

Employee Retention and Performance of University of Benin Teaching Hospital (UBTH) in Edo State, Nigeria

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ABSTRACTS: *This study examined employee retention and performance of University of Benin Teaching Hospital (UBTH) in Edo State, Nigeria. To accomplish the study objective, cross sectional survey was performed on a sample of three hundred and one (301) clinical UBTH staff in Nigeria, using a well structure questionnaire on five-point Likert scale. Data were collected and analysed by using descriptive statistics, ANOVA and ordinary least square regression. The result indicated that technology integration, welfare policies and job satisfaction were found to be significant and positively related with performance while self-actualization had positive but insignificant relationship with performance of University of Benin Teaching Hospital in Nigeria. The study came to conclusion that a determined workforce needs to be develop in order to uphold organizational success and emphasizes the need for comprehensive strategy to retention, integrating technology, improving welfare, developing self-actualization and then guarantee job happiness.*

KEYWORDS: employee retention, job satisfaction, performance, self-actualisation, technology integration, welfare policy.

INTRODUCTION

Employee retention has remained a major concern for organizations around the world, given its nature as a valuable commodity and its vital role in organisational performance (Cryssa & Neneng, 2023). It involves motivating staffs to stay and put in the organisation for a prolong duration of time, in other to attain stability and fostering organizational growth (Awolaja, 2023). Employee retention is also seen as a system of reducing staff turnover (Fukofuka, 2014) and regarded as a key source of competitive advantage for any organization. A successful organisation benefits from keeping its skilled and seasoned workforce. Ma et al. (2018) opined that organisation devoid of exceptional workers struggle to accomplish their goals and intentions since poor staff retention plans has time and again lead to employee turnover, which can affect the effectiveness of the company as a whole. According to Ekhsan (2019), countless companies have lost lots of resources due to high staff turnover which has amplified expenses associated with acquiring the services of fresh employees, providing training and interfering with daily operations. Companies invest a lot of money in engaging an experienced staff in order to put an end to the negative trend occurrences (Singh, 2019). James and Mathew (2012) claim that putting employee retention methods into practice will boost commitment and loyalty among staff members while lowering the expense of employee turnover and improving organisational performance.

In order to give the company a competitive edge, low absenteeism and turnover rates, high productivity and higher profitability, it is critical to recruit, train and maintain a productive workforce (Okafor et al., 2019). For some delicate organisations like the health sector organizations, employee retention is a crucial factor. Effective retention methods, according to Sushil (2013), help to increase the efficacy of service delivery in the health sector institutions that provide healthcare, like University of Benin Teaching Hospital. It is critical to attract, develop, and keep a productive staff that will result into high productivity, reduced turnover and absenteeism, higher profitability and a competitive edge (Okafor et al., 2019).

Several studies have conducted significant study on staff retention and organisational success in numerous areas such as hospitality, banking, manufacturing, service and education, both in Nigeria and internationally (Ikima, 2023; Igbinoba et al., 2022; Madingwane et al., 2021; Khan, 2020; Okafor et al. 2019). However, there is a notable paucity of extensive study on employee retention in the public health sector. There are also various retention tactics, such as training and development, employee rewards, career progression opportunities, job rotation, work atmosphere, goal setting, job expansion, job enrichment and job security. This study attempts to close the knowledge vacuum by examining variables such as technology integration, job happiness, welfare policies and self-actualization as employee retention methods in connection to organisational performance using the case of UBTH in Edo State, Nigeria.

LITERATURE REVIEW

Organization Performance

Organisational performance refers to a corporate organization's ability to convert existing resources within its scope in an effective and efficient way so as to realize its planned goals and objectives (Nwadukwe & Court, 2012). Improving organisational performance is critical and achieving it requires a business organization's ability to properly utilise its assets in terms of human and material resources available to generate revenue for the business in the operating environments (Modum et al., 2013). Any organizations and systems success or failure is mostly determined by the talent, intelligence or character of its human assets (employees) or management team (Drucker, 2016). Effort by employees aimed at achieving organizational goals and objectives constitute organizational performance (Afriyie et al., 2020). Organisational performance metrics show how well a company is performing in terms of profit margin, product quality and market share, when compared to other companies operating in the same industry. Consequently, it mirrors the productivity of enterprise members when assessed on factors such as client satisfaction, profit, efficiency, growth, effectiveness, timely delivery, development, growth and expansion of the organisation (Okafor et al., 2019).

