfaction with family responsibilities. In other words, work-life balance entails a condition of work environment that fosters a proper fulfilment of employees' job requirements, as well as family and life commitments. Therefore, to accomplish a positive balance between work and personal life factors, organisations ought to establish favourable conditions of work which are conducive and convenient, as employees spend most of their time at work (Hsiao & Lin, 2018). Additionally, according to Du Preez (2017), the workplace is a vital component of an employee's life where good quality of work-life balance should be established and maintained. Research provides that organisations that strive to strike a proper balance between work commitments and personal commitments for employees tend to possess a happier and less stressed workforce, resulting in the feeling of desiring to stay longer in the organisation (Msomi, 2017). To this end, Ansari and Bijalwan (2017) postulate that well-balanced work-life responsibilities and commitments enhance employees' physical health, mental state and well-being. This observation is echoed by Sen and Hooja (2018) as they conclude that balanced work-life responsibilities foster a positive sense of harmony and psychological conditions among employees.

Beyond contributing to effective employee retention, a good quality balance of work-life factors also provides desirable individual and organisational outcomes. In terms of the individual outcomes, it positively influences critical factors such as reduced absenteeism, accidents and injuries, low employee turnover rate, increased productivity, increased performance, commitment, morale, job satisfaction and diversity. In relation to the organisational outcomes, balanced work-life commitments produce, amongst others, improved innovation, service delivery, ethical behaviour and customer-client experience. Moreover, decent work-life balance practices allow organisations to enhance their organisational reputation in the public domain, which places the company in a good position to attract greater numbers of job applicants from which a larger pool of better-qualified employees can be selected. In other words, it not only raises the organisation's profile as an employer of choice, thereby making it attractive to outsiders, but it also fortifies the retention of current employees (Jones & Gates, 2007).

According to Van Dyk, Coetzee and Takawira (2013), to institute jobs that possess positive work-life balance and to benefit from the resultant employee retention, organisations should implement measures such as flexitime, job sharing, telecommuting, part-time work, compressed work weeks and onsite day-care and gym. In essence, flexitime entails a system of working a set number of hours in the organisation with the commencing and finishing work times selected within agreed limits by the employee. Job sharing is an arrangement where two or more employees in the organisation share the demands of a job that are traditionally undertaken by one person working full-time. Telecommuting entails the practice of working for an organisation but staying at home and communicating with an office by computer and telephone. Furthermore, part-time work is a type of employment that carries fewer hours per week than a traditional full-time job. Moreover, compressed work weeks is a work structure wherein an employee can do more work in lesser days per week, thus compressing the work in that time. In other words, the work hours for an employee can be adjusted such that the number of working days gets reduced. Finally, onsite day-care and gym are about providing day-care and gym facilities in the workplace. Brough, Timms, Chan, Hawkes and Rasmussen (2020) conclude that there is a growing preference for organisations that offer positive work-life balance policies. The scholars further declare that though the imbalance in work and life roles may be manageable in the short term, it, however, produces adverse effects in the long term.

The above discussion unpacked employee retention strategies. It further outlined the role and influence thereof on employee retention. The following section addresses organisational performance.

2.3. ORGANISATIONAL PERFORMANCE

Notwithstanding various wording used by scholars to define organisational performance, in essence, the concept remains consistent. For instance, Kgoedi and Pillay (2018) define organisational performance as the organisation's operational capacity to meet and satisfy the needs of shareholders. Contu (2020) describes the organisational performance as financial and operational indicators that reflect the fulfilment of an organisation's economic goals. Similarly, Doval (2020) states that organisational performance entails the actual organisation's output in relation to the intended output. Notably, based on the afore-cited definitions, organisational performance is a measurable construct. In other words, it ought to be assessed and measured to determine whether the intended desires are satisfied. Zulkiffli and Perera (2011) provide that organisational performance may be evaluated through subjective and objective measures. In essence, subjective measures entail organisation's non-financial facets such as customer satisfaction, employee satisfaction, reputation, service quality and so

forth. Meanwhile, objective measures refer to the actual financial aspects of the organisation. Amongst others, they include profit, sales increase and return on investment.

The meta-analysis on the topic of organisational performance provides a significantly positive correlation between non-financial and financial elements. This correlation elucidates that through efficiencies and effectiveness in the execution of non-financial measures, organisations eventually reap financial benefits. For instance, Krishna and Grag (2022) assert that organisations that attained competitiveness and desired outcomes are those who embed employee retention in their strategy. This assertion is congruent with the results of Bhatti, Shah and Abbasi (2021), who found a significantly positive relationship between communication (non-financial) and performance (financial) for employees in the organisation. Creel, Pearson, Dame, House and Brooks (2021) also ascertain a positive correlation between non-financial and financial elements as they affirmed that effective leadership guarantees the achievement of organisational goals.

2.3.1 Performance of Private Healthcare Organisations

Amid the essential role played by healthcare organisations, their performance remains crucial. The Healthcare sector is not only entrusted with performing a medical role, which is health promotion, disease prevention, and administering of both primary and community care, but it also contributes significantly to a country's economic stability. Specifically, private healthcare organisations contributed R55.5 billion to the Gross Domestic Product (GDP) in South Africa (Hospital Association of South Africa, 2017). In addition, the private healthcare sector plays a vital role in employment in the country. Essentially, the sector supports 360,274 jobs in South Africa. This figure includes directly employed people and those who are employed because of private healthcare operations, such as social workers, dental practitioners, pharmacy practitioners and so on (Stats SA, 2020).

2.3.1.1. Non-financial performance of private healthcare sector in South Africa

As presented above, organisational performance is a measurable facet. In terms of non-financial aspects, performance of private healthcare organisations can be measured with aspects such as survival rates, patient hospital complications, healthcare-associated infections/hospital acquired infections, length of hospital stay and time spent in the emergency department (IBM Watson Health, 2021). According to Discovery Health Medical Scheme (2021), patient satisfaction is another non-financial facet that can be utilised to measure the performance of private healthcare organisations. Accordingly, the items that can be used to measure patient satisfaction are shown in Table 2.2.

Table 2. 2: Items for measuring Patients Satisfaction (Non-financial performance)

PATIENT SATISFACTION SURVEY ITEMS	
1.	How well nursing staff engage and communicate with patients?
2.	How well Doctors engage and communicate with patient?
3.	How well suited the hospital environment is to the needs of the patients (e.g., are noise levels kept at minimum)?
4.	How well is pain managed?
5.	How clearly information about medication is shared with patient?
6.	Patients are adequately prepared for discharge?
7.	Whether the patient would recommend the hospital to others?

Source: Discovery Health Scheme (2021)

The study of Discovery Health Medical Scheme (2021) received 53 000 responses from patients who were admitted to 202 private healthcare organisations across the country (South Africa). Subsequently, the 20 best-performing private hospitals in terms of patients ratings, in alphabetic order, are the following:

Table 2. 3: Top 20 Best Private Healthcare Organisations in South Africa

Organisation	Location (City and Province)
Ahmed Al-Kadi Private Hospital	Durban, KZN
Busamed Gateway Private Hospital	Durban, KZN
Busamed Hillcrest Private Hospital	Durban, KZN
Busamed Lowveld Hospital	Nelspruit, Mpumalanga
Busamed Modderfontein Private Hospital.	Johannesburg, Gauteng
Busamed Paardevlei Private Hospital	Cape Town, Western Cape
Cormed Clinic	Vanderbijlpark, Gauteng
Lenmed Ethekwini Hospital and Heart Centre	Durban, KZN
Lenmed Shifa Hospital	Durban, KZN
Life Bay View Hospital	Mossel Bay, Western Cape
Mediclinic Hoogland	Bethlehem, Free State
Mediclinic Panorama	Cape Town, Western Cape
Mediclinic Plettenberg Bay	Plettenberg Bay, Western Cape
Mediclinic Strand	Cape Town, Western Cape
Mediclinic Victoria	Tongaat, KZN
Mediclinic Worcester	Worcester, Western Cape
Melomed Bellville Medical Centre	Cape Town, South Africa
Midlands Medical Centre	Pietermaritzburg, KZN

Organisation	Location (City and Province)
Moot Algamene Hospital	Pretoria, Gauteng
Zuid-Afrikaans Hospital	Pretoria, Gauteng

Source: Discovery Health Medical Scheme (2021)

2.3.1.2. Financial performance of the private healthcare sector in South Africa

Maliku (2014) asserts that financial indicators that can be used to determine organisational performance include revenue, profit, growth and so forth. Notably, the private healthcare sector in South Africa has retained considerable growth. Matsebula (2020) highlights that the sector has grown by 32 percent since 1998. The author states that this substantial growth can be attributed to the population's shift from using public hospitals to private hospitals. Consequently, private healthcare organisations possess over 27 500 beds in the country. However, the advent of COVID-19 brought about a decline in the profitability of private hospitals, as Assous (2022) reveals that Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) dwindled from 17-20 percent to 14-17 percent. In other words, the sector was more profitable pre-COVID-19 compared to the era of COVID-19. However, the sector rebounded in 2021 as the EBITDA margins increased to 18 percent. In its 2022 report, Mediclinic Healthcare Group, which according to Assous, (2022), is one of the leading healthcare organisations in the sector, indicated that the group delivered strong financial performance compared to the financial year 2021. The organisation affirms that this was driven by increased client activity and the lessened impact of the pandemic. Furthermore, Netcare (2022) presented a 2.3 percent increase in revenue compared to the previous financial period. Notably, Netcare Healthcare Group is the biggest private healthcare organisation in South Africa (Assous, 2022). In addition, the organisation further reported an 8 percent increase in EBITDA. Figure 2.1 shows EBITDA for the private healthcare sector before COVID-19 to 2021.

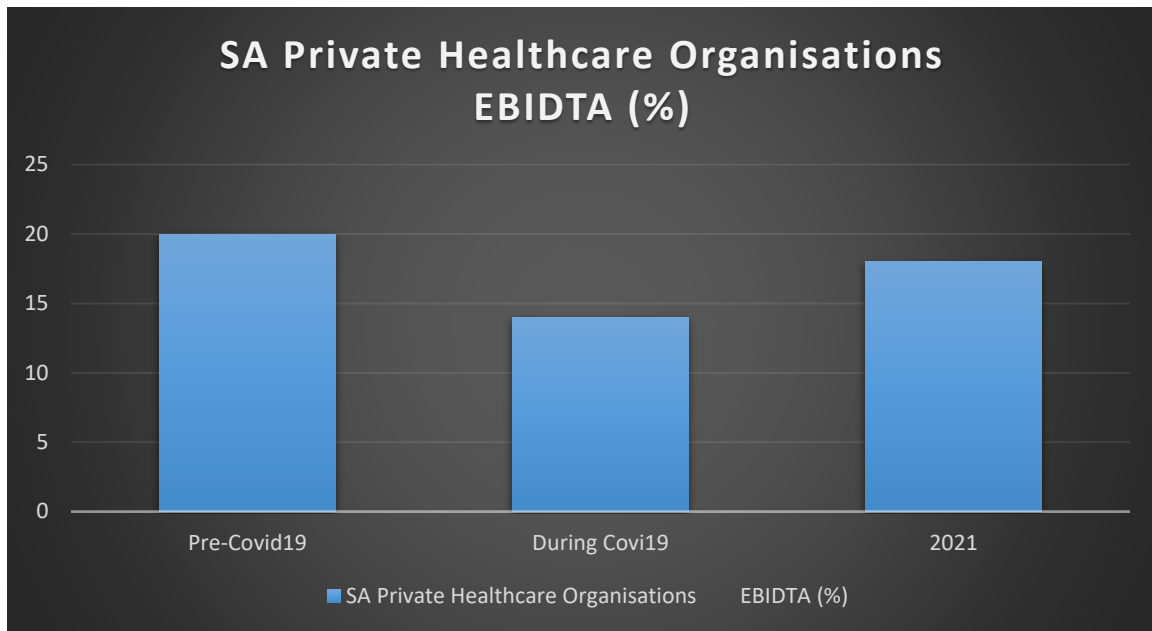


Figure 2. 1: EBIDTA for South African Private Healthcare Organisations.

Source: Assous (2022)

2.3.2. Relationship between Employee Retention and Organisational Performance

As detailed in the above discussion, when implemented and managed effectively, employee retention strategies produce positive employee retention for organisations. In general, organisations primarily strive for a high level of organisational performance to accomplish desired organisational goals. In other words, high organisational performance plays a central role in successfully pursuing strategic objectives. Employee retention is essentially regarded as a cornerstone element for the attainment of maximum organisational performance (Msomi, 2017). Meaning the association, correlation and relationship between employee retention and organisational performance is highly positive in nature. That is, the greater the levels of employee retention in an organisation, the higher organisational performance becomes. Aldamoe et al. (2011) posit that this correlation between these two variables reveals that employee retention possesses a mediating effect between employee retention strategies and organisational performance. For instance, in confirmation of this view, Kasau (2017) found that retention strategies such as positive working conditions and work-life balance, renowned for enhancing employee retention (as cited above), correlate positively with organisational performance. Effectively, the author state that any organisation is as good as its employees, as desirable organisational performance depends on skills, knowledge and experience thereof. By that, it means enhanced employee retention translates to greater skills, advanced degree of knowledge and vast experienced employees within the organisation, which in turn, results in a higher performing organisation (Premnath, 2020).

Research has proven that separately, each of the above-discussed employee retention strategies has a significant positive influence on organisational performance and, when enhanced, leads to better and heightened performance in an organisation. First, in terms of compensation, Biason (2017) outlines that the monetary component, as one of the employee retention measures, not only serves as a basic intervention for achieving heightened employee retention, but links immensely positively with organisational performance. The view of Biason (2017) confirms Gberevbie (2008), who asserts that any organisational strategy adopted ought to be integrated with competitive compensation to draw employees' commitment and enhanced motivation to achieve the strategic objectives of the organisation. Therefore, without effective compensation, it is improbable to possess a highly productive workforce. In other words, organisations ought not to rely solely on an organisational strategy to be successful in their respective missions. Njanjobea (2016) posits that competitive compensation, if implemented in an equitable manner, causes employees to embrace new organisational initiatives and developments, which positively impacts the performance of the organisation. Hence, in terms of the author, it is of paramount importance that organisations adopt fair procedures and policies in managing the issue of compensation to avoid discord and negativity, which may emanate from a perceived discrepancy in employee compensation, as such, may be detrimental to the performance of the organisation.

Aldamoe et al. (2011) found that competency-based monetary rewards substantially lead to improved quality of service and productivity. When employees are financially rewarded for exhibiting competency in their jobs, they become more motivated, which improves their behaviours and attitudes, as well as sales, which by extension produces greater quality in terms of overall organisational performance. In addition, Gberevbie (2008) advises greater levels of productivity, motivation, commitment, satisfaction and heightened organisational performance are accomplished when compensation is aligned to the employees' individual work performance, level of skills and competence.

Secondly, the literature review provides that training and development of employees generate enormous positive outcomes, which significantly impact the organisation's performance. Bhatti et al. (2021) postulate that amid the contemporary economic environment, which is characterised by immense competition, technology, innovation and so on, it is imperative for an organisation to be in possession of highly knowledgeable and skilled workforce to remain competitive. According to these scholars, effective training and development interventions guarantee high levels of productivity, greater levels of innovative mindsets, and improved quality of goods and services, as they equip employees with additional skills and knowledge. Furthermore, training and development practices contribute to, amongst others, positive

morale, self-confidence and satisfaction of employees who positively influence their performances at work. Accordingly, Aldamoe et al. (2011) affirm that organisations that commit to proper investment in terms of employees' training and development meet the demands and challenges associated with the modern economic state, thereby remaining sustainably competitive. This observation validated Bhaga (2010), who presented that sound expenditure on training and development programs yields positive and desired outcomes to the organisation, such as heightened productivity and overall organisational effectiveness, which is tantamount to greater organisational performance and, by extension, leads to competitive advantage.

Luthans (2011) advises that effective leadership and supervision play a vanguard role in terms of creating adequate organisational performance. In essence, the way the leadership of the organisation leads, fundamentally contributes to determining whether an employee stays maximally at his or her job in the organisation. Essentially, various leadership styles influence employees' intention to stay with the organisation differently. When employees identify with the style of leadership adopted by their manager and the organisation at large, they tend to intend to remain longer or maximally with the organisation. Furthermore, Luthans (2011) posits that the more employees are satisfied with how they are led and managed, the higher employee retention becomes for organisations, which ultimately culminates in improved organisational performance.

Conversely, a poor leadership and supervision style triggers the employee's intention to leave the organisation, thereby diminishing the retention of employees, which impacts adversely on the performance of the organisation. Sow et al. (2016) state that a positive relationship between employees and their managers, which is a culmination of a pleasant leadership style creates a happy and conducive environment wherein employees effortlessly go the extra mile to contribute to the success of an organisation. The authors go a step further in this regard, asserting that ineffective leadership poses a long-term threat to organisational performance as leaders and managers are obligated to mitigate against employees' intention to leave the organisation. Moreover, the study of Peggy and Bernard (2016), which analyses employee retention strategies on organisational performance, corroborates the existence of a positive and significant correlation between leadership/supervision and organisation performance.

Fourthly, Razak et al. (2015) advise that adequate working conditions play an instrumental role in establishing positive and desired organisational performance for any organisation. Working conditions' aspects such as social support from management and colleagues, as well as flexibility and harmony are significantly influential in terms of ensuring that employees

execute their mandate with delight, high morale, and less stress and conflict. Employees that perform their duties with high morale and contentment tend to be highly productive which improves organisational performance both qualitatively and quantitatively. This view is confirmed by Riang and Rahmat (2019), as they ascertain that favourable working conditions are central in satisfying employees, in the process resulting in improved performance. Accordingly, the study of Fatima (2011) is validated, wherein it is affirmed that when organisations institute desirable working condition elements such as empowerment, responsibility that the employees acknowledge, challenging and meaningful work and so forth, organisational performance is guaranteed to be aggrandised.

Fifthly, Kasau (2017) postulates that organisations that strive to strike a pleasant balance between employees' work and personal life responsibilities benefit overall organisational performance. The author further presents that conflict-free in work and life duties enhances efficiency and productivity among employees. To establish a positive balance between work and personal life responsibilities of employees, which culminates in positive contribution and enhancement of organisational performance, organisations ought to ensure first, the provision of leave policy in the form of annual leave, study leave, family responsibility, sick leave, maternity leave and paternity leave. Secondly, flexible working arrangement, which entails, amongst others, job sharing, flexitime and a compressed work week. Finally, welfare policies include aspects such as free medical treatment, advice on personal issues, legal aid and so on.

A study conducted by Obiageli, Uzochukwu and Ngozi (2015) on the relationship between work-life balance and employee performance revealed a positive correlation between leave policy, flexible working arrangement and welfare policy and service delivery by the employees. Notably, 19.45 percent of the respondents strongly agreed, 40.21 percent agreed that work-life balance initiatives improve service delivery. Furthermore, Kasau (2017) provides that adequate work-life balance does not only influences the effective enhancement of productivity and service delivery at the workplace but also inhibits ineffectiveness, counter-productiveness and decline in organisational performance. Lastly, Sen and Hooja (2018) concur with the positive influence and correlation of work-life balance and performance, as they found that a balanced work-life enables employees to meet the long-term demands of the organisation.

The section discussed organisational performance in general. This was followed by a discussion on performance of private healthcare organisations in South Africa. Furthermore, this section outlined the relationship between employee retention and organisational performance. The next section addresses the state of nursing.

2.4. THE STATE OF NURSING

The World Health Organisation (2022) asserts that throughout the world, nursing employees perform an essential role as they are tasked with health promotion, disease prevention and administering of both primary and community care. Thus, the nursing profession remains critical in all societies of the world.