Employee Retention

Motivating and inspiring staff to remain in an organization is of paramount importance for its overall wellness and sustainability. Employees serve as the cornerstone of Organisation, making them the most important factor influencing organizational performance (Singh, 2019). Implementing retention strategies is thus essential to ensure that employee stay on, facilitating the growth of organization on a long term basis. Irshad and Afridi (2011) opined that the primary factor among other factors influencing employee retention from various aspects of human resources management includes reward, caring management culture, skill recognition, training, learning and working climate, employee engagement, job flexibility and career development. In the opinion of Afriyie et al. (2020), staff retention techniques are an important human resource management approach for attracting, motivating and retaining the necessary brains to help organisations reach their goals.

Technology Integration

As science and technology advance, so do people. People are not just helped by technologies to do things and faster, but they are enabling profound changes in the ways that work is done in organization (Cascio & Montealegre, 2016). The digital revolution has significantly impacted people's behaviour, as seen by the widespread use of phones and computers for business, communication, reading, shopping and navigation. In today's world, technological advancements have made employment easier. In corporate organisations, people's technological inclinations also play an important part in defining their attitudes towards goal achievement. Any company organisation that has not fully embraced technology integration is undoubtedly out of the twenty-

first century and may suffer the issue of low productivity due to employee churn. Digital platforms, artificial intelligence and data analytics are examples of technology integration in performance management, allowing firms to collect, analyse, and visualise performance data. Managers and HR professionals may now focus on strategic projects and employee coaching while using analytics and predictive modelling to make data-driven decisions. Saleh (2018) however noted that although automation technology significantly boosts productivity, there are drawbacks, including lower employee morale and a worsening of attitudes towards work.

Self-Actualization

The simple way of defining self-actualization is reaching one's greatest potential (D'Souza, 2018). It is the capacity to reach one's potential which varies from persons to persons. The need that enables the individuals to recognize their complete potential is regarded as self-actualization (Gopinath, 2020). According to self-actualization is defined as the capacity to fulfil one's role as a parent by providing adequate care for the family and as a scientist by finishing a study in their profession (McLeod, 2007). Self-actualization is being independent of others for guidance and support, possessing qualities that enable one to reach their full potential (full development) and engaging in creative endeavours that motivate positive outcomes. Nikadambaeva et al. (2021) state that self-actualization entails persistence, ongoing engagement in the process of growth and the fullest possible development of abilities, rather than contentment with reduced laziness or low self-esteem (Aathira & Nimi, 2023). The employee's only career motivations at this time are growth, recognition, progression and career development.

Welfare Policies

Welfare policies were formed as part of labour relations practices in compliance with statutory requirements for collective bargaining terms, employee welfare activities, salaries, wages and other financial benefits (Sang, 2021). Welfare policies are part of an organization's corporate governance to protect employees' well-being. A well-structured welfare strategy will improve an organization's performance by building a secure group that addresses social and economic employee difficulties among other aspects (Wilke et al., 2018). Employee welfare encompasses all of the benefits and services provided to employees in order to improve their level of living. These welfare programmes were classified as eight elements based on labour welfare considerations. These include cooperative societies, loans, and other forms of financial assistance, housing, food subsidies, improved working conditions and stable labour markets. These welfare programmes ensured long-term organisational efficiency while also promoting healthy labour relations.

Job Satisfaction

Satisfaction of job is manifested by employee's attitude towards their job. Igbinoba et al. (2022) defined attitudes as feelings, thoughts and beliefs about one's job. Skaalvik and Skaalvik (2011) averred that job satisfaction evolves when the expected work meets expected results. Job

satisfaction has big impact on the way employees perform their job. Employee is an essential element in the process of implementing the mission and vision of enterprise (Dziuba et al., 2020). This is because these elements have a significant effect on the choice of an employee's on whether or not to remain with the organisation or seek new possibilities. Employees who are pleased with their jobs and motivated to succeed are more likely to stay with their employer over time (Conway, 2021).

Theoretical Framework

In 2003, Hauenstein proposed the Wanted vs Unwanted Turnover Theory. According to this theory, personnel with the correct attributes for a certain position are considered undesired turnover, while those without the correct desirable characteristics are considered unwanted (Hauenstein, 2003). Hauenstein argues that human resources department should compare replacement prices with employee turnover costs. That is to say, if the leaving cost of an employee exceeds the cost of replacement, employee turnover is desired so that the firm does not lose money in replacing the undesired person. On the contrary, undesirable turnover results in a higher loss of desirable employees than recruiting a new one. If it cost more for an employee to leave than for it to be replace, it is desirable turnover. This theory served as the foundation for this study, which focused on strategically retaining high-performing individuals. This notion promoted technological integration, welfare programmes, self-actualization and job happiness as tactics for retaining people and lowering employee turnover costs.