2.4.1. Global State of Nursing

The report of the World Health Organisation regarding the state of the world's nursing affirms that though there is a global nursing workforce of 27,9 million in 2020, the sector is still confronted by a shortage of 5,9 million nurses and that the deficiencies are more substantial in Asia and Africa. In addition, Ayalew, Workeneh, Semachew, Woldgiorgies, Kerie, Gedamu and Zeleke (2021) state that healthcare organisations globally are confronted with alarming levels of intention to leave amongst nursing employees, which has been exacerbated by the COVID-19 pandemic. The scholars define intention to leave as an employee's plan to leave the organisation soon. In other words, an employee desires to quit working for the organisation. Specifically, Ayalew et al. (2021) reveal a pooled prevalence of 51.96 percent for intention to leave amongst nurses. Furthermore, the International Council of Nurses (2021) states that 36 percent of nursing employees in the UK are considering exiting the profession. The study also found that nine out of ten nursing employees in Denmark intend to leave their jobs, and 95 percent of nurses in Egypt indicated an intention to quit the nursing profession.

According to the literature review, the nursing fraternity is globally characterised by various adverse issues, which pose detrimental impacts on the quest of retaining nursing employees. For example, Creel et al. (2021) assert that due to undesirable factors associated with the nursing profession, healthcare organisations are confronted with a conundrum in terms of maintaining adequate levels of employee retention. Handzel (2022) states that occupational safety persists to be a major concern in healthcare workplaces, as nurses continue to endure challenges associated with physical and mental health. In addition, the COVID-19 pandemic has not only aggravated health and safety risks, but also the pandemic has dwindled the financial performances of organisations, including healthcare organisations (Meyer, Prescott and Sheng, 2020). Mainly, dealing with COVID-19 involves various types of personal protective equipment. Consequently, this increases the cost of sale for healthcare organisations, which subsequently minimises profit. The negative financial impact of COVID-19 results in a predicament and difficulty for organisations to motivate nurses through financial rewards. According to Handzel (2022), COVID-19 has immensely contributed to the

phenomenon of job dissatisfaction among nurses to the extent that some have opted to abandon the profession.

Due to the inability to maintain a proper employee retention rate in the healthcare sector and subsequent global shortages for nurses, the nursing profession is fundamentally characterised by high workloads, overtime work and so on (WHO, 2022). Consequently, the repercussions of increased workload and overtime on nurses include poor service, fatigue, absenteeism and so forth. These observations by the World Health Organisation support the findings of Phuekphan, Aungsoch, and Yunibhand (2021) that due to high workload, nurses are experiencing work-life imbalance, burnout and an increased rate of intention to leave the profession. Congruently, the study conducted by Handzel (2022) regarding nursing challenges and opportunities reveals that at least half of the participants were suffering from stress, burnout and anger. These findings validated the study of Alqahtani (2019), wherein it was found that one-third of the nursing employees who participated were suffering from anxiety and that there is a significant correlation between workload and depression, as well as anxiety and stress.

2.4.2. State of Nursing in South Africa

According to the Global Healthcare Index (2019), the South African healthcare system ranks 49 out of 89 listed countries. South Africa is comprised of public and private healthcare systems. The public healthcare system is utilised by 80 percent of the population, while 20 percent of the population opts for the private healthcare system. It is worth noting that there is a huge gap between public and private healthcare organisations in the country in terms of quality, service and so forth. Essentially, South Africa is the highest-ranked country in Africa in terms of private healthcare services. The country possesses over 200 private healthcare organisations of similar standard and price to many Western Countries, such as France, Germany, UK and so on. As a result, it is primarily those who have the means who opt for private healthcare amid related cost implications. To redress this quagmire, Maphumulo and Bhengu (2019) state that the country is contemplating implementing the National Health Insurance (NHI), which is a strategy that seeks to ensure equal and free access to quality healthcare services amongst all citizens. However, the authors assert that little has been done to reallocate resources from the private sector to the public sector, which delays the NHI implementation.

Democratic Nursing Organisation of South Africa (2021) affirms that the nurse-patient ratio remains a scourge in South Africa. In other words, the country continues to experience imbalances and shortcomings regarding the number of nurses per patient. Denosa (2022)

further asserts that the quality of care is directly linked to the number of nurses. Furthermore, the study presented that South Africa is not only faced with shortages but is also confronted with a dwindling supply of nursing employees. These observations are confirmed by 2030 Human Resource for Health Strategy, which reveals that the country is confronted by worsening nursing employee shortages. Consequently, Human Resource for Health Strategy projects a need for 97 000 healthcare employees, specifically 16 000 professional nurses, by 2025 in South Africa. Alarming, of the 11 000 professional nurses, which were required in 2015, the country only managed to produce 4000.

Moreover, Denosa (2022) shares the same sentiments as the aforementioned studies that addressed the global state of nursing, in that failure to retain nursing employees in South Africa results in a high workload for nurses, which causes anxiety, stress and burnout amongst other adverse health outcomes. Denosa (2022) further concurs that these adverse outcomes on nurses' health, by an extension lead to job dissatisfaction and trigger the intention to leave the profession. Accordingly, this observation supports Sikwela (2016) in that the nursing profession is not only extremely demanding, but it is also associated with poor support, and a shortage of resources and staff. In addition, the profession involves various inherent factors, which may cause stress, such as dealing with death, difficult patients and relatives, as well as pressure to ensure good relationships with the doctors.

According to Denosa (2022), South Africa is confronted by significant levels of nursing employees with high intentions to leave the profession, which further necessitates the need to review retention strategies adopted by healthcare organisations. Ayalew et al. (2021) indicate a 33 percent prevalence of intention to leave the profession among nursing employees in South Africa. This outcome advocated the study of Msomi (2017), which found high intention to leave, wherein the nurses cited, amongst others, high workload, working conditions and poor leadership as the main factors causing them to want out of the profession.

SANC (2021) highlights that South African healthcare service is further characterised by an ageing nursing workforce for registered nurses. In essence, more than two-thirds of nursing employees in the country are over the age of 40 years. Specifically, nurses who are between the age of 40 – 49 years amount to 26 percent, while those who are between 50 – 59 equals 27 percent, those who are 60 – 69 years old add up to 17 percent and 69+years employees are 3 percent. On the other hand, the South African nursing sector consists of less than one-third of youth employees. Essentially, employees who are at the age 20 – 29 years are a mere 6 percent, while those between the age of 30 – 39 years amount to 21 percent. Thus, in 15 years, 47 years of registered nurses will have retired in the country. Table 2.4 below depicts age percentages per category of the nursing profession in South Africa:

Table 2. 4: Categories of the nursing profession by age band in South Africa

AGE BAND	REGISTERED NURSES	ENROLLED NURSES	NURSING AUXILIARY
69+	3%	0%	0%
60-69	17%	8%	7%
50-59	27%	21%	19%
40-49	26%	33%	35%
30-39	21%	33%	35%
20-29	6%	5%	4%

Source: SANC (2021)

Firstly, this section unpacked the state of nursing in the world. Secondly, the state of nursing in South Africa was discussed. The following section outlines the benefits associated with effective retention of nursing employees for healthcare organisations.

2.5. BENEFITS OF EFFECTIVE RETENTION OF NURSING EMPLOYEES

Bhaga (2010) indicates that organisations operating in the healthcare sector consider nursing employees a significant asset and regard them as strategic partners due to the magnitude of roles they play in the pursuit and/or accomplishment of strategic goals for healthcare organisations. Essentially, the scholar remarks that amid the pivotal influence the nursing employees possess regarding the survival and success of any healthcare organisation, enhancing their performance at work is tantamount to longevity and achieving long-term organisational objectives. Accordingly, healthcare organisations benefit invaluablely due to the effective implementation of adequate retention strategies and the accomplishment of desirable retention rates for nursing employees. Gberevbie (2008) states that greater organisational performance regarding both financial and non-financial elements become palpable for healthcare organisations because of effective retention of nursing employees, emanating from retention strategies that are executed effectively.

Riang and Rahmat (2019) submit that healthcare organisations that endeavour to achieve high nursing employee retention, further enjoy the benefits of the coveted constructs, namely job satisfaction and organisational commitment. This is apart from the well-documented benefits which are traditionally attributed to the effective retention of nursing employees in the healthcare sector, such as minimised rates of negligence, minimum patient complaints, improved quality of patient care and patient satisfaction (Raj & Brindha, 2015). According to the literature review, job satisfaction is a panacea element for healthcare organisations because nurses who are satisfied with their jobs are more productive and instrumental to increased quality of patient care, which translates to greater levels of patient satisfaction.

Nasurdin et al. (2019), amongst others, investigated a relationship between compensation and job satisfaction and job satisfaction and task performance amongst the nursing employees and found that positive correlations exist, which means that competitive compensation for nursing employees causes job satisfaction, which motivates them to produce improved work performances.

In terms of organisational commitment, scholars view it as a crucial pillar for success in any organisation, including healthcare organisations. When nursing employees are committed and loyal to their organisation, they become willing to perform and contribute to the best of their abilities in ensuring that organisational goals are achieved. Riang and Rahmat (2019), in their study, ascertained and affirmed that competitive compensation for nursing employees has a positive effect on work commitment which in turn correlates positively with nursing staff work performance. In other words, the better the compensation package for nurses, the greater the work commitment and, in turn, the higher the organisational performance becomes. Furthermore, Bhatti et al. (2021) assert that a training and development plan as a strategy to retain nursing employees does not only correlate positively with organisational commitment and subsequent desirable organisational performance in the healthcare sector, but it also benefits the healthcare organisations in terms of the coveted outcomes, namely job motivation, organisational innovation and positive organisational change.

Fatima (2011) conducted a study which explored whether employee retention affects organisational competence. The findings thereof elucidated that organisational performance significantly depends on supervision and the leadership style adopted to manage employees. Notably, this outcome was in congruence with the findings obtained by Knight (2018), which declared that one of the best measures to optimise the productivity of nursing employees was to enhance their relationship with the managers by adopting an appropriate leadership approach.

Kasau (2017) states that retention of nursing employees created around instituting adequate working conditions results in good organisational culture and climate for healthcare organisations. Positive culture and climate are desirable factors in any organisation. Healthcare organisations are no exception. Agarwal (2018) affirms that effective organisational culture and climate are associated with the promotion of teamwork, morale and efficiency among employees. Teamwork, positive morale and efficiencies are vital elements in hospitals as they contribute to high-quality patients care, productivity and so forth, thereby translating to high organisational performance. To this end, the scholar remarks that positive organisational culture, which entails shared values and behaviour in terms of how the

organisation works, is ultimately transferred to new recruits, which bodes well for the survival, success and sustainability of the organisation.

Amid the phenomenon of shortages in nursing professionals, the nursing profession is largely associated with a heavy workload, long working hours, fatigue, stress, diminished productivity and so on (Bhaga, 2010). Therefore, healthcare organisations that strive to ensure work-life balance as part of measures for nursing employees' retention, benefit from specific associated positive outcomes. Work-life balance entails an absence of conflict between work duties and family/personal responsibilities and according to Kasau (2017), family and work factors affect each other both positively and negatively. Oosthuizen et al. (2016) are of the same view as they posit that work and family factors depend on each other for optimised employee performance. They are implying that there is an interlink between work and family factors. Therefore, nursing employees' retention which is characterised by a balance in terms of work and family aspects, includes benefits such as reduced turnover cost, low level of absenteeism, employees' emotional health, productivity, personal satisfaction and well-being.

The benefits of effective retention of nursing employees were detailed in this section. Therefore, the next section discussed turnover of employees.

2.6. EMPLOYEE TURNOVER

Employee turnover is defined as a situation whereby employees leave the organisation based on various reasons, which may be voluntary or involuntary (Amri & Pandey, 2021). It is, therefore, an event wherein employees cease their engagement with the organisation (Wube, 2020). According to Sikwela, (2016), employee turnover is categorised into voluntary and involuntary forms. Voluntary turnover is when employees elect to exit the organisation due to amongst others, obtaining a better compensation package/offer from another organisation, acquisition of senior position from another organisation and so on. Voluntary turnover is characterised by more negative financial implications and is greater detrimental to the performance of the organisation. Meanwhile, involuntary turnover of employees is instituted by the organisation, for instance, due to dismissals, retrenchments, reaching retirement age and so forth. In other words, involuntary turnover is not by choice of employees. Hence it is less disruptive to the operation of the organisation. Employee turnover is viewed as functional, positive and beneficial when the underperformers or unsatisfactory employees opt to leave the organisation, as it presents the opportunity to recruit better employees as replacements. On the hand, when key and good-performing employees leave the organisation, that form of turnover is considered dysfunctional and ought to be circumvented.

2.6.1. Employee Turnover and its Effect on Organisations

The scourge of employee turnover is confronting many organisations operating in various sectors and has forced many organisations to shut down (Al Amri & Pandey, 2021). In the main, the meta-analysis on employee turnover reveals that this phenomenon significantly poses extremely detrimental consequences in any organisation. Oosthuizen et al. (2016) assert that the phenomenon is primarily associated with cost implications, as it cripples the performance of organisations. By its nature, employee turnover leads to vacancies, which compels organisations to recruit new employees. Accordingly, Shaikh, Shaik, Benghal and Shaik (2020) affirm that the process of recruitment is imbedded with cost complications as it includes expenses of adverting, selection between competing candidates and training.

Wube (2020) states that the turnover of employees not only exacerbates wastage but also leads to poor output in the organisation. The author remarks that, even in cases whereby wastage and poor output are prevented, it is normally done through overtime payment and/or agency labour, which poses adverse financial implications. Further, employee turnover disrupts performance and effectiveness due to increased related workload on the remaining employees. By extension, a high workload dampens morale and leads to high levels of stress as well as increased rates of absenteeism among employees.

Al Amri and Pandey (2021) indicate that in addition to the adverse effect on finances and productivity/performance, employee turnover further impacts badly on the reputation of the organisation, is time-consuming and negatively affects continuity in the organisation. The authors assert that employees who leave are likely to vilify the organisation, which erodes the image and reputation of the organisation. Further, employee turnover consumes time due to related tedious and laborious processes such as conducting exit interviews, advertising, selection, recruitment and so on. Moreover, employee turnover affects the continuity of service to customers, to regular customers who might have formed relationships with employees.

The study of Cloutier, Felusiak, Hill and Jones (2015) found that employee turnover ought to be minimised for organisations to achieve desirable economic objectives. In essence, the authors affirm that ensuring that employees do not leave the organisation by implementing effective employee retention strategies is a prerequisite for realising strategic goals. These findings were supported by Anzazi (2018), who maintains that reducing employee turnover is pivotal to accomplishing high performance and the subsequent realisation of desired goals. The scholar further advises that employee turnover can be circumvented by providing conducive working conditions, competitive compensation and ensuring opportunities for development/career growth. Similarly, Wube (2020) remarks that employee turnover ought to

be suppressed to attain overall organisational success. In that way, the scholar recommended better compensation, opportunities for advancement and development, and favourable working conditions.

2.6.2. Nursing Employee Turnover and its Impact on Healthcare Organisations

George et al. (2013) state that nursing employee turnover is fundamentally considered to be a significant adverse occurrence, as it represents an outward movement of the core asset in healthcare organisations. In other words, it entails the nursing employees who either have left or are exiting the organisation based on various assorted reasons. In the main, nursing employee turnover is attributed to ineffective retention strategies by healthcare organisations. Principally, Sikwela (2016) advises that the intention to leave the organisation gets triggered when the nursing employee remuneration is lower in comparison to other healthcare organisations and/or they are not recognised/rewarded for good performance through incentives and so on (uncompetitive compensation strategy). Turnover of nursing staff is also caused by a lack of opportunities for gaining knowledge, growth and development (poor training and development strategies) (National Department of Health, 2017). According to Luthans (2011), employee turnover is further influenced by a loss of trust in the organisation's leaders. In other words, when nursing employees perceive their managers as though they do not care enough for them (inadequate supervision and leadership strategy). Bhaga (2010) additionally states that nursing employees leave healthcare organisations when they view the working environment to be not what they expected (unfavourable working conditions). Moreover, the scholar discovered that stress from overworking and the failure of organisations to provide aid in effectively balancing work responsibilities and family commitments (absence of work-life balance) contribute to the phenomenon of high nursing employee turnover.

Aysegul et al. (2018) state that nursing employee turnover culminates in financial complications in healthcare organisations. Essentially, the turnover of nursing employees compels the organisation to pay for overtime to staff who work extra to cover the work of those who have left the organisation. Turnover is also associated with the training cost of the newly appointed nurses who ought to be trained to be properly integrated into how the organisation functions. Inevitably, nursing turnover diminishes the performance, productivity and service delivery of the organisation which reduces revenue. Furthermore, Ramlall (2003) posits that in addition to the negative implications on the finances of the organisation, nursing employee turnover is further characterised by adverse ramifications on the non-financial elements of the healthcare organisation.

The nursing turnover phenomenon negatively impacts the quality of patient care, which in turn increases the complaints from the patients and so on. Turnover of nursing employees is moreover associated with an increased workload for those who are still retained by the organisation (Msomi, 2017). Consequently, an increased workload produces high levels of stress, absenteeism as well as negative morale and so forth. High workload amongst nurses creates medical negligence and errors resulting in litigation against healthcare organisations, which may lead to large pay-outs (Maphumulo & Bhengu, 2019). The reputation and image of the healthcare organisation are also negatively impacted by the phenomenon of nursing employee turnover, due to the consequential poor service rendered to the patients, who, at large, are members of society. Ultimately Ramlall (2003) asserts that amid its negative repercussion on both the financial elements and non-financial factors, the phenomenon of nursing employee turnover remains detrimental to prosperity, survival, growth and by extension, to the attainment of strategic objectives of the organisation.

Healthcare organisations ought to continue to seek effective retention strategies to circumvent and mitigate dysfunctional as well as the voluntary turnover of nursing employees. The Department of Health (2020) reported that the total number of nursing employees complemented in South Africa was 136 567 in 2019. Specifically, this total compliment is constituted by 71 707 professional nurses, 31039 enrolled nurses and 33 821 auxiliary nurses (nursing assistants). The report reflects a ratio of 282 nurses per 100 000 citizens. Furthermore, the South African Nursing Council (2021), revealed that the nurse-patient ratio is one nurse per 213 patients (1:213). Figure 2.2 depicts the percentages of nursing employees' complements in South Africa.

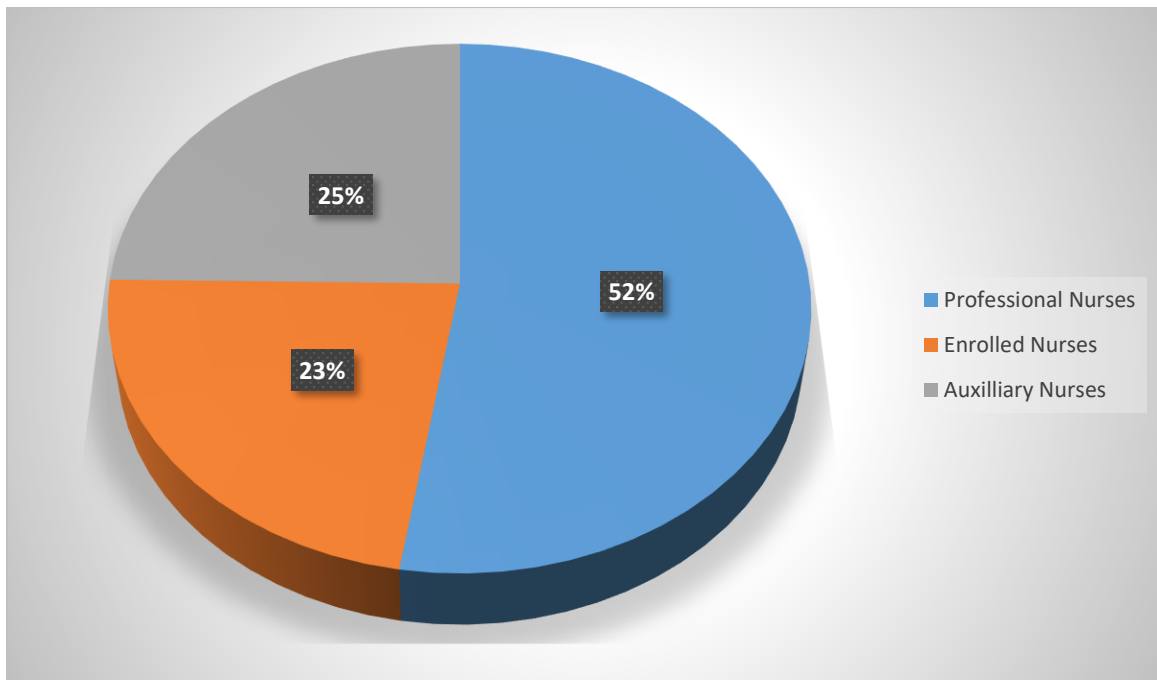


Figure 2. 2: Total Complement of Nursing Employees in South Africa

Source: DoH (2020)

This section dealt with the employee turnover and its effects on organisations. Further, the section addressed the turnover of nurses and how it impacts the healthcare organisations. The next section outlines the age of employees and retention.

2.7. AGE OF EMPLOYEES AND RETENTION

According to various scholars, employee age is a significant variable that ought to be considered to achieve optimum levels of employee retention and heighten the benefits associated with the age-diverse workforce. The influence exerted by the age of employees on the relationship between organisations' employee retention practices and actual retention of employees cannot be disregarded (Pahos, Galanaki, Van de Heijden & De Jong, 2021). Thus, Jonsson et al. (2020) assert that organisations should promote age-conscious practices and effective age management. The authors state that organisations should balance the varied needs and interests of both age groups, namely older employees and younger employees. Accordingly, due to the age difference, employees have diverse perceptions, needs and interests. For instance, on health status in relation to physical and psycho-social work demands, economic situation, work and private life, sense of meaningfulness and opportunities for personal development and so forth. As a result, the age of employees ought to be taken into consideration when developing retention strategies.

An employee's age plays an influential role between the adopted retention strategies and the employee's intention to stay in the organisation. In other words, due to their varied age, employees tend to react differently towards retention practices. Thus, the intention to stay within the organisation may be subject to an employee's age in relation to the retention strategy. This validated Oosthuizen et al. (2016: 449) as they affirm that the age of employees determines their attitudes towards work and staying in the organisation. The authors attribute this to employees' perspectives in relation to the future. For instance, when people are at a younger age, their perspective on the future is more open-ended and they tend to focus on long-term goals such as expanding their resources, and acquiring new skills, knowledge and experience.

Meanwhile, Kollmann, Stockmann, Kensbock and Peschl (2020) reveal that when people are at an older age, due to the declining future-time mentality, the focus tends to shift to setting short-term goals and keeping positive emotions and a healthy psychological state. The scholars further outline that older employees have a strong desire to make a meaningful impact and contribution to their jobs. Moreover, older employees possess an intense feeling of appreciation and to be treated as important members of the team. Therefore, employee retention strategies, when applied equally to an age-diverse workforce, may not produce the intended outcome. According to Dos Santos (2018), younger age employees are those between 18 and 44 years, while older employees are those aged between 45 and 65 years.

According to a study conducted by the Australian HR Institute (2021), on employing and retaining older employees, it is advised that to satisfy employee diverse age-related requirements, older employees should be provided with mentoring roles within their working teams, which in turn, benefits the organisation as it fosters the transfer of knowledge and experience to other employees. Pahos et al. (2021) extend this view by postulating that assigning older employees to extra roles such as mentoring, can create and/or enhance a competitive edge for the organisation. Older employees remain critical and desirable to organisations because they possess knowledge, experience and skills, which are transferable to younger employees and impact positively on the sustenance of an organisation's competitiveness.

In the context of the healthcare sector, which is characterised by shortages and/ or insufficient supply of nursing employees, in terms of literature review, older nursing employees are regarded as valuable and priceless assets. Kroeger (2010) states that recognition, job flexibility and training are effective mechanisms for establishing adequate retention levels for older employees. Moreover, the study by the Australian Human Right Commission (2021), which was conducted on employees aged between 46-65 years, it was

found that older employees require their experience to be valued and rewarded, flexible working hours with part-time options, continued access to training and development, as well as being listened to and consulted on their needs.

Dos Santos (2018) remarks that younger age employees are characterised by being tech-savvy. As a result, they embrace innovation, and they are constantly in search of new opportunities. Further, young employees are viewed as energetic, high performers, eager to make a mark and high maintenance. This group of employees is more willing to learn, they enjoy working in teams, they are more ambitious and are more motivated by monetary compensation. Younger employees are described as more loyal to their personal life than work, therefore, they require a flexible working environment. They possess a significant desire for constant interaction with friends and family. Thus, the study conducted by TalentKeepers (2019) states that to attain effective retention of younger employees, organisations should seek to be flexible. Meaning that work-life balance must be ensured, as young employees do not mind working long hours, but they do not want work to be their lives. They value personal life and they possess a strong desire to make a contribution to society. The author further states that organisations should adopt a leadership style that promotes effective communication and employee engagement. In other words, a leadership style that recognises that communication and engagement create innovation, trust, higher performance and so on.

The organisation's workplace environment and culture should allow employees to be vocal and be rewarded for the articulation of ideas in the organisation. Furthermore, the study advises organisations to establish opportunities for advancement for younger employees to achieve higher retention thereof. The study by Dos Santos (2018) also proposes open communication, work-life balance, rewards, and challenging and fulfilling work to accomplish desirable levels of younger age employee retention in organisations. Consequently, considering this background, the researcher used the age of nursing employees as a control variable in the current study.

Therefore, against the above-discussed context and background, the current study investigated the effectiveness of nursing employee retention strategies and how employee retention affects organisational performance in the private healthcare sector in South Africa.

2.8. CONCLUSION

First and foremost, the chapter discussed employee retention. Furthermore, organisational performance in general and the performance of private healthcare organisations were addressed in this chapter. This was followed by a discussion on the state of nursing around the world and in South Africa. Moreover, the chapter unpacked the benefits of effective retention of nursing employees. Employee turnover, as well as its effect on organisations in

general and on private healthcare organisations specifically, were outlined in this chapter. Finally, the chapter analysed the age of employees and retention.

CHAPTER 3

METHODOLOGY

3.1. INTRODUCTION

The previous chapter discussed the literature review. This chapter outlines the methodology adopted in the current study. Creswell (2013) defines methodology as the science and analysis of methods applied in research to ensure that valid, reliable and credible conclusions are deduced in terms of addressing a research problem. In a nutshell, methodology entails the study of various techniques that can be used in conducting a research study, thereby ensuring that a correct and suitable approach is implemented to efficiently accomplish the objectives of the study. Therefore, this chapter specifically deals with unpacking the strategy or procedures that the researcher implemented to attain the objectives of the current study. Accordingly, the research design of the study will be discussed. Also, the research method and philosophical perspective of the study will be set forth. Further, sampling in terms of strategy, size and frame will be detailed. The population which the study targets as its respondents will be presented in this chapter. Moreover, this chapter will explain the method for data collection and data analysis. Finally, the issue of ethical considerations of the study will be ventilated in this chapter.

3.2. RESEARCH DESIGN

According to Creswell (2009:23), “research designs are plans and the procedures for research that span the decisions from broad assumptions to detailed methods of data collection analysis”. Saunders, Philip and Thornhill (2016) define research design as the master plan and structure the researcher adopts to carry out the study. It entails a set of research methods and techniques chosen by the researcher in conducting the research study to effectively answer the research question. According to Creswell (2009), there are three key elements that inform the researcher’s decision to select a particular or specific research design for the study, namely the philosophical worldview a researcher advances to the study, procedures of inquiry, also known as research strategies or research methods and specific method for collecting data, data analysis and interpretation. In addition, the research design is further selected based on the type or nature of the research problem, the personal experience of a researcher and the study’s audience.

According to Malhotra (2010), there are three categories of research design, namely exploratory research design, causal (experimental) research design and descriptive research design. These categories of research design are detailed below.

3.2.1. Exploratory Research Design

Bradley (2013) states that exploratory research design entails research undertaking which seeks to discover new ideas and/or to clarify ambiguous situations. The scholar essentially remarks that exploratory research design is conducted when there is nothing and/or little known about a problem. Therefore, it is characterised by providing information where little and/or nothing is known about the situation. In that way, an exploratory research design is key in obtaining new insight, shedding light on a situation and to discover the status of a situation (Saunders, Lewis & Thornhill, 2009). Primarily, Saunders et al. (2009) advise three primary methods that can be utilised to conduct exploratory research. First, it can be conducted through an examination of the literature. Interviewing professionals on a subject is another method of conducting an explorative study. Lastly, it can be conducted through focus groups. In essence, exploratory research design entails collecting information in an unstructured and informal manner (Bradley, 2013).

3.2.2. Causal Research Design

Saunders et al. (2009) affirm that causal research, also known as explanatory research, determines the cause-and-effect relationship between variables. In other words, causal research may be adopted in a scenario wherein a researcher seeks to determine which variable is a cause (independent variable) and which variable is an effect (dependent variable). In essence, researchers undertake causal research to establish the impact of a variable on another variable. Creswell (2009) asserts that causal research entails conducting an experimental study to ascertain a relationship between variables. In this way, the authors further posit that causal research can be referred to as experimental research. Causal research can be undertaken when the aim is to discover whether a correlation exists between variables. For instance, in a business environment, an organisation can determine the effect or influence of sales training on revenue. In this instance, the research question would entail probing the correlation between employee training (independent variable) and revenue (dependent variables) of organisations. Thus, the objective would be to determine the nature of the relationship between a causal variable, which is employee training and the effect, which will be the revenue that is earned (Saunders et al., 2009).

3.2.2. Descriptive Research Design

According to Creswell (2009), a descriptive research design is a type of research design that entails gathering data to describe a situation, phenomenon and/or attitude. Therefore, the objective of descriptive research is to obtain information that reveals a description of the research subject. Saunders et al. (2009) assert that this research design is concerned with addressing what, who, where, when and how questions of a research study. The authors

advise that descriptive research is particularly unconcerned about determining and explaining the cause of a situation or answering the why questions. Furthermore, Van Zyl (2014) advises that a descriptive research design may be adopted when the objective of the study is to determine a relationship between two variables. Accordingly, researchers adopt descriptive design when they aim to establish the characteristics and/or profile of a group, such as consumers, organisations and so on. It can also be utilised to determine the degree to which variables are associated. Essentially, descriptive design entails collecting structural statistical data, which is subsequently analysed and verified using statistical techniques (Malhotra, 2010).

For the purposes of this study, descriptive and causal research was adopted as the researcher aimed to describe the effectiveness of employee retention strategies and determine the relationship between employee retention and organisational performance. Descriptive design was suitable to address the research problem of the current study due to its attributes which are to provide descriptions, to answer the 'how' questions and to determine the association between two variables. A causal research design was ideal, as the study investigated the influence of independent variables (employee retention strategies) on the dependent variable (organisational performance).

3.3. RESEARCH METHODS

Creswell (2013) presents three types of research methods, namely qualitative method, quantitative method and mixed methods. They analyse and seek to understand the meaning the study's respondents attribute to a social or human problem. It entails the utilisation of open-ended questions, capturing of themes and subsequently making interpretations of the meaning of data. Saunders et al. (2016) state that qualitative research methods are inductive and exploratory in nature. On the other hand, according to Creswell (2013) quantitative methods are objective in nature. They seek to test and examine the relationship that exists between variables. Accordingly, quantitative research methods entail measuring the relationship/s of variables by adopting closed-ended questions on the numbered instrument. Subsequently, numbered data are then analysed using statistical techniques. Therefore, quantitative methods are, in essence, characterised by testing theories in a deductive style, protection against bias, generalised and findings can be replicated. Meanwhile, Creswell (2013) highlights that mixed methods research entail using both qualitative method and quantitative method in a research study. In other words, mixed research methods combine and incorporate elements of both qualitative and quantitative research. Saunders et al. (2016) assert that to ensure that the overall study is conducted, presented and perceived as mixed approach research, components of both qualitative and quantitative methods ought to be used

in a tandem manner. Table 3.1 below summarises the essential characteristics of research methods:

Table 3. 1: Primary characteristics of research

RESEARCH METHODS	CHARACTERISTICS
Qualitative research	Inductive and explorative
Quantitative research	Objective and deductive
Mixed method research	Combination of qualitative and quantitative features

Source: Creswell (2009)

This study applied a quantitative approach, meaning that the researcher adopted an objective, unbiased and deductive style to accomplish the objectives of the study. Therefore, answers to the research questions were attained by using a numbered instrument comprising closed-ended questions to collect data and statistical techniques to analyse data. Furthermore, the rationale for using a quantitative design was its strength of allowing the researcher to obtain data from larger samples, which subsequently produced results that were generalised to the population studied.

3.4. PHILOSOPHICAL WORLDVIEWS

Creswell (2009) outlines four different perspectives as philosophical worldviews, which are central in the selection of the research design for the study. The choice of the research design is further informed and driven by a philosophical worldview a researcher intends to advance for the study. In other words, the belief and value systems of researchers about the world they live in also play a role in the selection of research design. In essence, philosophical worldviews are instrumental in terms of revealing the rationale behind the selection of a specific research design. Postpositive/positivist, social construction, advocacy/participatory and pragmatic are four varied perspectives in terms of philosophical worldviews. Positivist researchers adopt independent approaches in their studies. A positivist study is characterised by objectivity, meaning the theory is tested objectively. This viewpoint entails identifying and assessing the cause that influences the outcome. Hence, positivist studies consist of dependent and independent variables and may be repeated. Positivist researchers gather quantifiable data and the findings thereof are generalised. Secondly, the social constructivist worldview is a perspective which advances that individuals seek understanding about the environment they live and work in. Subsequently, they develop subjective views and the meaning of their experiences. The social constructivist perspective is compatible with the qualitative study, whereby a researcher converges a variety of views from the participants regarding the situation being studied. In other words, a constructivist researcher creates a theory after interpreting and making sense of the participants' meanings about the subject of the study.

Creswell (2009) further affirms that another viewpoint researchers may advance in their studies is advocacy, also known as the participatory philosophical worldview. The advocacy worldview is driven by politics. Researchers who adopt this perspective seek to emancipate the participants of their studies by advancing a political agenda as a point of departure or a focal point. This perspective seeks to address crucial pertinent social issues which mainly affect marginalised individuals. For instance, these issues include empowerment, oppression, inequality and so on. Essentially, through their studies, advocacy researchers seek to create a political debate and discussion to mobilise change. Lastly, Creswell (2009) advises of pragmatism philosophical worldview as a researcher's perspective. Researchers who believe in this viewpoint use all methods and techniques available to solve and best understand a research problem. Pragmatism researchers are not committed to any philosophical perspective. It is essentially associated with mixed method studies, whereby researchers draw from qualitative and quantitative approaches to address the research problem optimally.

For this study, the philosophical worldview that the researcher adopted and advanced was a positivist perspective. Accordingly, the study intended to determine the effect of independent variables on dependent variables, including establishing the role of a moderating variable. The researcher believed in collecting quantifiable data, thereby using quantitative statistical analysis to establish the outcome. In essence, in this study, the researcher advocated for the stance of conducting research on a sample of the population and ultimately generalising the findings. Furthermore, the researcher subscribed to the paradigm of adopting an independent position. In that way, the objectives of the study were attained from an objective framework.

3.5. DATA COLLECTION METHODS

Shezi (2016) asserts that researchers can select various data collection techniques. Creswell (2009) outlines specific data collection techniques for each research method. Surveys and experiments are two techniques that are forms of quantitative research methods. Essentially, surveys may be conducted in a cross-sectional or longitudinal manner. Cross-sectional style is whereby data collection is done at one point in time, while in the longitudinal approach, data are collected over time or repeatedly. Survey research entails conducting a study using a sample of the population and, subsequently, generalising the findings to that population. Meanwhile, experimental research methods are fundamentally about determining whether a specific treatment influences an outcome. For instance, experimental research can be conducted by providing a certain treatment on one group and withholding it on another group to establish the impact thereof.

In terms of qualitative research method, Creswell (2009) affirms five types of data collection techniques, namely ethnography, grounded theory, case studies, phenomenological research

and narrative. Essentially, ethnography is a qualitative data collection technique that focuses on studying a specific cultural group with the aim of obtaining descriptive findings thereof.

Grounded technique entails a study wherein a researcher constructs a hypothesis or theory through collecting and analysing data. Meaning the researcher develops a theory through the views of participants. In terms of case studies, they are an approach whereby a researcher implements various data collection techniques to generate comprehensive, in-depth data and detailed understanding about a subject. Phenomenological technique is whereby a researcher set aside his or her experiences about a subject or phenomenon in question and seek to extensively understand those of the participants of the study. Lastly, narrative data collection entails qualitative inquiry wherein a researcher engages in an investigation in a form of a discussion with research subject about their lives and/or experiences and, ultimately, shaping and retelling the findings into chronological narrative. Finally, the summary of data collection methods is indicated in Table 3.2.

Table 3. 2: Summary of data collection methods

DATA COLLECTION METHODS	
Qualitative research	Quantitative research
Ethnography	Survey
Grounded theory	Experimental
Case studies	
Phenomenological	
Narrative	

Source: Creswell (2009)

In terms of the data collection technique, the current study used a survey. Primarily, this technique suited the study due to its ability to gather data from a highly representative sample of the population. Thus, the survey approach allowed the researcher to extrapolate the findings as a general sentiment of the nurses who work for private healthcare organisations. The survey research was further preferred due to its ability to obtain honest results from the participants. Moreover, the study was cross-sectional, meaning that one sample was examined at one point in time.

Table 3. 3: The link between philosophical worldview and research methods

PHILOSOPHICAL PERSPECTIVES	RESEARCH METHODS	CHARACTERISTICS
Positivist	Quantitative	*Independence *Objective testing of theories *Testing the relationship between variables.
Social construction	Qualitative	*Seek deep understanding about individuals' views.
Advocacy/participatory	Qualitative	*Emancipatory *Combine research with politics

Pragmatic	Mixed method	*Flexible, efficient and practical
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Source: Creswell (2009)

3.6. SAMPLING

Van Zyl (2014) presents that for larger populations, it is generally cumbersome and impractical to collect data on the entire population of the study. In other words, achieving total participation when the population is large is improbable and, in most cases, impossible. The author further state that obtaining data from the whole large population may not only be difficult and expensive but also that it is not necessary. Thus, when the population is large and/or geographically dispersed, the researcher should select a subset of the population, which is then called a sample of the study. Specifically, the process of selecting a subset of the population to gather statistical inferences and extrapolate the entire population is called sampling (Nanjundeswareswamy, 2021).

3.6.1. Population

According to Sikwela (2016), the population of the study is a set of individuals, items and/or units to which the researcher generalise the findings of the study. It is an identified group of interest of individuals, items and /or units from which the researcher draws inferences. In other words, population refers to the entire group that the researcher seeks to deduce conclusions. Notably, the population of the study may be organisations, people, individuals, incidents and so on relevant to the study. Specifically, the study primarily sought to highlight the effectiveness of nursing employee retention strategies and how employee retention affects organisational performance in the private healthcare sector in South Africa. Accordingly, the population of the study was nursing employees who private healthcare organisations in South Africa employ.

3.6.2. Target Population

Casteel and Bridier (2021:344) state that a “target population is the specific, conceptually bounded group of potential participants to whom the researcher may have access that represents the nature of the population of interest”. The authors further advise that a target population should be defined adequately and identified to avoid discrepancies with the study population. Thus, the researcher should ensure that the target population is well representative of the population. It should be sufficiently exclusive to ensure that the study examines or possesses participants who well represent the population to accomplish the desired goal accurately. In addition, the target population must be inclusive enough to ensure sufficient data are obtained. In a nutshell, a target population entails a subset of a population of interest with the description of inclusion and exclusion criteria properly outlined as to who

may or may not participate in the study. Therefore, the target population of this study was the nursing employees who work for private healthcare organisations located in the Free State province and KwaZulu Natal province in South Africa. First, the researcher opted for this target population based on the objective of the study. Secondly, the target population was selected based on elements such as accessibility, feasibility and cost-effectiveness.

3.6.3. Sampling Frame

It is paramount that the sampling frame is clearly defined and large enough to enable the researcher to gather sufficient and relevant data for the study. The sampling frame is an operationalised representation of the target population and is the group of units from which the sample is recruited (Casteel & Bridier, 2021). This means that determining a target population serves as a prerequisite for a sampling frame. Essentially, a sampling frame is a list of all sample elements available for selection during sampling. In other words, it is precisely the group of individuals that the researcher engages in participating in the study. Thus, in terms of this study, the sampling frame was all nursing employees employed by private healthcare organisations based in South Africa.