Prior Empirical Studies

Nor et al. (2024) examined the nexus between employee retention, motivation and job satisfaction in multinational companies in Malaysia's Klang Valley in post epidemic era. Utilising a quantitative methodology, the study distributed questionnaires to a subset of participants, yielding 83.8% response rate. The findings indicated that amid multinational corporations in Klang Valley, job satisfaction, motivation and retention are positively correlated. Work-life balance, career development possibilities and job stability are important elements that stimulate motivation and job satisfaction. The report exposed how critical it is to put employee retention and satisfaction first, as well as to guarantee job security, promote work-life balance and provide opportunities for professional progression.

Awolaja (2023) examined the connection between the tactics of retaining employee and academic staff performance of selected privately owned universities in Osun State, Nigeria. It was a survey approach that employs the instrument of 387 distributed questionnaire but only 315 respondents finished it and sent it back. Descriptive statistics of ordinary least square (OLS) was employed in the testing of hypothesis. The performance at the selected private educational institutions as the findings dictate has been positively impacted by the variables being investigated; growth opportunity, reasonable remuneration plan and a worthy work-life balance.

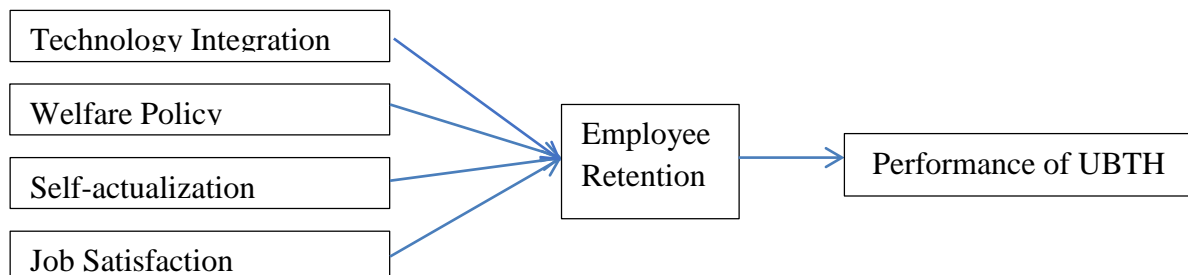
Chatzoude and Chatzoglou (2022) conducted study on the factors that influence the turnover intents of European employees with a focus on the mediating effect of the conditions prevalent at the place of work. This research employs a measurable methodology. A unique conceptual framework or research model was created and put to the test empirically utilising primary data gathered from workers across five distinct European nations. The study, among other things, emphasises that both job satisfaction and employee commitment influence significantly employees' intents to stick with an organization.

Nguyen and Duong (2021) evaluated the connections between job happiness, employee retention, performance, training and development. 300 Vietnamese employees made up the sample size for the researcher's quantitative design. The research methods included correlation inquiry and exploratory factor analysis (EFA). The result confirmed that job satisfaction positively affects retention of employee, job performance and employee retention are positively related and training and development positively correlates with retention of employee. Accordingly, study offers empirical evidence that can help Vietnamese organisations improve employee retention strategies.

Igbinoba et al. (2020) investigated the association between staff retention strategies and the performance of an organisation. Five-point Likert rating scale questionnaire was distributed to 180 respondents, 158 questionnaires was returned and analysed. Employee retention tactics and organisational performance are tightly related according to this study finding. Consequently, employers are advised to establish performance-based employee retention initiatives.

Gopinath (2020) examined the importance of self-actualization in organisations. The study provides a comprehensive picture of the role of self-actualization in organisations, drawing on Maslow's needs hierarchy. The study concluded that the existence of self-actualized individuals has an impact on the success of organisations.

2.9 Theoretical Framework



Stated Hypothesis

H₁: Technology integration has no significant influence on employee retention in Nigeria.

H₂: Welfare policy has no significant influences on employee retention in Nigeria.

H₃: Self-actualization has no significant influences on employee retention in Nigeria.

H₄: Job satisfaction has no significant influences on employee retention in Nigeria.