3.6.4. Sampling Techniques

Literature review presents two broad sampling techniques that a researcher may adopt to select the sample of the study. On the one hand, Smart (2012) reveals a probability sampling technique, which entails a process wherein each individual or sampling unit possess an equal, known and non-zero chance of participating in the study. With the probability sampling technique, the researcher uses a form of random selection to ensure that all individuals have an equal probability of being selected. Essentially, probability sampling is characterised by the ability to minimise and/or prevent the element of bias in selecting the participants of the study. It thus guarantees that the outcome is well representative of the study's population. Singh and Masuku (2014) outline the techniques discussed below as forms of probability sampling:

- ❖ Simple random – In this sampling technique, all individuals of a selected subset of the population have an equal chance of inclusion in the sample of the study.
- ❖ Cluster – In this technique, the researcher splits or divides the entire population into groups. Thereafter, a random sample of these groups is selected.
- ❖ Systematic – with systematic sampling, the researcher uses a regular interval approach to randomly select a sample from a population.
- ❖ Stratified sampling – this technique entails random selection of the sample by dividing the population into smaller sub-groups/strata based on individual's shared attributes.

On the other hand, Nanjundeswareswamy (2021) reveals a non-probability sampling technique, which is an approach whereby a sample of the study is selected based on the subjective judgement of the researcher. With the non-probability sampling method, individuals are not selected on a random basis. Thus, individuals of the population have a known chance of being selected as a sample of the study. Meaning individuals of a population do not have an equal chance of participating in the study. Similarly, with probability sampling, Van Zyl (2014) presents four sampling techniques as a category of non-probability sampling methods, namely:

- ❖ Convenience sampling – primarily, with this sampling technique, the participants of the study are selected from the population at the convenience of the researcher.
- ❖ Judgemental/purposive sampling – this technique entails selection of the sample based on being deemed fit to participate in the study by the researcher.
- ❖ Snowballing sampling – with this form of non-probability sampling technique, the researcher obtains the sample of the study by being referred to other participants by those who would have already participated.
- ❖ Quota sampling – essentially, with quota sampling, the researcher splits the population into mutually exclusive subgroups, thereafter, non-randomly selects the participants from those different subgroups.

Table 3. 4: Summary of sampling methods

PROBABILITY SAMPLING METHODS	PROBABILITY SAMPLING METHODS
Simple random	Convenience sampling
Cluster	Judgemental/purposive sampling
Systematic	Snowballing sampling
Stratified sampling	Quota sampling

Sources: Singh and Masuku (2014); Van Zyl (2014)

Specifically, for this study, the researcher adopted a non-probability convenience technique. Essentially, this technique was preferred due to its flexibility in allowing the selection of those individuals who are accessible to the researcher, as the population of the study was too large and geographically dispersed to be all included. Furthermore, the convenience sampling technique was opted for based on its cost-effectiveness. In other words, the researcher did not require costly or expensive measures to recruit participants for the study.

3.6.5. Sample Size

Van Zyl (2014) asserts that the sample size of the research study refers to the specific quantity of individuals, items and/or units that are chosen from the sampling frame from which data are

collected. Furthermore, the author highlights that the sample size is considered a vital element for research studies that seek to make inferences about the population from a study sample. In other words, attention to the number of units for data collection is imperative when the researcher aims to draw a conclusion about the population of the study based on the statistics of the sample size. It is worth noting that there is no clear-cut and definitive answer in the literature regarding perfect sample size. However, Singh and Masuku (2014) advise researchers to opt for a larger sample size to eliminate and mitigate sampling errors. In essence, sampling errors are a culmination of a researcher's failure to select a sample and/or sample size that is appropriately representative of the entire population of the study. The authors further advocate for larger sample sizes due to their capacity and characteristic for enhancing the findings of a study.

Van Zyl (2014) affirms that a sample size of 200 units or more is large enough to be sufficiently representative of any number of populations. In line with this perspective and based on historical methods, the current study opted for a sample size of 300 nursing employees in private healthcare facilities within the demarcated areas. The historical method refers to the sample size consistent with sample sizes selected in similar studies conducted previously. For instance, Kurdi, Afaishat and Alshurideh (2020), in the study probing employee retention and organisational performance, used 340 as the sample size. In their study on work-life balance, job satisfaction and turnover intention among employees, Oosthuizen et al. (2016) used a sample size of 260. Furthermore, Kyndt et al. (2009), in the study titled "employee retention: organisational and personal perspective", had a sample size of 349 was utilised. Table 3.5 shows other authors who used a similar sample size as the current study.

Table 3. 5: Previously adopted sample size

Author/s	Sample size
Chung et al. (2021)	302 undergraduates and graduate students in the field of hospitality
Ikram et al. (2021)	377 faculty members of 19 higher education institutions
Book et al. (2019)	373 employees of a hotel and casino resort
Haldorai et al. (2019)	308 five-star hotel employees
Presbitero et al. (2016)	258 employees in outsourcing companies
Ohunakin et al. (2019)	324 employees of six university guesthouses
Oh and Oh (2017)	375 employees
Saleem and Qamar (2017)	250 faculty members of private and public universities
Kim et al. (2020)	203 employees of a casino hotel

Source: Chatzoudes and Chatzoglou (2022)

3.7. QUESTIONNAIRE DESIGN

A questionnaire is a research tool used to gather data from participants (Kabir, 2016). A questionnaire comprises questions, which are answered by participants in relation to the topic or research subject. Subsequently, researchers make use of the responses from participants to answer research questions and to make extrapolations from the study. Essentially, researchers ordinarily opt for questionnaires as a quantitative data collection method due to their cost-effectiveness and user-friendliness to participants (Tay & Jebb, 2016). In addition, Kabir (2016) states that questionnaires are characterised by producing standardised answers, which make it easier for researchers to interpret the meaning of the data. Researchers ought to ensure that questions contained in the questionnaire are accurately relevant in relation to the desired data. Specifically, the questionnaire for this study consisted of four sections. The first section sought biographical information of participants, which was their age, gender, marital status and years or duration the participants have been working in the respective hospitals. The second section dealt with questions pertaining to the strategies for employee retention. The third section posed questions about employee retention. Finally, the fourth section comprised questions about organisational performance.

3.7.1. Scale Development

Tay and Jebb (2016) define scale development as a process whereby a researcher creates a valid measure to assess the attribute of interest. Put differently, it entails scaling the views of the participants about the constructs of the study. Therefore, the current study made use of a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree to score the items. The Likert scale is notably renowned for simplifying the process of examining and analysing multiple items. Essentially, the researcher modified previously used items to assess the participants' perceptions of the study's constructs. Specifically, in Section B, the researcher adopted items from Nyanjom (2013), Akala (2012), Sow et al. (2016), Razak et al. (2015) and Agha et al. (2017). The items in Section C were adopted from the study of Kyndt et al. (2009). Finally, the researcher used items from Hernaes et al. (2012) in Section D.

3.7.2. Construct Development

According to Van Zyl (2014), construct development is a crucial element for any research study, as it entails the identification and definition of what the study seeks to measure. The author essentially describes a construct as a subject matter that the researcher strives to measure and establish from the responses of participants to a questionnaire. Construct development is done by relating the study's variables, research question and questionnaire items (Creswell, 2009). In terms of developing and defining the construct, the current study

adopted constructs as they have been used by other authors in the past. Accordingly, the constructs of the study are outlined in Table 3.6 below. In addition, the table provides definitions of the constructs as well as the number of items adopted to measure them:

Table 3. 6: Summary of the study’s constructs

CONSTRUCT	VARIABLE CATEGORY	DEFINITION	MEASUREMENT ITEMS NO.
1.Employee Retention Strategies	Independent Variables	Deliberate measures implemented to encourage employees to stay and provide their services to the organisation for a maximum period of time.	26
1.1. Compensation	Independent Variables	cash and non-cash benefits that employees receive for their services in the organisation.	6
1.2. Training and Development	Independent Variables	It is the provision of opportunities for employees to develop in their careers	5
1.3. Leadership and Supervision	Independent Variables	manager’s or individual’s ability to effectively influence and supervise employees in a motivational approach to successfully accomplish organisational goals	6
1.4. Working Conditions	Independent Variables	Working environment, as well as all the elements contained in the employee’s contract of employment.	5
1.5. Work-Life Balance	Independent Variables	It is a desirable balance between the employees’ personal life and professional life.	5
2. Employee Retention	Mediator Variable	Policies and practices companies use to prevent valuable employees from leaving their jobs.	6
3. Organisational Performance	Dependent Variable	reflection of employees’ productivity in the organisation which can be measured by revenue, profit, growth and so on	6

Source: Author

3.8. DATA COLLECTION

Creswell (2011) describes data collection as a process of gathering fact information relevant in terms of enabling the researcher to answer the question of the study. Thus, data collection is a vital element for any research study. The author highlights that data collection ought to be conducted in a precise manner. Failure to obtain accurate data may negatively affect the results. Inevitably, inaccurate results translate to invalid outcomes for the study. Data collection may be categorised into two forms, namely primary data collection and secondary data collection. Ordinarily, in terms of a comprehensive research study, both categories of data collection are utilised. In this way, researchers start by collecting secondary data, termed a literature review, to ascertain context and findings obtained by other researchers on a similar topic. Subsequently, researchers embark on the process of primary data collection, which is

first-hand information intended to fill existing gaps in research. Accordingly, for this study, the researcher used both categories of data collection, as detailed below.

3.8.1. Secondary Data Collection

As mentioned above, as per Creswell (2011), researchers are advised to start with conducting secondary data collection when embarking on a comprehensive research study. Parveen and Showkat (2017) amplify this viewpoint by stating that it is always prudent to commence with secondary data collection when conducting research as secondary data can be utilised as a baseline. Secondary data are information or data that is already available. In other words, it entails reviewing the literature, which is analysing data that has been used in the past to establish the finding of other researchers regarding the identical or similar subject. Thus, secondary data entails information collected from a source or sources that have already been published (Parveen & Showkat, 2017). Accordingly, for this study, a review of the literature was conducted to obtain secondary data regarding the following factors:

- ❖ Effectiveness of retention strategies for employees
- ❖ Benefits associated with effective retention of nursing employees
- ❖ Nursing employee turnover
- ❖ Impact of nursing employee turnover in hospitals
- ❖ Relationship between employee retention and organisational performance
- ❖ Role played by the age of employees between retention strategies and employee retention.

Specifically, the literature that the researcher analysed comprised book publications, academic journals, publications from organisations, e-newspapers, annual reports, conference publications and the internet.

3.8.2. Primary Data Collection

Kabir (2016) states that the information which researchers gather from first-hand experience is referred to as primary data. Furthermore, the author affirms that primary data are not only authentic, but also it is more objective and reliable. Essentially, its validity level is superior to secondary data, as it has not been tampered with by any researcher. In other words, a research study that is only conducted with secondary data is less reliable. Therefore, its validity is not only questionable, but also it can be misleading and biased as it is based on information that researchers may already manipulate. Therefore, researchers should acquire primary data to optimise reliability and validity for research studies. Primary data may be gathered through various methods, such as self-administered questionnaires, personal

interviews, experiments, online surveys and so on. Specifically, for the purposes of this study, the researcher opted for self-administered questionnaires to collect primary data from primary sources.

3.9. DATA ANALYSIS

According to Creswell (2013), data analysis entails processing raw data into a useful and interpretable state to gain insight regarding the relationship between data groups, thereby enabling the researcher to address the research question. The author affirms that quantitative data are based on numbers; thus, analysis thereof focuses on numeric methods such as statistical procedure and so on. In other words, researchers who adopt a quantitative approach derive meaning and conclusion from the statistical outcome. Congruently, the current study collected quantitative data. Therefore, the researcher conducted quantitative data analysis, which is a process of analysing number/value-based data, as aforementioned. In this way, the data were entered into an Excel sheet on a computer before being exported and analysed using Statistical Package for Social Science software. Malhotra (2010) asserts that quantitative statistical data analysis in survey research further entails deducing and drawing inferences which may be categorised into descriptive analysis and inferential analysis as outlined below:

3.9.1. Descriptive Statistical Analysis

Sutanapong and Louangrath (2015) state that descriptive statistics is a statistical description of raw data obtained from the participants of the study. It is a discipline that quantitatively describes important elements of the dataset. Descriptive statistics enables researchers to summarise and present data in a meaningful way using graphical tools such as charts, tables and graphs. Patterns emerge, thereby allowing simpler interpretations regarding the meaning of data. Yellapu (2018) affirms that descriptive statistics are a crucial part of initial data analysis and play a foundational role in comparing or measuring variables. Essentially, descriptive statistical data analysis uses measures of central tendency and measures of dispersion to describe data. Measures of central tendency entail describing data by using a single value which is the central position within a dataset. Accordingly, mean, median and mode are the three main measures of central tendency. On the other hand, measures of dispersion reveal the variation of data from one another and provide a clear idea about the distribution of data. In other words, it describes the spread of data. Standard deviation, Range and Interquartile Range are three commonly utilised forms of dispersion.

3.9.2. Inferential Statistical Analysis

According to Sutanapong and Louangrath (2015), inferential statistical analysis is a process whereby researchers make inferences about the population based on the descriptive statistics obtained from a sample. It is, therefore, about deducing the results of the analysis to the larger population of the study. In other words, it entails the techniques that allow researchers to make generalisations about populations from sample outcomes. Thus, the goal of inferential statistical analysis is essentially to make generalisations about the population. Van Zyl (2014) declares two categories of inferential statistics, namely hypothesis testing and regression analysis. Researchers use hypothesis testing to test assumptions and draw conclusions. Accordingly, hypotheses are used to decide whether the data at hand sufficiently support a particular hypothesis. On the other hand, regression analysis is used to address the estimation of relationships between variables of the study. Its role is to quantify and assess the strength of the relationship to determine how the variables impact one another. In the study, Pearson's correlation analysis was conducted to investigate the relationship between the five retention strategies and employee retention. Furthermore, the Pearson correlation was adopted to determine the relationship between the five retention strategies and organisational performance. The researcher also used Pearson's correlation analysis to assess the relationship between employee retention and organisational performance. Moreover, regression analysis was applied to establish the influence of retention strategies on employee retention, also to determine the moderating role of employee retention between retention strategies and organisational performance, as well as to assess the role of age on employee retention of nursing employees within private healthcare organisations in the demarcated areas.

3.10. RELIABILITY

According to Surucu and Maslakci (2020), reliability concerns the extent to which data collection and analysis methods yield consistent results. It entails the ability of repeatability. For instance, a scale or test is regarded as reliable if repeat measurements made by it under constant conditions will produce the same results. Accordingly, testing for reliability remains critical as it deals with ensuring that the findings of the study are consistent, dependable and trustworthy. Essentially, a scale is perceived as highly consistent based on the degree of interrelationship or homogeneity among the items, in terms of being consistent with one another regarding measuring the same phenomenon. Taherdoost (2016) advises researchers to aim for high internal consistency reliability. The author accordingly defines internal consistency reliability as the extent to which separate items on a scale relate to each other. Thus, an instrument with a greater internal consistency reliability measures the intended construct or phenomenon more accurately. According to Van Zyl (2014), other mechanisms

to assess reliability include test-retest and equivalence forms. Test re-test reliability is adopted to measure consistency between two measurements of the same construct used on the same sample at two different points in time. On the other hand, equivalence forms are a test of consistency between two halves of a construct measure.

For the purposes of the current study, the internal consistency reliability mechanism was used to determine the appropriateness and adequacy of the instrument. According to Bhattacharjee (2012), internal consistency reliability can be measured by Cronbach's alpha. The author defines Cronbach's alpha as a measure of internal consistency, in other words, how closely related a set of items are as a group. Notably, Cronbach's alpha is viewed as the most effective measure of reliability when making use of the Likert scales (Taherdoost, 2016).

3.11. VALIDITY

Research validity is defined as the degree or extent to which the construct or concept is accurately measured (Bradley, 2013). Put differently, validity concerns whether the measuring instrument measures what it is intended to measure and is a measure of how well the measuring instrument performs its function. In other words, it entails determining whether the expressions in the scale are suitable and are according to the purpose of the research (Surucu & Maslakci, 2020). In that way, Surucu and Maslakci (2020) further assert that for the study to yield beneficial results, the researcher ought to ensure that the measuring instrument measures what it claims, as the use of a validated measuring instrument ensures that the findings obtained after the analyses are valid. In addition, the authors affirm that a measuring instrument may be reliable but not valid; however, if a measuring instrument is valid, it is likely to be reliable. Accordingly, testing the validity of the measuring instrument is much more imperative than assessing its reliability. Specifically, in terms of the quantitative research study, content and construct validity ought to be considered (Malhotra, 2010).

3.11.1. Content validity

Trochim (2006) states that content validity refers to the extent to which an instrument of the study accurately measures all aspects of the constructs. In other words, content validity assesses whether the items of the research instrument are representative of all facets of the constructs. The research measuring scale or instrument is viewed to have content validity if the items thereof are relevant and compatible with the constructs it seeks to measure. Essentially, content validity can be achieved by asking knowledgeable people and/or field experts to assess and judge the instrument in terms of whether it is fit for purpose or not. Accordingly, the researcher achieved content validity for the current study by circulating the research instrument/questionnaire to business management faculty experts for pretesting.

3.11.2. Construct Validity

According to Trochim (2006), construct validity refers to the extent to which inferences can legitimately be made from the operationalisations in a study to the theoretical constructs on which those operationalisations were based. In essence, construct validity is addressed by demonstrating both convergent and discriminant validity. In other words, construct validity is established by ensuring convergent and discriminant validity. Convergent validity is concerned with showing that measures that should be related are indeed related. On the other hand, discriminant validity entails demonstrating that measures that should not be related are certainly not related. Factor analysis was used to establish convergent and discriminant validity. Bhattacharjee (2012:135) states that “factor analysis is a data reduction technique that is used to statistically aggregate many observed items into a smaller set of unobserved variables based on their underlying bivariate correlation patterns”.

3.12. PILOT STUDY

A pilot study was conducted to determine the reliability of the instrument. This entailed pre-testing the data collection instrument, which is a process of distributing the research questionnaire to a limited number of potential respondents (Van Zyl, 2014). Accordingly, the instrument was administered to 30 nursing employees to establish mistakes, errors and anything difficult to understand from the designed questionnaire. The second intention for pre-testing the instrument was to gauge the clarity of the questions and whether the instrument was capturing information as intended, as well as verifying whether any important aspects were omitted (Van Zyl, 2014). The results thereof are reported in Chapter 4, and they were omitted from the final study.

3.13. ETHICAL CONSIDERATIONS

Akala (2012:29) states that “ethics have an impact on human welfare, as they refer to norms that govern human conduct”. Primarily, ethics entails making a judgement regarding right and wrong behaviour. Thus, researchers are responsible for assessing and mitigating any harm that may affect the research participants. Accordingly, the researcher obtained ethical clearance (UFS-HSD 2022/0418/22) before collecting data, as the study involved human participants. Ethical clearance ensured that the study was conducted ethically by, amongst others, confirming that participants’ rights were protected and that there was no misrepresentation of data. In addition, permission from healthcare organisations to conduct the study was sought. Moreover, participants were informed that participation in the study was voluntary and that they may pull out at any time without consequences. The participants were also not required to provide their names to make sure that they remained anonymous.

3.14. CONCLUSION

This chapter presented the methodology for the current study. Essentially, the chapter provided a detailed discussion of the research design. This was followed by a discussion of the research method and philosophical viewpoint. Moreover, this chapter also outlined methods for sampling, data collection and data analysis. Lastly, the chapter explained the ethical consideration aspects of the study; therefore, the next chapter presents the data analysis and findings of the study.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.1. INTRODUCTION

In this chapter, the researcher deals with the analysis and interpretation of the data obtained from nursing employees who are employed by private healthcare organisations. First, the results of the pilot study are provided in this chapter, followed by a presentation of the descriptive statistics for the gathered data. The chapter also addresses the reliability of the study. Furthermore, the chapter examines outputs from factor analysis, correlation analysis and regression analysis.

4.2. PILOT STUDY RESULTS

As mentioned in Section 3.12, a pilot study was conducted to establish the internal consistency reliability of the items used in the research instrument. Abu Hassan (2006) advises that conducting a pilot study is a crucial part of research undertaking as it assists the researcher in identifying potential defects and problems in the research instrument prior to conducting the actual study. Therefore, for this study, the research questionnaires were distributed to 30 nursing employees who did not form part of the main study. As stated in Section 3.10, Cronbach's alpha was used to assess the internal consistency of the instrument. The results thereof are presented in Table 4.1:

Table 4. 1: Outputs of Pilot Study

SECTION B, C & D	NO. OF ITEMS	N	CRONBACH'S ALPHA
B1.1 – B1.6	6	30	0.976
B2.1 – B2.5	5	30	0.977
B3.1 – B3.6	6	30	0.964
B4.1 – B4.5	5	30	0.953
B5.1 – B5.5	5	30	0.978
C.1 – C.6	6	30	0.974
D.1 – D6	6	30	0.974

Notably, the reliability of the research instrument is deemed excellent, thus reliable and dependable, as per the guidelines provided by Salkind (2010) for interpreting Cronbach alpha coefficients, which are tabulated in Table 4.2.

Table 4. 2: Cronbach’s Alpha Interpretation

CRONBACH'S ALPHA	INTERNAL CONSISTENCY
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: Salkind (2010)

4.3. DESCRIPTIVE STATISTICS

This section presents the empirical results of the data that the researcher obtained through distributing questionnaires among nursing employees in private healthcare organisations. The researcher used percentages and frequencies to present the descriptive statistics. The next section presents the demographic profile of respondents.

4.3.1. Demographic Profile

This subsection discusses the demographic profile of the participants of the study. The study obtained 226 responses which translates to 75 percent response rate. The demographic profile was established by asking questions pertaining to age, gender, marital status and years working in the current hospital. Accordingly, the demographic profile of the respondents is presented next.

4.3.1.1. Age of Participants

Essentially, Table 4.3 and Figure 4.1 depict the age composition of the participants of the study. The age of the participants ranged from 18 to 60 years. Most of the participants were those aged between 41 to 45 years, making up 18.1 percent (41 participants). The second highest percentage of the participants was 17.3 percent (39 participants), which was those who were aged between 46 to 50 years. The third largest portion of participants was 13.7 percent, which fell within the group aged between 51 to 55 years (31 participants). The groups of participants aged between 36 to 40 years comprised of 28 participants (12%). Similarly, the group aged between 56 to 60 years also consisted of 28 participants (12.4%). The 31 to 35 years age group contained 11.5 percent, which was a total of 26 participants. This was followed by those who were aged between 26 to 30 years, who made up a total of 10.6 percent (24 participants). Lastly, the lowest age band was those who were aged between 18 to 25 years, as there were only nine participants, which made up 4 percent.

The results revealed that most of the nursing employees in private healthcare organisations are those between the ages of 41 to 60 years, which accounted for 61.5 percent participation.

This outcome is precisely consistent with the national statistics regarding the age bands for nursing employees in the country, as shown in Section 2.4.2. Therefore, these results support the literature in that there is an ageing nursing workforce in the country. On the other hand, the results reflect that there is a small number of nurses who are joining the profession, as those who fall within the age band 18 to 30 years only accounted for 14.6 percent.

Table 4. 3: Age Composition

AGE BAND	FREQUENCY	PERCENT %
18 to 25	9	4.0
26 to 30	24	10.6
31 to 35	26	11.5
36 to 40	28	12.4
41 to 45	41	18.1
46 to 50	39	17.3
51 to 55	31	13.7
56 to 60	28	12.4
TOTAL	226	100.0

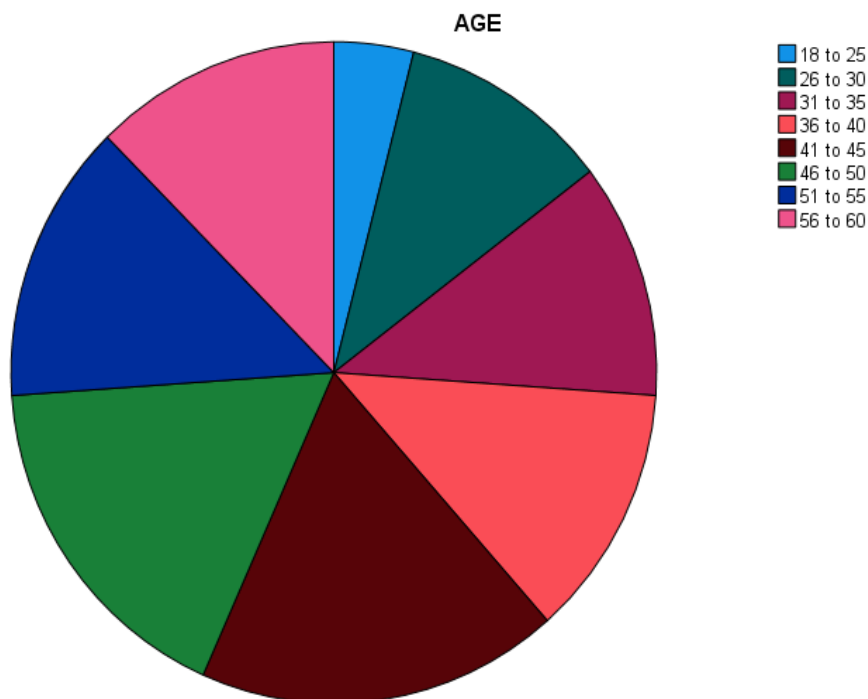


Figure 4. 1: Age Composition

4.3.1.2. Gender of Participants

Table 4.4 and Figure 4.2 illustrate the composition of gender for the participants of the study. As aforementioned, the total participants were 226. Out of these, 203 were female participants and 23 were male participants. Thus, female participants accounted for 89.8 percent, which was the majority participation. On the other hand, male participants accounted for 10.2 percent.

The results revealed that most nursing employees are female. Notably, the results are congruent with the published national statistics on the gender composition of nursing employees in the country (SANC, 2021). Essentially, across the country, male nursing employees account for 10.4 percent, thus, the results substantiated the literature.

Table 4. 4: Composition of Gender

GENDER	FREQUENCY	PERCENT %
Male	23	10.2
Female	203	89.8
TOTAL	226	100.0

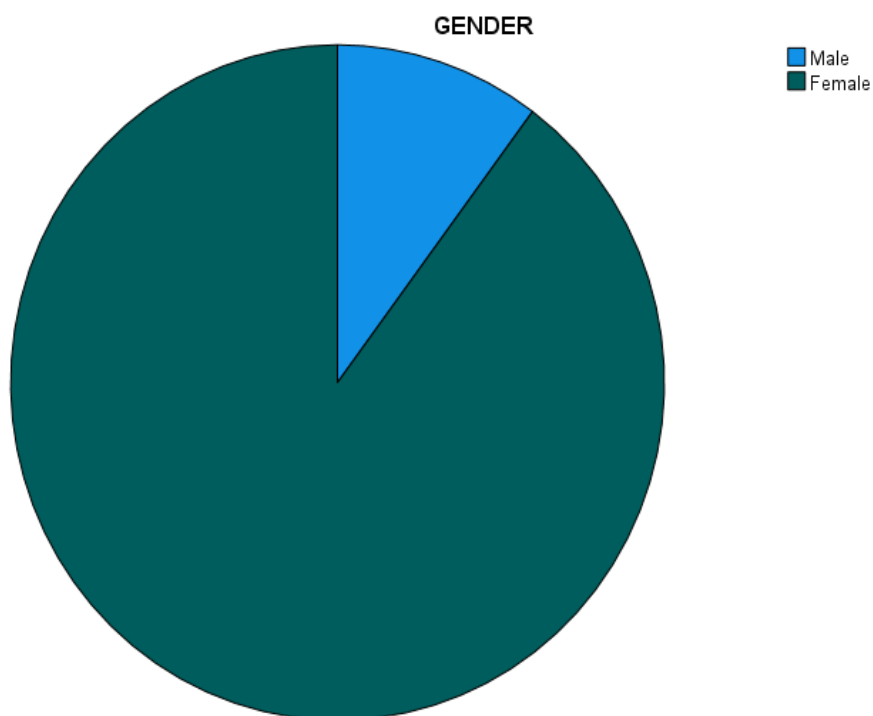


Figure 4. 2: Composition of Gender

4.3.1.3. Marital Status of the Participants

The participants were requested to indicate their marital status, in terms of whether they are married, single or other. In essence, 'other' represented the group of participants who were either divorced or widows/widowers. Thus, 103 participants were married nursing employees, which accounted for 45.6 percent participation in the study, while 84 participants were single nursing employees. The single group participants contributed 37.2 participation in the study. Lastly, those who fell within the 'other' category were 39 participants, therefore, constituting 17.3 percent participation in the study. The results reflect that the majority of nurses in the private healthcare organisations are married. Table 4.5 and Figure 4.3 present the study's participants' marital status output:

Table 4. 5: Marital Status of the Participants

MARITAL STATUS	FREQUENCY	PERCENT %
Married	103	45.6
Single	84	37.2
Other	39	17.3
TOTAL	226	100.0

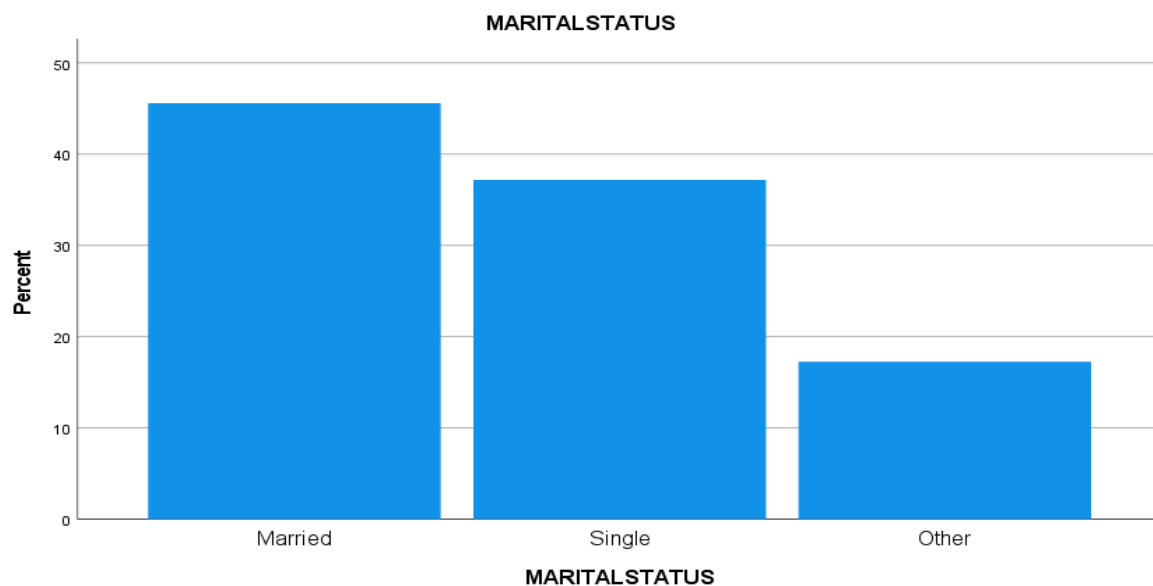


Figure 4. 3: Marital Status of the Participants

4.3.1.4. Years in Current Hospital

The participants of the study were further requested to state their years of service working in the current healthcare organisation. As shown in Table 4.6 and Figure 4.4, the tenure options were less than 1 year, 1 to 5 years, 6 to 10 years, 11 to 19 years and 20 years or more. The results revealed that the nursing employees who participated in the study have been in the employment of the current organisations for 6 to 10 years (32.2 percent). This was followed by those who have been working for the organisation for 11 to 19 years (27.4 percent). The group of participants who have been in the employment of the current organisation for 1 to 5 years were 52, forming 23 percent participation, while those who were recently employed (less than 1 year) made 10.2 percent participation in the study (23 participants). Finally, the lowest participation was a group of employees who have worked in the current organisation 20 or more years, which was 16 participants (7.1 percent).

Table 4. 6: Years in Current Hospital

YEARS IN CURRENT HOSPITAL	FREQUENCY	PERCENT %
<1 year	23	10.2
1 to 5 years	52	23.0
6 to 10 years	73	32.3
11 to 19 years	62	27.4
20 years or more	16	7.1
TOTAL	226	100.0

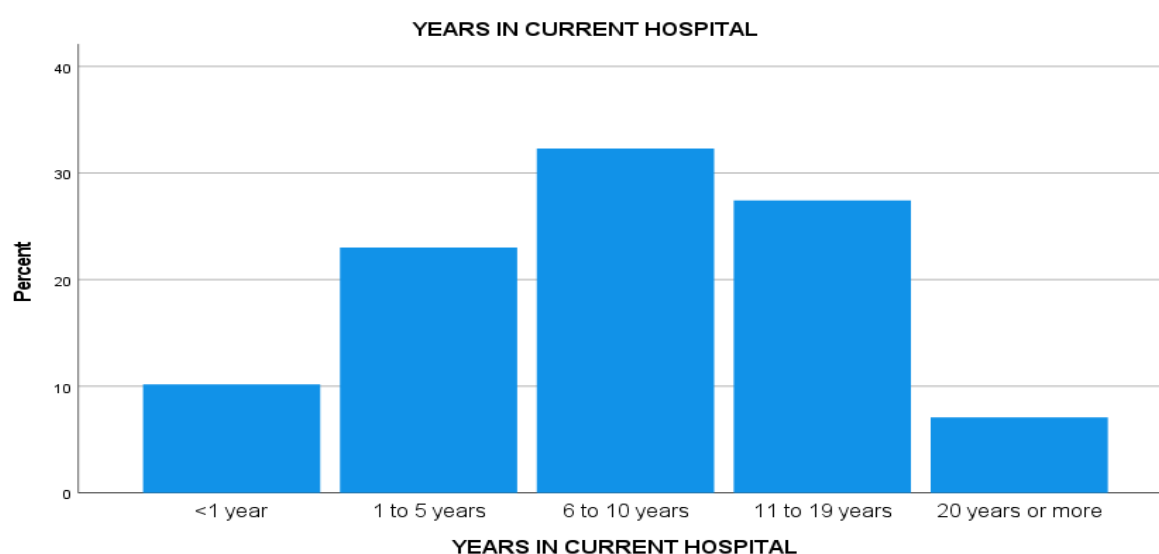


Figure 4. 4: Years in Current Hospital

4.3.1. Descriptive Statistics of Variables

Table 4.7 illustrates the descriptive statistics for the variables used in sections B, C and D. The section presents the mean, standard deviation, kurtosis and skewness of the variables.

Regarding the compensation, which consisted of six items, the overall mean value was $\bar{x}=2.81$. This outcome implies that nursing employees moderately disagree that compensation is satisfactory within their respective organisations. This indicates that they are not satisfied with the compensation. Thus, their stay cannot be attributed to the compensation that they currently receive. This output substantiated the literature as other scholars found similar results, as cited in Section 1.2.1. Specifically, amongst others, the study of Khunou and Davhana-Maselesele (2016) revealed that 86.7 percent of nursing employees were dissatisfied with their salaries. The overall mean value for the training and development variable, which comprised five items, was $\bar{x}=3.08$. This suggests that nursing employees moderately agree that training and development initiatives are satisfactory. As stated by Dhanpat et al. (2019), training and development initiatives impact positively on employees' psychology as these interventions reflect that the employer values and appreciates the personnel; subsequently, they stay longer and remain committed to the organisation. Leadership and supervision, which were measured using six items, scored a mean value of $\bar{x}=2.79$. This result provides a moderate disagreement amongst nursing employees that the leadership and supervision are at an acceptable level. Naidoo (2017) asserts that effective leadership in hospitals is highly credited for employee satisfaction and lowering nursing turnover. Further, the results suggest that nurses moderately agree that working conditions in private healthcare organisations are satisfactory, as the variable scored an overall mean value of $\bar{x}=3.14$. This outcome was consistent with Sikwela (2016), who found that nurses prefer working in a private hospital as they are neat and decorated and better working conditions prevail. Furthermore, the results provided a general mean value of $\bar{x}=2.40$ for work-life balance, which was based on five items; therefore, this implies that nursing employees disagree that the balance between work and life commitments is approached in a balanced way by their organisations. This output advocated the study of Du Preez (2017), wherein it was established that nursing employees are dissatisfied with the sense of balance between their work and life outside work. The author attributed this phenomenon to the insufficiency of nurses in the sector due to, amongst others, the high turnover rate of nurses.

Section C of the study dealt with employee retention. The variable was measured by six items and scored an overall mean value of $\bar{x}=2.75$, which indicated that nursing employees within private healthcare organisations moderately disagree that they intend to continue working for the same organisation. This outcome corroborated Msomi (2017), who found high intention to

leave. These results also justified Denosa (2022), who affirms that South Africa is confronted by enormous levels of nursing employees who have a high intention to leave the profession.

Finally, Section D measured organisational performance for private healthcare organisations by using six items. The entire mean value that the study obtained was $\bar{x}=2.99$. Considering this outcome, it emerged that nursing employees within private healthcare organisations moderately disagree that the organisations are performing adequately. Essentially, the results substantiated Msomi (2017), who established that issues such as work-life conflict and working overtime led to, amongst others, fatigue, which by extension results in poor productivity and so on.

In addition, the standard deviations of the scale items were calculated. First, in terms of Section B, the overall standard deviation for compensation was 1.135. Secondly, for training and development, the results produced a general standard deviation of 1.267. Thirdly, a standard deviation of 1.219 for leadership and supervision was observed. Fourthly, the results revealed a standard deviation of 1.055 for working conditions. Fifthly, the outcome of the analysis provided a standard deviation of 1.129 for work-life balance. Similarly, in Section C and Section D, the overall standard deviations were calculated for employee retention and organisational performance, respectively. The results revealed a standard deviation 1.205 for employee retention. On the other hand, the overall standard deviation for organisational performance was 1.121. Overall, the results indicate that the responses were evenly spread.

The kurtosis for all variables was calculated. As presented in Table 4.7, the output reflects that kurtosis values for compensation, leadership and supervision, working conditions, work-life balance, employee retention and organisational performance were less than zero, indicating a light tail. The kurtosis value of training and development was above zero, thus suggesting a heavier tail.

Regarding the skewness of variables, Nist (2012) highlights those positive values for skewness indicate that the data are skewed to the right, while negative skewness values imply that the data are skewed to the left. Therefore, the data for the current study were skewed to the right, as all variables had positive skewness values.