METHODOLOGY

Sample Size and Sampling Technique

As it seemed impracticable to reach the broad population, the study utilizes a technique for sampling so as to draw inferences for the study. From the population, a sample size consisting of health workers (clinical staff) at UBTH in Edo State, Nigeria was selected. As a result, using Yamane (1967) formula, the sample size was reduced from a total population of one thousand two hundred and nineteen (1,219) respondents to three hundred and one (301). The following is the formula:

$$\text{Sample Size } (n) = N/1+N(e)^2$$

Where,

n = the sample size

N = the population

e = margin of error in decimal (5% percent in this case)

$$n = 1,2319/1+ 1,2319 (0.05)^2$$

$$n = 301$$

The formula has to be applied in order to get a suitable and sizable sample of study personnel in a scientific manner. Due to the equal representation of each respondent, the sample size was distributed proportionately.

Table 1: Sample Size Breakdown

S/N	University of Benin Teaching Hospital (UBTH) clinical staff composition	Number of staff	Number of staff selected
1.	Clinic consultants	200	77
2.	Doctors	335	74
3.	Nurses	600	136
4.	Pharmacists	24	14
	Total	1219	301

Source: Researcher's survey (2024)

Questionnaire Administration

A straightforward random sample technique was employed to distribute questionnaires to the intended recipients. This probability sampling strategy was used because it provides an equal representation for the study population to be selected as the sample frame.

Model Specification

For the purpose of this study, our model is specified in explicit form as:

$$\text{PERF} = \beta_0 + \beta_1\text{TECI} + \beta_2\text{WELP} + \beta_3\text{SELA} + \beta_4\text{JOBS} + e \dots\dots\dots (1)$$

Where:

β_0 - Intercept

$\beta_1, \beta_2, \beta_3$ and β_4 = Coefficient of explanatory variables

PERF = Performance (dependent variable)

TECI = Technology Integration (independent variable)

WELP = Welfare Policies (independent variable)

SELA = Self-Actualization (independent variable)

JOBS = Job Satisfaction (independent variable)

e = error term

A prior expectation: $\beta_1, \beta_2, \beta_3$ and $\beta_4 > 0$

Operationalization and Measurement of Variables

The details for operationalization as well as the measurement of variables have been subsectionalized along the independent and explanatory variables of the study. The variables were measured using five-point Likert-type scale. The details are indicated in Table 2.

Table 2: Operationalisation of Variables

S/N	Variables	Operationalisation and measurement of variables	Questionnaire Items	A priori Sign.
1.	PERF	Organisational performance was measured by making use of five-point Likert ranging from strongly agreed (SA)=5; Agreed (A)=4; Undecided (UD)=3; Disagreed (D)=2; and Strongly Disagree (SD) = 1 (5 point ordinal scale measurement).	1 – 3	
2.	TECI	Technological integration was measured by making use of five-point Likert ranging from strongly agreed (SA)=5; Agreed (A)=4; Undecided (UD)=3; Disagreed (D)=2; and Strongly Disagreed (SD) = 1 (5 point ordinal scale measurement).	4 – 6	+
3.	WELP	Welfare policies was measured by making use of five-point Likert ranging from strongly agreed (SA)=5; Agreed (A)=4; Undecided (UD)=3; Disagreed (D)=2; and Strongly	7 – 9	+

		Disagreed (SD) = 1 (5 point ordinal scale measurement).		
4.	SELA	Self-actualization was measured by making use of five-point Likert ranging from strongly agreed (SA)=5; Agreed (A)=4; Undecided (UD)=3; Disagreed (D)=2; and Strongly Disagreed (SD) = 1 (5 point ordinal scale measurement).	10 – 12	+
5.	JOBS	Job satisfaction was measured by making use of five-point Likert ranging from strongly agreed (SA)=5; Agreed (A)=4; Undecided (UD)=3; Disagreed (D)=2; and Strongly Disagreed (SD) = 1 (5 point ordinal scale measurement).	12 – 15	+

Source: Researcher's survey (2024)

Data Analysis Technique

The study engages statistical methods of descriptive as well as inferential statistics for the data to be analysed. Regression analysis was used to evaluate each of the study's hypotheses and descriptive statistics of frequency count and simple percentage were used to explain respondents' answers to questions about organisational performance, staff retention strategies and demographic factors. After the questionnaires were correctly filled and retrieved from respondents, they were properly checked and the answers were coded and calculated using a five-point Likert scale in the Statistical Package for Social Sciences (SPSS).