Table 4. 7: Descriptive Statistics of Variables

VARIABLE	N	MEAN	STD. DEVIATION	SKEWNESS	KURTOSIS
B1.1	226	2.74	1.157	.011	-1.094
B1.2	226	3.03	1.139	.057	-.955
B1.3	226	2.87	1.108	.067	-.864

VARIABLE	N	MEAN	STD. DEVIATION	SKEWNESS	KURTOSIS
B1.4	226	2.90	1.160	-.059	-.856
B1.5	226	3.35	1.180	-.534	-.780
B1.6	226	1.96	1.066	.844	-.559
Compensation	226	2.81	1.135	0.165	-0.836
B2.1	226	3.16	1.213	-.439	-.986
B2.2	226	3.12	1.234	-.324	-1.060
B2.3	226	2.98	1.145	.008	-.855
B2.4	226	3.01	1.205	.220	-.892
B2.5	226	3.15	1.538	2.186	13.249
Training & Development	226	3.08	1.267	0.330	1.891
B3.1	226	2.57	1.206	.170	-1.295
B3.2	226	2.81	1.274	.228	-1.129
B3.3	226	2.75	1.083	.168	-.777
B3.4	226	2.60	1.215	.258	-1.028
B3.5	226	2.79	1.265	.393	-.979
B3.6	226	3.24	1.274	-.106	-1.212
Leadership & Supervision	226	2.79	1.219	0.185	-1.066
B4.1	226	3.43	1.053	-.284	-.756
B4.2	226	3.15	1.039	.030	-.900
B4.3	226	2.96	1.152	.237	-1.152
B4.4	226	3.14	1.070	-.066	-1.280
B4.5	226	3.04	.963	.161	-.695
Working Conditions	226	3.14	1.055	0.0156	-0.957
B5.1	226	2.29	1.101	.529	-.683
B5.2	226	2.36	1.112	.536	-.635
B5.3	226	2.28	1.173	.693	-.407
B5.4	226	2.46	1.163	.583	-.552
B5.5	226	2.63	1.097	.637	-.607
Work-life balance	226	2.40	1.129	0.596	-0.577
C1	226	3.03	1.156	-.026	-.863
C2	226	2.89	1.167	.234	-.973
C3	226	2.86	1.257	-.028	-1.025
C4	226	2.72	1.228	.314	-1.007
C5	226	2.10	1.186	.962	.134
C6	226	2.90	1.241	.181	-1.035
Employee Retention	226	2.75	1.205	0.273	-0.795
D1	226	3.40	1.197	-.129	-1.229
D2	226	3.20	1.162	.050	-1.095
D3	226	2.67	1.353	.222	-1.251
D4	226	2.73	1.197	.143	-.900

VARIABLE	N	MEAN	STD. DEVIATION	SKEWNESS	KURTOSIS
D5	226	3.07	.830	.102	1.273
D6	226	2.84	.989	.130	-.724
Organisational Performance	226	2.99	1.121	0.129	-0.654

4.3.2 Tabulation

This section outlines the frequencies of responses for each item of the research questionnaire. Therefore, Tables 4.8, 4.9 and 4.10 present how frequent each response was for items in the questionnaire in sections B, C and D, respectively.

4.3.2.1. Frequency responses for Section B

Table 4. 8: Employee Retention Strategies frequency responses

Scale Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
B1.1	38	64	51	64	9
B1.2	17	69	54	63	23
B1.3	24	69	60	59	14
B1.4	32	51	68	58	17
B1.5	19	45	30	103	29
B1.6	99	72	21	34	
B2.1	28	46	33	99	20
B2.2	29	49	36	89	23
B2.3	23	60	63	59	21
B2.4	20	66	67	37	36
B2.5	31	39	70	54	30
B3.1	52	71	31	66	6
B3.2	36	76	35	54	25
B3.3	27	75	62	51	11
B3.4	50	67	46	50	13
B3.5	31	86	39	40	30
B3.6	18	63	37	63	45
B4.1	6	45	55	86	34
B4.2	7	65	62	71	21
B4.3	13	93	32	66	22
B4.4	6	81	30	93	16
B4.5	6	68	77	61	14
B5.1	62	82	41	36	5
B5.2	54	88	39	38	7

Scale Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
B5.3	69	76	42	27	12
B5.4	47	90	40	35	14
B5.5	21	116	29	46	14

The frequency of responses for compensation indicates a stalemate on statement B1.1, namely “The rewards and benefits offered by my organisation are commensurate with the amount and quality of work done”, as 64 nursing employees agreed, while on the other hand 64 disagreed with the statement. Most nurses disagreed with the statement, “I am satisfied with the number of annual leave days given by my organisation” (item B1.2). Similarly, 69 nurses disagreed with the statement, “I am satisfied with the educational subsidies given by my organisation” (item B1.3). In addition, 103 nursing employees agree with the statement, “My organisation provides a good pension scheme for its employee” (item B1.5). However, on the other hand, 99 nursing employees strongly disagree that private healthcare organisations provide good fringe benefits for employees (item B1.6).

First, in terms of training and development, the frequency of the responses indicates that 99 nursing employees agree that private healthcare organisations support training and development (item B2.1). Secondly, 89 nurses further agree with the statement, “In my organisation, training and development that is offered are relevant” (item B2.2). Thirdly, 63 nurses are not sure whether training and development initiatives provided by organisations enhance their performance (B2.3). Fourthly, again, the frequency of responses for the statement “My organisation has a comprehensive policy on training which links training to performance” (item B2.4) indicates that there is uncertainty amongst nursing employees in this regard, as most selected neutral. Lastly, the frequency of responses reflects that most nurses are uncertain as to whether the knowledge acquired through continuous training has a direct influence on work performance.

On leadership and supervision within private healthcare organisations, the frequency of responses implies that most nurses disagree that managers treat staff as individuals, and support and encourage their development (item B3.1). Similarly, 76 nursing employees also disagree with the statement that “My manager fosters trust, involvement and co-operation amongst team members” (item B3.2). Also, 75 nursing employees disagree with the statement in item B3.3 that “My manager gives me clear job objectives and instructions”. Furthermore, the frequency of responses reflects 67 nurses disagree that managers encourage them to come up with new ideas (item B3.4). Moreover, the frequency indicates that most nurses

disagree with the statement that “I receive open, honest and constructive feedback on my performance from my manager”. Finally, 63 nurses disagreed, while the other 63 nurses agreed with the statement that “In the appraisal exercise, my manager and I agree to aim higher always”.

Pertaining to working conditions, the frequency of responses from nurses in private healthcare organisations reflects that 86 nurses agree with the statement that “My place of work is safe and pleasant” (item B4.1). A total of 71 nurses further agree that the culture of healthcare organisations tends to encourage employees to express creativity on the job. However, 93 nurses disagree with the statement “I feel that my personal values are a good fit with this organisational culture”, which is item B4.3 in the research instrument. On the other hand, 93 nurses agree with the statement that “My organisation provides an appropriate working environment conducive for work performance” (item B4.4). Lastly, the frequency of responses showed that most nurses are uncertain about whether the organisation’s corporate culture supports their work performance.

The frequency of the responses provided that most nursing employees working in private healthcare organisations disagree with all the statements used to measure work-life balance. Essentially, 82 nurses disagreed with the statement “My job gives me energy to pursue personal responsibility”, which was item B5.1 in the research instrument. A total of 88 nurses disagreed with the statement, “My personal life gives me energy for my job” (item B5.2). In addition, the frequency of responses indicates that 76 nurses disagree that the balance between work and life makes them happy to stay in the organisation (B5.3). Furthermore, 90 nurses disagreed with the statement “Flexible work arrangements influence my productivity”, which was item B5.4 in the research instrument. Moreover, most of the nursing employees, totalling 116, disagree with the statement that “Leave policies have a positive impact on my work performance” (B5.5).

4.3.2.2. Section C

Table 4. 9: Employee Retention

Scale Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
C	1	2	3	4	5
C.1	22	57	63	60	24
C.2	21	82	46	55	22
C.3	44	42	64	54	22
C.4	36	82	37	51	20
C.5	91	63	45	12	15
C.6	29	71	48	50	28

The frequency of responses reflects that nurses in private healthcare organisations are unsure as to whether they are not planning to work for another organisation within three years (item C.1). However, 82 disagree with the statement “If I wanted to do another job or function, I would look first at the possibilities within this organisation”, which is item C.2 in the research instrument. Again, a larger part of the nursing employees (64) is not certain whether there is a future for themselves within the organisation for which they work. Further, a total of 82 nurses disagrees with the statement, “If I could start over again, I would choose to work for this organisation” (item C.4). Moreover, the frequency indicates that most nurses, equalling a total of 91, strongly disagree with the statement that “If I received an attractive job offer from another organisation, I would NOT take the job”, which was C.5. Lastly, most nursing employees in the private healthcare organisation disagree that they love working for their current organisations.

4.3.2.3. Section D

Table 4. 10: Organisational Performance

Scale Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
D	1	2	3	4	5
D.1	7	62	41	65	51
D.2	10	68	51	61	36
D.3	59	55	36	53	23
D.4	42	57	64	46	17
D.5	10	25	145	31	15
D.6	15	78	69	56	8

In relation to organisational performance, which was measured by utilising six different statements, the frequency of responses indicates that nursing employees agree with the first statement, D.1 “My organisation retains existing clients”. On the other hand, 68 nurses disagree that the organisations for which they work are managing to attract new clients. Meanwhile, 59 nurses strongly disagree with the statement “In my organisation the number of clients complaints within the last period has decreased strongly”, which was item D.3. Furthermore, 64 nurses are not certain as to whether the reputation of their organisation in the eyes of clients has improved. Similarly, 145 nurses are neutral on the statement, “The relations of my organisation and suppliers is considered to be excellent because we maintain genuine partnership with them” (item D.5). Lastly, the frequency of responses indicate that nursing employees (78) disagree that the quality of service of the organisation for which they currently work is well above the industry average, as stated on item D.6.

4.4 RELIABILITY OF THE MAIN STUDY

In terms of the reliability of the research instrument, the researcher used Cronbach's alpha to assess the internal consistency for the set of items for each variable. As outlined in Table 4.2 in Section 4.2, the coefficient value ought to be above 0.7 for the instrument to be considered reliable and acceptable (Salkind, 2010). Accordingly, as tabulated below (Table 4.11), the Cronbach alpha coefficient ranged from 0.893 to 0.964. Therefore, the reliability outcome of the questionnaire is acceptable.

Table 4. 11: Reliability of the Study

ITEM	N	CRONBACH'S ALPHA
B1.1 – B1.6	6	0.893
B2.1 – B2.5	5	0.928
B3.1 – B3.6	6	0.935
B4.1 – B4.5	5	0.927
B5.1 – B5.5	5	0.964
C.1 – C.6	6	0.954
D.1 – D6	6	0.929

4.5. FACTOR ANALYSIS

Essentially, factor analysis was conducted for the data obtained in sections B, C and D of the research instrument and interpreted as per the guidelines provided by (Pallant, 2013). The variables were correlated so that the factor analysis test could be suitable for the data reduction procedure.

4.5.1 Section B

Preceding the conducting of factor analysis, the appropriateness of the data for analysis was determined. Accordingly, the researcher conducted Kaiser-Meyer-Olkin (KMO) and the Bartlett's test of sphericity. According to IBM (2021), a KMO value, which is close to 1.0, reflects that data are suitable to be used for analysis. On the other hand, the Bartlett test of sphericity ought to be a value less than $p < 0.05$ for the data to be deemed suitable and useful. Specifically, for the current study's Section B, the KMO value was 0.850, which was high and close to the value 1.0, thus rendering the data appropriate for analysis. Furthermore, the value of Bartlett test of sphericity for Section B was $p < 0.000$, which is significant, as it is smaller than $P < 0.05$. Table 4.12 outlines the entire output of the KMO and Bartlett's test of sphericity for Section B.

Table 4. 12: The KMO and Bartlett's Test of Sphericity for Section B

KMO and Bartlett's test		
Kaiser-Meyer-Olkin Measure of sampling adequacy		0.850
Bartlett's test of sphericity	Approx. chi-square	7104.552
	Df.	0325
	Sig.	0.000

Subsequently, factor analysis was conducted on the data by using principal component analysis. Five factors were extracted. Factors were labelled as compensation, training and development, leadership and supervision, working conditions and work-life balance, accounting for a total variance of 80.67 percent. The factors are presented in Table 4.13 below.

Table 4. 13: Rotated Pattern Matrix (Section B Factors)

Rotated Component Matrix ^a					
	Component				
	1	2	3	4	5
B5.2	0.885				
B5.1	0.880				
B5.3	0.879				
B5.4	0.856				
B5.5	0.847				
B3.3		0.876			
B3.2		0.869			
B3.1		0.823			
B3.6		0.820			
B3.4	0.326	0.762			
B3.5	0.351	0.643			
B2.3			0.898		
B2.4			0.893		
B2.2			0.834		
B2.1			0.831		
B2.5			0.745		
B1.1				0.852	
B1.2				0.833	
B1.4				0.798	
B1.6				0.752	
B1.5				0.746	
B4.4					0.852
B4.1					0.822

Rotated Component Matrix ^a					
	Component				
	1	2	3	4	5
B4.2					0.786
B4.3					0.744
B4.5	0.395				0.665
Eigenvalue	11.593	3.355	2.508	1.877	1.641
%Variance	17.783	12.904	9.646	7.219	6.310
Cumulative %	17.783	35.554	51.674	66.479	80.667
Extraction Method: Principal Component Analysis					
Rotation Method: Varimax with Kaiser Normalisation					
a. Rotation converged in 6 iterations.					

4.5.2 Section C

Similarly, Kaiser-Meyer-Olkin (KMO) and the Bartlett's test of sphericity were applied for Section C. The KMO value was 0.915, which was high and close to the value 1.0, therefore, suggesting that the data were appropriate for analysis. In addition, the value of the Bartlett test of sphericity for Section C was smaller than $p < 0.05$, as it equals $p < 0.001$, thus significant. Table 4.14 shows KMO and Bartlett's test of sphericity for Section C.

Table 4. 14: The KMO and Bartlett's Test of Sphericity for Section C

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.915
Bartlett's Test of Sphericity	Approx. Chi-Square	1469.627
	Df	15
	Sig.	<.001

Also, for Section C, factor analysis was conducted on the data using principal component analysis and one factor was extracted. The results are presented in Table 4.15. This factor was labelled as employee retention. Essentially, employee retention consisted of six items that explained a total variance of 81.41 percent.

Table 4. 15: Pattern Matrix (Section C Factor)

ITEM NO.	ITEM	Factor Loading
C4	If I could start over again, I would choose to work for this organisation.	0.945

ITEM NO.	ITEM	Factor Loading
C3	I see a future for myself within this organisation.	0.930
C1	I am not planning to work for another organisation within a period of three years.	0.922
C2	If I wanted to do another job or function, I would look first at the possibilities within this organisation.	0.919
C6	I love working for this organisation.	0.899
C5	If I received an attractive job offer from another organisation, I would NOT take the job.	0.789
Eigenvalue		4.884
%Variance		81.406
Cumulative %		81.406

4.5.3 Section D

Kaiser-Meyer-Olkin (KMO) and the Bartlett's test of sphericity were conducted for Section D. The KMO value for this section was 0.834, which was acceptable as it was close to the value 1.0, thus indicating that the data were useful. Furthermore, the value of Bartlett test of sphericity for Section D was significant as it was less than $p < 0.001$. Table 4.16 shows KMO and Bartlett's test of sphericity for Section D.

Table 4. 16: The KMO and Bartlett's Test of Sphericity for Section D

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.834
Bartlett's Test of Sphericity	Approx. Chi-Square	1237.599
	Df	15
	Sig.	<.001

For Section D, factor analysis was conducted on the data by using principal component analysis. This section comprised of one factor, which was labelled as organisational performance. Similarly, organisational performance consisted of six items. Essentially, the total variance of this factor was 74.46 percent. Table 4.17 illustrates the principal component analysis for section D.

Table 4. 17: Pattern Matrix (Section D Factor)

ITEM NO.	ITEM	Factor Loading
D1	My organisation retains existing clients.	0.903
D4	The reputation of my organisation in the eyes of clients has improved.	0.897
D2	My organisation is managing to attract new clients.	0.881
D3	In my organisation the number of clients complaints within the last period has decreased strongly.	0.874
D6	In my organisation, the quality of service is well above industry average.	0.846
D5	The relations of my organisation and suppliers is considered to be excellent because we maintain genuine partnership with them.	0.769
Eigenvalue		4.467
%Variance		74.455
Cumulative %		74,455

The constructs of Section A, B and C are defined in Table 4.18. Section A consisted of five constructs. While Section B and C comprised of one construct each.

Table 4. 18: Definitions of Factors

FACTOR	NAMES OF THE FACTORS	DEFINITIONS OF FACTORS
5 [Section A]	Work-life Balance	It is a desirable balance between the employees' personal life and professional life.
2 [Section A]	Leadership & Supervision	Manager's or individual's ability to effectively influence and supervise employees in a motivational approach to successfully accomplish organisational goals.
1 [Section A]	Training & Development	It is the provision of opportunities for employees to develop in their careers.
3 [Section A]	Compensation	Cash and non-cash benefits that employees receive for their services in the organisation.
4 [Section A]	Working Conditions	Working environment, as well as all the elements contained in the employee's contract of employment.
Section C	Employee Retention	Policies and practices companies use to prevent valuable employees from leaving their jobs.
Section D	Organisational Performance	Reflection of employees' productivity in the organisation which can be measured with revenue, profit, growth and so on.

4.6 CORRELATION ANALYSIS

Pearson's correlation analysis was conducted to investigate the relationship between the five retention strategies and employee retention. Furthermore, Pearson's correlation was used to determine the relationship between the five retention strategies and organisational performance. The researcher also used Pearson's correlation analysis to assess the relationship between employee retention and organisational performance. Notably, Pallant (2013) provides guidelines for interpreting the outputs from Pearson's correlation analysis. For instance, the scholar states that a correlation coefficient of -1 implies a perfect negative correlation.

Meanwhile, a correlation coefficient of 0 indicates that there is no relationship at all between the variables. On the other hand, a correlation coefficient value 1 reflects a perfect positive correlation between the variables. Moreover, Pallant (2013) provides the below guidelines in terms of establishing the strength of relationships between the variables:

- ❖ $r = 0.10$ to 0.29 (weak)
- ❖ $r = 0.30$ to 0.49 (moderate)
- ❖ $r = 0.50$ to 1.0 (strong)

In terms of Table 4.19 (correlation matrix), first, regarding the relationship between retention strategies and employee retention, it is shown that there is a $r=0.415$ correlation value between work-life balance and employee retention, which represents a moderate positive relationship between these variables. This confirms the study by Senevirathna (2017), wherein it was affirmed that jobs that are characterised by work-life balance allow employees to fulfil their family and other responsibilities, thus contributing immensely to employees' stay in the organisation. The study of Umamaheswari and Krishnan (2016) was substantiated by the correlation coefficient of the current study between leadership and supervision and employee retention. The authors found that adequate support from management enables employee commitment to the job and the organisation. For the current study, the correlation coefficient between leadership and supervision and employee retention was $r=0.325$, thus suggesting a moderately significant relationship between these variables. This output was also consistent with Sow et al. (2016), as well as the study Dhanpat et al. (2019) regarding the relationship between leadership and supervision and employee retention. Similarly, the relationship between training and development and employee retention is moderately significant, as the correlation coefficient value for these variables is $r=0.358$. Again, these results support the literature, as Akala (2012), Nyanjom (2013) and Dhanpat et al. (2019) revealed similar outcomes. Furthermore, the correlation output for compensation and employee retention is

$r=0.348$, representing a moderate positive correlation between these variables. As mentioned in Section 2.2.3.1, Kgoedi and Pillay (2018) also found that compensation, particularly in the form of cash rewards, had a positive correlation with employee retention. Lastly, working conditions and employee retention also possess a moderate positive relationship, as the correlation coefficient is $r=0.0403$, which advocated the study of Frye et al. (2020) concerning the positive existent relationship between working conditions and employee retention.

Furthermore, in terms of the relationship amongst the five retention strategies and organisational performance, work-life balance and organisational performance had a correlation coefficient value of $r=0.317$, which implies that there is moderate significant correlation between these variables. In this regard, the output was in line with the study of Kasau (2017), which obtained similar results. Similarly, leadership and supervision and organisational performance also carry a moderate positive relationship as the correlation coefficient is $r=0.350$. This output confirmed the literature, as it is congruent with the studies cited in Section 2.3.2, namely Sow et al. (2016) and Peggy and Bernard (2016). The relationship between training and development and organisational performance is weak, however positive, as the correlation value is $r=0.276$. This outcome confirms the literature, as studies such as Bhatti et al. (2021) highlight that the influence of training and development on organisational performance is positive. The correlation coefficient for compensation and organisational performance is $r=0.431$, thus reflecting a moderate positive relationship between these variables. Amongst others, these results validated the findings of Njanjobea (2016) and Biason (2017) with regard to the influence of compensation on organisational performance. Finally, the relationship between working conditions and organisational performance is also moderately positive as the coefficient value is $r=0.308$. Scholars such as Razak et al. (2015), Kasau (2017) and Riang and Rahmat (2019) also found similar results as the current study.

As mentioned above, Pearson's correlation analysis was also conducted to establish the nature of the relationship between employee retention and organisational performance. The correlation coefficient was $r=0.867$, thereby representing a strong positive correlation between employee retention and organisational performance, which advocated the study of Msomi (2017), amongst others. Therefore, this suggests that the greater more employees are retained, the higher organisational performance will be inflated within organisations.