RESULTS AND DISCUSSION

Ordinary Least Square (OLS) Regression Results Diagnostic Tests and Estimation

Table 3: Multiple Regression Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786 ^a	.707	.676	.4992388	1.827

a. Predictors: (Constant), TECI, WELP, SELA, JOBS

b. Dependent Variable: PERF

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.542	4	.135	11.544	.000
	Residual	72.778	292	.249		
	Total	73.320	296			

a. Dependent Variable: PERF

b. Predictors: (Constant), TECI, WELP, SELA, JOBS

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.015	.255		15.725	.000		
	TECI	.142	.056	.002	2.536	.012	.610	1.639
	WELP	.124	.058	.033	2.137	.023	.575	1.740
	SELA	.005	.030	.009	.153	.879	.885	1.129
	JOBS	.143	.030	.084	4.767	.000	.986	1.014

Diagnostic Tests

Diagnostic tests were conducted following inconsistencies in questionnaire and also to rationalize the usage of ordinary least square regression for the purpose of testing the formulated hypotheses.

Collinearity Diagnostics

The diagnostic test carried out in this study is collinearity diagnostics test. The test is analysed as follow: variance inflation factors, of 1.639 for technology integration (TECI), 1.740 for welfare policies (WELP), 1,129 for self-actualization (SELA), and 1.014 job satisfaction (JOBS). This shows that the test is devoid of multicollinearity in the regressed variables since all the values are within the threshold of 10 units as advance by (Hair et al., 2010).

Hypothesis one is aimed to decide technology integration influence on employee retention. Technology integration (TECI) (T= 0.610, VIF, 1.639) effects on employee retention was

positively significant. This result aligns with Schindler et al. (2017) that computer-based technology positively impacts engagement of student and delivers change positively for potential teachers' intuition and imaginative thinking skills, in multi-dimensional 21st century. Consequently, the inclusion of technology into a system breeds positive change (Yilmaz, 2020).

Hypothesis two is aimed to decide welfare policies influence on employee retention. Welfare policy (WELP) (T= 0.575, VIF, 1.740) effects on employee retention was positively significant. The result supported the finding of Premarathne and Perera (2015) that welfare policies if be enhanced by the management will get the best out of the employee and benefit the organization on the long run.

Hypotheses three determine self-actualization influence on employee retention. Self-actualization (SELA) (T= 0.855, VIF, 1.129) effects on employee retention was positively significant. The finding also supported the findings of Gopinath (2020) that the presence of self-actualized people has a role on the success of organization.

Hypotheses four was to ascertain job satisfaction effect on the retention of employee. Job satisfaction (JOBS) (T = 0.986, VIF, 1.014) effects on employee retention had no significant but positively related. The results supported the findings by Oki (2014) that satisfaction of employee is positively associated with employee retention.

Estimation

The regression results further reinforce our hypotheses as portrayed by the results in table 3, where R Square = 0.707, indicating that 4 independent factors can be explain by 70.7% of the variance in the data. Results of the F test indicated that ANOVA had F = 11.544 and sig = 0.000. This outcome means that UBTH must not neglect the use of technology, welfare of employees, self-actualization of employees and job satisfaction of employees. These four experimented variables are important variables to be considered as strategy for keeping employees in an organization.

CONCLUSION

This study investigated employee retention and performance of University of Benin Teaching Hospital (UBTH) in Edo State, Nigeria. The study anchored on the wanted vs unwanted turnover theory proposed by Hauenstein (2003) and for the objective of the study to be accomplished, a cross sectional survey was carried out on a sample of three hundred and one (301) clinical UBTH staff in Nigeria, using a well structure questionnaire on five-point Likert scale. The analysis of data collected was done with the aid of descriptive statistics, ANOVA and OLS regression. The result of the study indicated that the independent variable of technology integration, welfare policies and job satisfaction were found to have positive and significant relationship with performance while self-actualization had positive but insignificant relationship with performance

of University of Benin Teaching Hospital in Nigeria. Hence, the study came to conclusion that a determined workforce needs to be develop in order to uphold organizational success and emphasizes the need for comprehensive strategy to retention, integrating technology, improving welfare, developing self-actualization and then guarantee job happiness.

Limitations of the Study

Some constraints are usually encountered in the course of conducting any research. This study is not an exception as the wide geographical coverage of firms in Nigeria could stand as a challenge to be investigated. The study is therefore limited to the University of Benin Teaching Hospital (UBTH) in Edo State, Nigeria. The sample size also constitutes a limitation to the study as not all companies are covered in the country.

Suggestions for Future Research

Based on the limitations of the study, it is vital for future researchers to expand the study area by examining other variables and sectors that were not considered in this study.

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