Table 4. 19: Correlation Matrix

Correlations ^b								
		Work-life-balance	Leadership & supervision	Training and development	Compensation	Working conditions	Employee retention	Organisational performance
Work-life balance	Pearson Correlation	1						
	Sig. (2-tailed)							
Leadership and supervision	Pearson Correlation	.000	1					
	Sig. (2-tailed)	1.000						
Training and development	Pearson Correlation	.000	.000	1				
	Sig. (2-tailed)	1.000	1.000					
Compensation	Pearson Correlation	.000	.000	.000	1			
	Sig. (2-tailed)	1.000	1.000	1.000				
Working conditions	Pearson Correlation	.000	.000	.000	.000	1		
	Sig. (2-tailed)	1.000	1.000	1.000	1.000			
Employee retention	Pearson Correlation	.415**	.325**	.358**	.348**	.403**	1	
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001		
Organisational performance	Pearson Correlation	.317**	.350**	.276**	.431**	.308**	.867**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	

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

b. Listwise N=226

4.7 REGRESSION ANALYSIS

The regression analysis was applied to establish the influence of retention strategies on employee retention, also to determine the moderating role of employee retention between retention strategies and organisational performance, as well as to assess the role of age on employee retention of nursing employees within the private healthcare organisations. The output thereof and discussion and interpretation, as per the guidelines of Pallant (2013), are as follows:

4.7.1 Influence of retention strategies on employee retention

Standard multiple regression analysis was used to investigate the influence of retention strategies (independent variables) on employee retention (dependent variable). Accordingly, the model summary in Table 4.20 reflects that R square value is 0.690. In other words, retention strategies contribute 69 percent to the variance of employee retention. Therefore, this influence and contribution are deemed to be significant, as shown in the ANOVA Table 4.21, that the significance value is less than 0.001.

A preliminary analysis was conducted to confirm that there were no violations of the multiple regression analysis assumptions. First, all correlations between the independent variables and the dependent variable are above 0.30, as recommended by Pallant (2013). Table 4.22 indicates that the tolerance value is 1.000, while the VIF value is 1.000. These were acceptable values, as recommended by Pallant (2013). The tolerance value must not be less than 0.10 and VIF must not be more than 10. Table 4.22 also depicts beta values of each of the retention strategies. Accordingly, the beta value for work-life balance is $\beta=0.415$, which indicates that 41 percent of the variance of employee retention is a result of work-life balance. The p-value for is 0.000 ($p<0.05$), indicating that the influence of work-life balance on employee retention is significant. Leadership and supervision have a beta value of $\beta=0.325$, meaning that leadership and supervision contribute about 32.5 percent in the variance of employee retention. Similarly, the contribution of leadership and supervision on the retention of nursing employees in the private healthcare organisations is significant, as the p-value is also 0.000 ($p<0.05$). The results reflect a beta value of $\beta=0.358$ for training and development, which implies that training and development contribute 35.8 percent in the variance of retention of nursing employees. Again, this influence is significant, as it is shown that the p-value is 0.000 ($p<0.05$). Moreover, compensation has a significant influence on employee retention (p-value=0.000). Specifically, compensation influences the variance of nursing employee retention in the private healthcare organisation by 34 percent ($\beta=0.348$). Lastly, the beta value of $\beta=0.403$ for working conditions in the private healthcare organisations, indicates

that the working conditions have a 40.3 percent effect in the variance of retention of nursing employees. Likewise, this effect is significant as the result reflects a p-value of 0.000 ($p < 0.05$).

Table 4. 20: Influence of retention strategies on employee retention

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	df2
1	.830 ^a	.690	.683	.56337476	.690	97.781	5	220

a. Predictors: (Constant), Working conditions, Compensation, Training and development, Leadership and supervision, Work-life balance

Table 4. 21: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	155.174	5	31.035	97.781	<.001 ^b
	Residual	69.826	220	.317		
	Total	225.000	225			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Working conditions, Compensation, Training and development, Leadership and supervision, Work-life balance

Table 4. 22: Coefficients for influence of retention strategies on employee retention

Coefficients ^a											
Model		Unstandardised coefficients	Standardised coefficients		t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)		0.037		0.000	1.000					
	Work-life balance	0.415	0.038	0.415	11.052	0.000	0.415	0.597	0.415	1.000	1.000
	Leadership and supervision	0.325	0.038	0.325	8.659	0.000	0.325	0.504	0.325	1.000	1.000
	Training and development	0.358	0.038	0.358	9.522	0.000	0.358	0.540	0.358	1.000	1.000
	Compensation	0.348	0.038	0.348	9.277	0.000	0.348	0.530	0.348	1.000	1.000
	Working conditions	0.403	0.038	0.403	10.726	0.000	0.403	0.586	0.403	1.000	1.000

a. Dependent variable: Employee retention

4.7.2 The moderating role of employee retention between retention strategies and organisational performance

Hierarchical multiple regression analysis was conducted to determine the moderating role of employee retention between retention strategies and organisational performance. Table 4.23 shows the outputs of the relationships. First, model summary 1 indicates the R square value of 0.580 for retention strategies and organisational performance. In other words, employee retention strategies influence the variance of organisational performance by 0,580 (58%). Accordingly, the relationship between these variables (retention strategies and organisational performance) is deemed significant and positive, as the p-value is less than 0.05 (Sig=0.001).

Further, Table 4.23, summary model 2, reflects the R square value of 0.780. Therefore, with employee retention, the variance of organisational performance increases to 0.780. In other words, employee retention strengthens the relationship between retention strategies and organisational performance by a further 0.200. This is indicated on the change statistics output, as the R square change value is 0.200 when employee retention is added. Accordingly, the contribution of employee retention on organisational performance is significant, as the ANOVA table below (Table 4.24) shows a significance value of less than 0.05 (Sig=0.001).

Prior to this analysis, a preliminary analysis was conducted to check that there were no violations of the multiple regression assumptions. First, all independent variables had correlations above 0.30, as recommended by Pallant (2013). Table 4.25 depicts the coefficients for moderating role of employee retention between retention strategies and organisational performance; the collinearity statistics indicate that the tolerance value ranged between 0.310 and 1.000. Pallant (2013) recommends that the tolerance value must be above 0.10. Furthermore, VIF value ranged between 1.000 and 3.222, which is less than 10, as recommended by Pallant (2013). Table 4.25 also reflects individual beta values for retention strategies on organisational performance. Accordingly, compensation has a beta value of $\beta=0.152$, which is a significant influence on the variance of organisational performance by 15.2 percent. Specifically, the p-value of compensation is less than 0.05 (Sig=0.001). Similarly, leadership and supervision also contribute a significant effect on organisational performance (Sig=0.16). Essentially, leadership and supervision influence the variance of organisational performance by 8.9 percent ($\beta=0.089$). On the other hand, work-life balance, training and development and working conditions, individually, show an insignificant contribution to organisational performance with a p-value above 0.05 (sig=0.687, sig=0.761 and sig=0.689), respectively. The work-life balance commitment has a 1.6 percent ($\beta=0.016$) influence on the variance of performance in private healthcare organisations. Training and development of nursing employees possess an effect of 1.1 percent ($\beta=0,011$) on the variance of performance within the healthcare organisation. Meanwhile, working conditions' contribution on the

variance of organisational performance is 1.6 percent ($\beta=0.016$). It is worth noting that employee retention strengthens the relationship between retention strategies and organisational performance by a variance of 80.3 percent ($\beta=0.803$). Ultimately, this is a significant relationship as the p-value is less than 0.05 (Sig=0.001).

Table 4. 23: Moderating Role of Employee Retention (Hierarchical Multiple Regression)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.762 ^a	.580	.570	.65540067	.580	60.761	5	220	<.001
2	.883 ^b	.780	.774	.47554705	.200	198.878	1	219	<.001
a. Predictors: (Constant), Working conditions, Compensation, Training and development, Leadership and supervision, Work-life balance									
b. Predictors: (Constant), Working conditions, Compensation, Training and development, Leadership and supervision, Work-life balance, Employee retention									

Table 4. 24: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	130.499	5	26.100	60.761	<.001 ^b
	Residual	94.501	220	.430		
	Total	225.000	225			
2	Regression	175.474	6	29.246	129.323	<.001 ^c
	Residual	49.526	219	.226		
	Total	225.000	225			
a. Dependent Variable: Organisational performance						
b. Predictors: (Constant), Working conditions, Compensation, Training and development, Leadership and supervision, Work-life balance						
c. Predictors: (Constant), Working conditions, Compensation, Training and development, Leadership and supervision, Work-life balance, Employee retention.						

Table 4. 25: Coefficients for moderating role of employee retention between retention strategies and organisational performance

Coefficients ^a											
Model		Unstandardised B	Coefficients Std Error	Standardised Coefficients Beta	t	Sig.	Zero-order	Correlations Partial	Part	Collinearity Tolerance	Statistics VIF
1	(Constant)	-7.011E-17	0.044		0.000	1.000					
	Work-life balance	0.317	0.044	0.317	7.260	<0.001	0.317	0.440	0.317	1.000	1.000
	Leadership and supervision	0.350	0.044	0.350	8.016	<0.001	0.350	0.475	0.350	1.000	1.000
	Training and development	0.276	0.044	0.276	6.306	<0.001	0.276	0.391	0.276	1.000	1.000
	Compensation	0.431	0.044	0.431	9.874	<0.001	0.431	0.554	0.431	1.000	1.000
	Working conditions	0.308	0.044	0.308	7.041	<0.001	0.308	0.429	0.308	1.000	1.000
	(Constant)	-5.072E17	0.032		0.000	1.000					
2	Work-life balance	-0.16	0.040	-0.016	-0.403	0.687	0.317	-0.027	-0.13	0.643	1.555
	Leadership and supervision	0.089	0.037	0.089	2.430	0.016	0.350	0.162	0.077	0.746	1.341
	Training and development	-0.11	0.038	0.011	-0.305	0.761	0.276	-0.021	-0.010	0.708	1.412
	Compensation	0.152	0.037	0.152	4.060	<0.001	0.431	0.265	0.129	0.719	1.391
	Working conditions	-0.016	0.039	0.016	-0.400	0.689	0.308	-0.027	-0.013	0.657	1.523
	Employee retention	0.803	0.057	0.803	14.102	<0.001	0.867	0.690	0.447	0.310	3.222
	(Constant)										

4.7.3 Age as a control variable

The age of employees was used as a control variable to determine its role in employee retention. Table 4.26, model summary 1 shows that the age of nursing employees influences employee retention by 0.016 variance (1.6 percent). This influence is deemed insignificant as the p-value is 0.058, which is more than 0.05. Therefore, the age of nursing employees has an insignificant influence on employee retention in the private healthcare organisations. The summary model 2 indicates that retention strategies continue to carry a significant contribution and influence the variance of employee retention, irrespective of how old the employee is (68 percent), with a p-value of 0.001. Notably, this finding contradicts Pahos et al. (2021) and Oosthuizen et al. (2016), as they revealed that the age of an employee influences the relationship between retention strategies and employee retention.

Table 4. 26: Age as a Control Variable

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.127 ^a	0.016	0.012	.9941774 1	0.016	3.643	1	224	0.058
2	0.839 ^b	0.704	0.696	.5513164 3	0.688	101.881	5	219	<.001
a. Predictors: (Constant), AGE									
b. Predictors: (Constant), AGE, Training and development, Leadership and supervision, Working conditions, Work-life balance, Compensation									

Table 4. 27: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.601	1	3.601	3.643	0.058 ^b
	Residual	221.399	224	0.988		
	Total	225.000	225			
2	Regression	158.435	6	26.406	86.876	<.001 ^c
	Residual	66.565	219	0.304		
	Total	225.000	225			
a. Dependent Variable: Employee retention						
b. Predictors: (Constant), AGE						
c. Predictors: (Constant), AGE, Training and development, Leadership and supervision, Working conditions, Work-life balance, Compensation						

Table 4. 28: Coefficient of Age as a control variable

Coefficients ^a											
Model		Unstandardised Coefficients	Standardised Coefficients		t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-0.314	0.177		-1.771	0.078					
	AGE	0.063	0.033	0.127	1.909	0.058	0.127	0.127	0.127	1.000	1.000
2	(Constant)	-0.319	0.104		-3.066	0.002					
	AGE	0.064	0.020	0.129	3.275	0.001	0.127	0.216	0.120	0.877	1.140
	Work-life balance	0.394	0.037	0.394	10.552	0.000	0.415	0.581	0.388	0.970	1.031
	Leadership and supervision	0.338	0.037	0.338	9.146	0.000	0.325	0.526	0.336	0.989	1.011
	Training and development	0.355	0.037	0.355	9.643	0.000	0.358	0.546	0.354	0.999	1.001
	Compensation	0.381	0.038	0.381	10.007	0.000	0.348	0.560	0.368	0.932	1.074
	Working conditions	0.385	0.037	0.385	10.344	0.000	0.403	0.573	0.380	0.977	1.023

a. Dependent Variable: Employee retention

Figure 4.5 presents the model of the study. The beta values which indicate the contribution of the respective retention strategies on the variance of employee retention are shown. Furthermore, the figure outlines the beta values which represent the influence of retention strategies on the variance of organisational performance. Moreover, the beta value of employee retention on organisational performance is presented.

RETENTION STRATEGIES

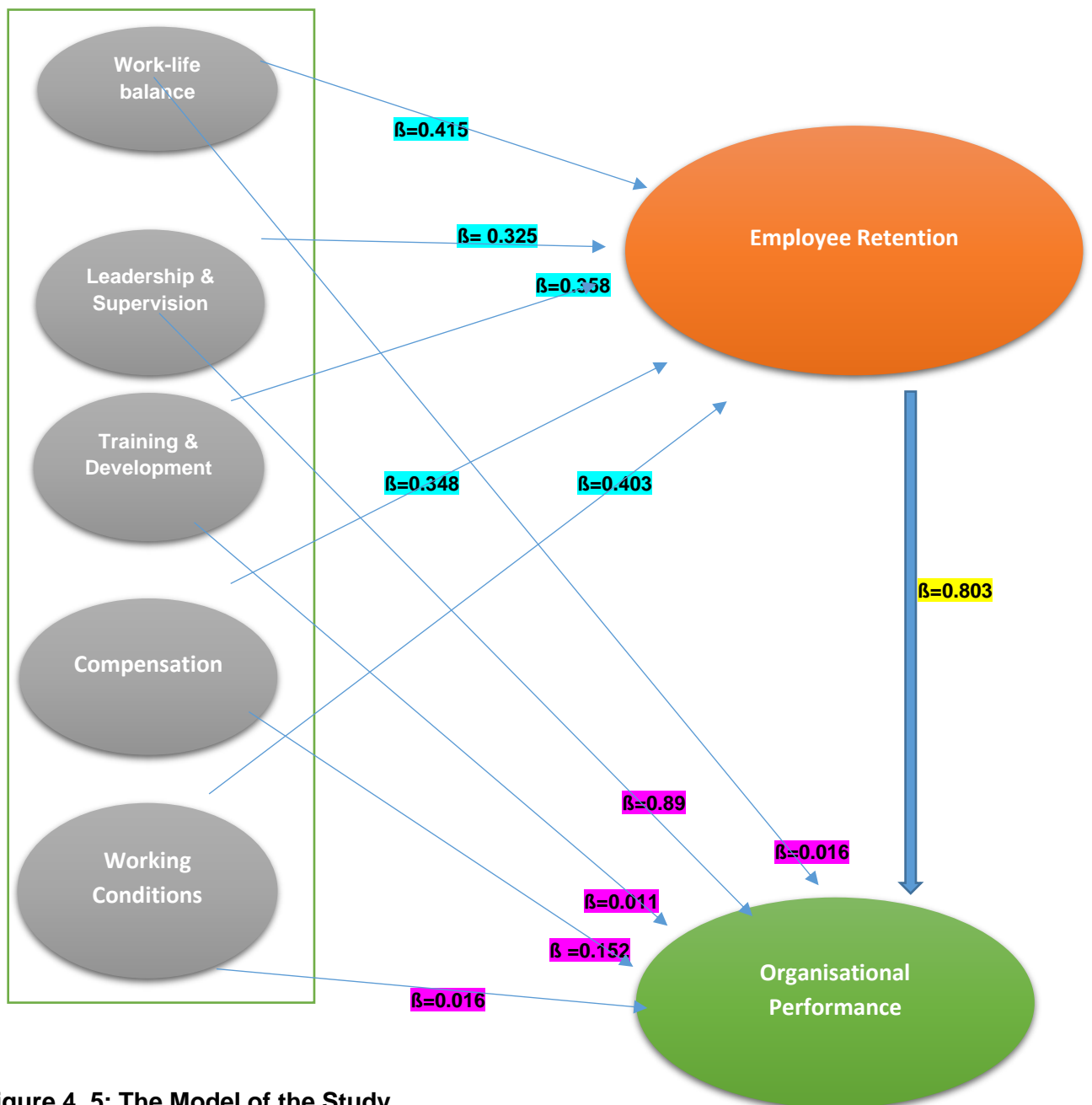


Figure 4. 5: The Model of the Study

4.8. CONCLUSION

This chapter presented a detailed discussion of the research results stemming from the data analysis. The chapter began with the presentation of the results from the pilot study. This was followed by a discussion of descriptive statistics. Furthermore, the reliability of the study was addressed in this chapter. Moreover, the chapter unpacked the outputs of factor analysis, correlation analysis and regression analysis.

CHAPTER 5

CONCLUSION, RECOMMENDATIONS AND FUTURE RESEARCH

5.1 INTRODUCTION

This chapter presents conclusions and offers recommendations based on the findings of the study, as presented in Chapter 4. The chapter begins by providing an overview of the study through discussing chapters in the study. The chapter then proceeds with a discussion of the conclusions of the study. It then provides a discussion on recommendations for private healthcare organisations based on the findings from the study. Furthermore, it discusses the theoretical and practical implications of the study. It further discusses the limitations of the study, as well as areas recommended for future research.

5.2. OVERVIEW OF THE STUDY

Chapter 1 presented the introduction and background of the study by discussing retention strategies, namely compensation, training and development, leadership and supervision, working conditions and work-life balance. This was followed by a discussion on employee retention and organisational performance. Chapter 1 also provided a discussion on the role of age in nursing employee retention. The problem statement and research question were formulated, and the research objectives were stated. Then a summary of the research design was presented, and the remainder of the chapter provided a discussion on the significance of the study, followed by ethical considerations and limitations. It concluded with the layout of the chapters.

Chapter 2 presented the literature review, which was congruent with the theoretical objectives of the study. Specifically, the chapter addressed employee retention, organisational performance, state of nursing, benefits of effective retention of nursing employees, employee turnover and the role of employees' age on retention.

Chapter 3 provided a detailed discussion of the methodology adopted to achieve the objectives of the study. This chapter elaborated on the research design, research approach, sampling strategy, population, target population, sampling frame, sample size and sampling method, data collection methods, ethical considerations and data analysis.

Chapter 4 began with a presentation of the pilot study's results. The chapter then presented the results and interpretations of outputs obtained from data collected for the study. Descriptive statistics were presented. This was followed by a presentation and interpretations of findings from factor analysis, correlation analysis and regression analysis.

5.3. FINDINGS OF THE STUDY

The findings addressed the primary and secondary objectives of the study, which were empirical and theoretical in nature, respectively.

5.3.1. Theoretical findings

The first theoretical objective was to review the literature on the effectiveness of retention strategies for employees. This was addressed in Section 1.2 and Subsection 2.2.3. Specifically, these sections pointed out that retention strategies in the form of compensation, training and development, leadership and supervision, working conditions and work-life balance have a positive influence on employee retention.

The second theoretical objective was to review the literature regarding the benefits associated with the effective retention of nursing employees. This was achieved in Section 2.5. The section highlighted that effective retention of nursing employees enhances organisational performance in private healthcare organisations. In this section, it was revealed that effective retention of nursing employees results in improved quality of patient care, patient satisfaction and reduction of turnover cost. It also cultivates job satisfaction and organisational commitment within the organisations.

The third theoretical objective was to review the literature on nursing employee turnover. This objective was attained in Section 1.2 and Section 2.4. These sections established that there is a prevalent high nursing employee turnover. Further, this section outlined that there is an existing high intention to leave amongst nursing employees.

The fourth theoretical objective was to review the literature on the impact of nursing employee turnover in hospitals. This objective was accomplished in Subsection 2.6.2. This subsection indicated that turnover of nursing employees does not only have adverse effects on the finances of the organisations, but it also increases workload, which compromises the quality of patient care in turn.

The fifth theoretical objective was to review the literature on the relationship between employee retention and organisational performance. This objective was attained in Subsection 1.2.6 and Subsection 2.3.2. Essentially, these subsections showed that maintaining adequate levels of employee retention led to higher organisational performance. Thus, highlighting that there is a positive relationship between employee retention and organisational performance.

The sixth theoretical objective was to review the literature on the role played by the age of employees on employee retention. This objective was outlined by the findings obtained in

Subsection 1.2.7 and Section 2.7. It was found that the age of employees plays an influential role between the adopted retention strategies and employees' intention to stay in the organisation.

5.3.2 Empirical findings

The first empirical objective was to identify strategies for employee retention in the private healthcare sector organisations in South Africa. This was addressed in Chapter 4, Section 4.5, through factor analysis. The strategies were identified as compensation, training and development, leadership and supervision, working conditions and work-life balance.

The second empirical objective was to investigate the effect of compensation on nursing employee retention in private healthcare sector organisations in South Africa. This was attained in Chapter 4, Section 4.6 and Section 4.7.1. Correlation analysis and regression analysis were conducted to achieve this. Both analyses showed that compensation has a positive effect on employee retention.

The third empirical objective was to investigate the effect of training and development on nursing employee retention in the private healthcare sector organisations in South Africa. This was achieved in Chapter 4, Section 4.6 and Section 4.7.1. Through correlation and regression analyses, it was established that training and development have a positive influence on employee retention.

The fourth empirical objective was to investigate the effect of leadership and supervision on nursing employee retention in the private healthcare sector organisations in South Africa. This was accomplished in Chapter 4, Section 4.6 and Section 4.7.1. The outputs of correlation and regression analyses showed a positive relationship between leadership and supervision and employee retention.

The fifth empirical objective was to investigate the effect of working conditions on nursing employee retention in the private healthcare sector organisations in South Africa. This was addressed in Chapter 4, Section 4.6 and Section 4.7.1. The results from correlation and regression analyses revealed that there is a positive correlation between working conditions and employee retention.

The sixth empirical objective was to investigate the effect of work-life balance on nursing employee retention in the private healthcare sector organisations in South Africa. This was acquired in Chapter 4, Section 4.6 and Section 4.7.1. Through correlation analysis and

regression analysis it was established that work-life balance positively influences employee retention.

The seventh empirical objective was to investigate the influence of retention strategies on the performance of organisations in the private healthcare sector organisations. This was concluded in Chapter 4, Section 4.6 and Section 4.7.2. Both sections revealed that retention strategies have a positive influence on the performance of organisations.

The eighth empirical objective was to investigate the influence of nursing employee retention on the performance of organisations in the private healthcare sector organisations. This was established in Chapter 4, Section 4.6 and Section 4.7.2. It was concluded that employee retention enhances the performance of organisations.

The ninth empirical objective was to investigate the role of age on nursing employee retention in the private healthcare sector in South Africa. This was determined in Chapter 4, Section 4.7.3. This section concluded that the age of employees does not have an influence on retention strategies and employee retention.

5.4. CONCLUSIONS

In essence, if private health organisations can adopt the identified retention strategies, this may assist in retaining employees. All retention strategies, namely compensation, training and development, leadership and supervision, working conditions and work-life balance have a positive influence on employee retention.

Naturally, when employees join organisations, they seek to be paid competitively for their services (Biason, 2017). In other words, the way employees are paid is key in terms of the decision to stay longer with the organisation. Hence, there is a positive relationship between compensation and employee retention. Thus, organisations that possess competitive and satisfactory compensation packages reap the benefits of employee retention. In terms of the current study, the results indicate that nursing employees in the private organisations are not satisfied with how they are compensated. This phenomenon inevitably has a significant impact on the issue of high turnover rate amongst nursing employees within private healthcare organisations in the country, as detailed in the literature chapter. Furthermore, this relationship was confirmed by the empirical results of this study, which show nursing employees are not keen to remain in their respective organisations. Correlation analysis also showed a significant positive relationship between compensation and employee retention.

The study established that training and development initiatives correlate positively with employee retention. This suggests that organisations that embrace training and development of the workforce maintain positive employee retention. As mentioned in the literature, training and development interventions do not make employees feel appreciated by the organisation, but also increase their employability, as they equip them with more skills and knowledge (Dhanpat et al., 2019). Training and development initiatives within the private healthcare organisations are suitable and effective, as the results of the study indicate that these initiatives influence the nursing employees to stay maximally with the organisations.

The study concluded that effective leadership and supervision within organisations culminate in positive employee retention. As Walker (2017) postulates, organisations that adopt transformative leadership, characterised by inspiring, empowering and giving individualised attention to employees, sustain desirable employee retention. Alas, the results of the current study imply that the leadership and supervision style within the private healthcare organisations is ineffective, as the nursing employees reflected that they do not agree that it is appropriate ($\bar{x}=2.79$ score). This was confirmed by correlation and regression analysis, which showed that leadership style has a significant positive relationship with employee retention.

The study deduced that working conditions have a positive relationship with employee retention. In other words, conducive working conditions result in adequate retention of employees. According to Khunou et al. (2016), conducive working conditions are those which are characterised by the safety and comfort of machinery, lighting, ventilation, disciplinary procedures, communication, job autonomy, positive feedback, innovation and supportive organisation culture, amongst others. The results of the current study posit that working conditions in the private healthcare organisations are favourable, as the nursing employees stated that working conditions influence positively on the decision to retain their jobs with the organisations. In this regard, Sikwela (2016) highlights that nurses who are employed by public healthcare organisations prefer the working conditions of private healthcare organisations.

The study found a positive correlation between work-life balance and employee retention. Therefore, organisations that strive for a proper balance between employees' work roles and private life tend to accomplish appropriate levels of employee retention. In the current study, nursing employees in private healthcare organisations are not satisfied with the balance between their work and private life. This could mean that there is a conflict between the two sets of roles due to a lack of proper work-life balance. This leads to the inability to effectively fulfil both roles. In the literature review, Du Preez (2017) reveals that the issue of insufficient

supply of nursing employees, associated with the high turnover rate of nursing staff, is the primary cause of work-life imbalance within the private healthcare organisations.

The study further presented that the retention strategies correlate positively with organisational performance. In other words, organisations that employ compensation, training and development, leadership and supervision, working conditions and work-life balance as strategies to retain employees, attain desirable organisational performance. Additionally, the findings of the study established that employee retention augments the relationship between retention strategies and organisational performance. Thus, the study concluded that employee retention enhances the performance of the organisation. Alas, the findings of the current study showed that the nursing employees do not intend to stay longer with the private healthcare organisations. As mentioned in Section 4.3.1, this revelation supported the literature as it was congruent with the findings by Msomi (2017) and Denosa (2022). Moreover, in line with the observations by the nursing employees, the study deduced that the performance of private healthcare organisations is not optimum. Finally, the study concluded that the age of nursing employees does not influence the retention thereof. This outcome contradicted Oosthuizen et al. (2016), as they affirmed that the age of employees has an influence on employee retention. The current study further established that the age of employees has no effect on the performance of organisations, thus opposing Pahos et al. (2021), who assert that retaining older employees may create a competitive edge for organisations.

5.5. RECOMMENDATIONS

Regarding the influence of compensation on employee retention, the results of the study revealed that nursing employees are not pleased with compensation packages. The private healthcare organisations should review the fringe benefits provided to nursing employees, as most nurses indicated dissatisfaction with the provision of fringe benefits. There are many types of fringe benefits that may be considered. For instance, health insurance in the private healthcare sector is not entirely free, as compared to the public healthcare sector. Private healthcare organisations contribute a certain percentage/portion towards employees' health insurance. Organisations should consider increasing the contribution if they cannot afford to carry the entire cost of health insurance for nursing employees. As a rule, salaries ought to be compared to the market prior to making offers to recruits.

Nursing employees indicated that they are happy with training and development initiatives within the organisations. This ought to be embraced more and enhanced further to cement its positive influence on employee retention. Thus, organisations must consider investing more in training and development, as most employees indicated that they are not satisfied with the

educational subsidies given by the organisation. Meaning that though employees are happy with training and development, they feel more can be done in this regard.

Private healthcare organisations ought to find ways to improve leadership and supervision. Leadership has an immeasurable role to play in alleviating the pressure that is associated with the work of nurses, which may lead to effective employee retention and, by extension, to greater organisational performance. Therefore, healthcare organisations ought to invest in educating and enhancing the capacity of management by embarking on courses such as emotional intelligence, personnel management, leadership and so on. Furthermore, zero-tolerance policies should be adopted for a manager whose conduct is improper towards employees.

The study revealed that working conditions in the private healthcare organisations are favourable and conducive to nursing employees. This must be sustained to ensure that it continues to play a positive role in retaining and attracting employees. Security and risk management ought to be effective to ensure safety within the organisation. Moreover, support services such as housekeeping, maintenance of equipment and so forth should remain diligently managed.

Evidently, the phenomenon of work-life imbalance is a consequence of ineffective employee retention, as the scholars, which are cited in the literature, attributed it to the prevailing high turnover levels within the private healthcare organisations. Therefore, this can be curbed by establishing positive employee retention. Accordingly, effective employee retention can be attained by sustaining the retention strategies that were reflected as positive influencers by nursing employees during their stay. Also, by adopting the recommendation stated above in relation to enhancing the retention strategies that were highlighted as ineffective by the results of nursing employees, adequate levels of employee retention may be achieved in the private healthcare sector. Ultimately, the accomplishment of proper levels of employee retention will translate to higher organisational performance in the private healthcare sector.

5.6. RESEARCH CONTRIBUTIONS

The study contributed by assisting the HRM of private healthcare organisations by revealing the influence of retention strategies on employee retention and highlighting areas of improvement in the retention strategies. Thus, HR practitioners will be enlightened regarding the effect of retention strategies on nursing employee retention and action plans to be implemented to enhance strategies that are viewed as unsatisfactory by nursing employees in the private healthcare sector. The study further contributed to the business management segment of private healthcare organisations by underscoring the importance of effective

retention of nursing employees on organisational performance. In other words, the study assisted the private healthcare organisations' leaders by illustrating that employee retention is a key cardinal pillar for attaining a competitive edge and, ultimately, the organisation's strategic objectives.

The study further contributed positively to the quest to ensure premium quality service in the private healthcare sector, as effective retention of nursing employees will result in better organisational performance, which entails improved quality of patient care, reduced patient complaints and so forth. Moreover, the study made a positive contribution by becoming part of the interventions that seek to improve the well-being of nursing employees in the country.

Finally, through this study, the existing body of knowledge in relation to the below topics was strengthened:

- ❖ The effect of compensation on nursing employee retention in the private healthcare sector organisations in South Africa.
- ❖ The effect of training and development on nursing employee retention in the private healthcare sector organisations in South Africa.
- ❖ The effect of leadership and supervision on nursing employee retention in the private healthcare sector organisations in South Africa.
- ❖ The effect of working conditions on nursing employee retention in the private healthcare sector organisations in South Africa.
- ❖ The effect of work-life balance on nursing employee retention in the private healthcare sector organisations in South Africa.
- ❖ The influence of retention strategies on the performance of organisations in the private healthcare sector organisations.
- ❖ The influence of nursing employee retention on the performance of organisations in the private healthcare sector organisations.
- ❖ The role of age between retention strategies and nursing employee retention in the private healthcare sector in South Africa.

5.7. LIMITATIONS

The fact that the current study adopted closed-ended questionnaires as the research instrument, meant that the responses of the participants were confined and/or restricted to the items of the questionnaire. The researcher views this as one of the limitations of the study. Therefore, future studies could follow a qualitative approach to obtain a comprehensive understanding of factors that may lead to employee retention and organisational performance.

Another limitation is that the study did not include all private healthcare organisations in the country. Future studies may include other institutions that did not form part of this study. In addition, the study employed non-probability sampling, in the form of the convenience method, to obtain participants for the study. The key disadvantage of convenience sampling is that it may lack clear generalisability. Future studies may consider probability sampling, as it is viewed as more objective.

5.8 AVENUE FOR FUTURE RESEARCH

Section 5.7 presented the limitations of the current study. Thus, future research may be conducted to remedy the limitations mentioned above. Accordingly, future research can be conducted in the form of a qualitative approach. In this way, open-ended questioning sessions may be executed with the nursing employees in order to obtain a deeper understanding of the factors that encourage them to stay longer within private healthcare organisations. Future research that would include all private healthcare organisations and/or will adopt probability sampling methods on the same subject, may also be conducted.

Furthermore, future studies could investigate the influence of compensation types individually to see which influences retention, as the current study was not specific on the types. Similarly, more research can be conducted to examine specific types of training's influence on nursing employee retention. Specific styles of leadership and supervision may also be investigated to establish their effect on the retention of nursing employees. Future research may be done to determine different elements of working conditions' influence on employee retention. Again, future studies may examine various practices of work-life balance on employee retention.

Moreover, future studies could also look at financial performance as the current study only used non-financial performance. Future studies may also investigate other demographic factors to establish how they influence nursing employee retention, as the current study only investigated age. Therefore, researchers can research other demographics such as gender, education, marital status and so on. Future studies could also compare public and private organisations. Future studies could also investigate the views of other stakeholders, such as the management of these organisations.

5.9. CONCLUSION

This chapter is the conclusion of this study, which was conducted to investigate the effectiveness of nursing employee retention strategies and how employee retention affects organisational performance in the private healthcare sector in South Africa. The objectives of the study were accomplished and it concluded that compensation, training and development, leadership and supervision, working conditions and work-life balance correlate positively with

employee retention. In other words, it was established that these retention strategies are effective measures to achieve employee retention. In addition, it was concluded that employee retention enhances the performance of organisations. Nevertheless, the study concluded that private healthcare organisations are failing to achieve optimum levels of nursing employee retention. Consequently, the study deduced that private healthcare organisations are not performing optimally. The chapter also provided recommendations to private healthcare organisations by drawing conclusions from the study. Furthermore, research contributions were discussed. The chapter concluded by highlighting the limitations of the study and suggesting areas for future research.

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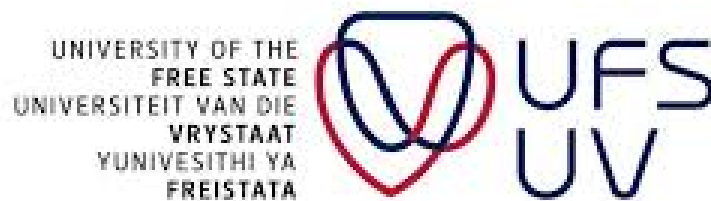
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**APPENDIX A
QUESTIONNAIRE**

Nursing Employee Retention Strategies and Performance of Organisations in the Private Healthcare Sector.



My name is Sandile Mpanza, a Master of Commerce (Business Management) student at the University of the Free State, Bloemfontein campus. I am conducting research in the field of management. The aim of my study is to investigate the effectiveness of nursing employee retention strategies and performance of organisations in the private health sector. I therefore request your assistance in providing the data for my study. In achieving this, I would appreciate it if you could kindly complete this questionnaire as truthfully and accurately as possible.

This research is conducted strictly for academic purposes and therefore your participation in the study is strictly confidential and anonymity is guaranteed as you do not have to provide your name. All data provided will be treated in the strictest confidence.

Thank you

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SECTION A - Biographical information

Please answer the following questions by marking the appropriate option:

A1 Age

18-25	26-30	31-35	36-40	41-45	46-50	51-55	56-60	61-65
1	2	3	4	5	6	7	8	9

A2. Gender

Male	1	Female	2	Other	3
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A3. Marital Status

Married	1	Single	2	Other	3
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A.4. Years in the current hospital

<1 year	1	>1 ≤5 years	2	≥6≤10 years	3	≥11≤19 years	4	≥20 years	5
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SECTION B – Strategies on Employee Retention

Please indicate the degree to which you agree or disagree with the following statements by circling/ticking the appropriate number.

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
B1	COMPENSATION					
B1.1	The rewards and benefits offered by my organisation are commensurate with the amount and quality of work done.	1	2	3	4	5
B1.2	I am satisfied with the number of annual leave days given by my organisation.	1	2	3	4	5
B1.3	I am satisfied with the educational subsidies given by my organisation.	1	2	3	4	5
B1.4	My total reward is fair in comparison to that of other employees in the same sector.	1	2	3	4	5
B1.5	My organisation provides a good pension scheme for its employees	1	2	3	4	5
B1.6	My organisation provides good fringe benefits for its employees	1	2	3	4	5

B2	TRAINING AND DEVELOPMENT	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
B2.1	My organisation supports training and development.	1	2	3	4	5
B2.2	In my organisation training and development that is offered is relevant.	1	2	3	4	5
B2.3	In my organisation the training and development enhance my performance.	1	2	3	4	5
B2.4	My organisation has a comprehensive policy on training which links training to performance.	1	2	3	4	5
B2.5	In my organisation, knowledge acquired through continuous training has a direct influence on my work performance.	1	2	3	4	5

B3	LEADERSHIP AND SUPERVISION	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
B3.1	My manager treats staff as individuals, supports and encourages their development.	1	2	3	4	5
B3.2	My manager fosters trust, involvement and co-operation amongst team members.	1	2	3	4	5
B3.3	My manager gives me clear job objectives and instructions.	1	2	3	4	5
B3.4	My manager encourages me to come up with new ideas.	1	2	3	4	5
B3.5	I receive open, honest and constructive feedback on my performance from my manager.	1	2	3	4	5
B3.6	In the appraisal exercise, my manager and I agree to aim higher always.	1	2	3	4	5

B4	WORKING CONDITIONS	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
B4.1	My place of work is safe and pleasant.	1	2	3	4	5
B4.2	The culture of my organisation encourages employees to express creativity on the job.	1	2	3	4	5
B4.3	I feel that my personal values are a good fit with this organisational culture.	1	2	3	4	5
B4.4	My organisation provides an appropriate working environment conducive for work performance.	1	2	3	4	5
B4.5	My organisation corporate culture supports my work performance.	1	2	3	4	5
B5	WORK-LIFE BALANCE	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
B5.1	My job gives me energy to pursue personal responsibility.	1	2	3	4	5
B5.2	My personal life gives me energy for my job.	1	2	3	4	5
B5.3	The balance between work and life makes me happy to stay in the organisation.	1	2	3	4	5
B5.4	Flexible work arrangements influence my productivity.	1	2	3	4	5
B5.5	Leave policies have a positive impact on my work performance.	1	2	3	4	5

SECTION C: EMPLOYEE RETENTION

C	Employee Retention	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
C.1	I am not planning to work for another organisation within a period of three years.	1	2	3	4	5
C.2	If I wanted to do another job or function, I would look first at the possibilities within this organisation.	1	2	3	4	5
C.3	I see a future for myself within this organisation.	1	2	3	4	5
C.4	If I could start over again, I would choose to work for this organisation.	1	2	3	4	5
C.5	If I received an attractive job offer from another organisation, I would NOT take the job.	1	2	3	4	5
C.6	I love working for this organisation.	1	2	3	4	5

SECTION D ORGANISATIONAL PERFORMANCE

D	Organisational Performance	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
D.1	My organisation retains existing clients.	1	2	3	4	5
D.2	My organisation is managing to attract new clients.	1	2	3	4	5
D.3	In my organisation the number of clients complaints within the last period has decreased strongly.	1	2	3	4	5
D.4	The reputation of my organisation in the eyes of clients has improved.	1	2	3	4	5
D.5	The relations of my organisation and suppliers is considered to be excellent because we maintain genuine partnership with them.	1	2	3	4	5
D.6	In my organisation, the quality of service is well above industry average.	1	2	3	4	5

THANK YOU